

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

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1. Recommendations

The Strategic Board is asked to note the update provided within this report.

2. Executive Summary

The Home Office Grant to Essex Police for its share of the national 20,000 officer uplift, coupled with the increase in Council Tax precept that members of the Police, Fire and Crime Panel have approved, has allowed another year of significant investment in police officers and police staff.

The 2022/23 Force Growth Programme has commenced which will result in the placement of 200 more officer posts and 68 additional staff roles. Within this overall growth 10 posts are allocated to the Regional Organised Crime Unit and will be directly recruited to by the ROCU. The remaining officer and staff posts are being allocated according to the investment plans previously agreed with the PFCC and set out in the budget setting letter present and agreed in February 2022.

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

The 2022/23 investment recommendations put forward by Essex Police were devised to ensure that the Force continues to tackle violence across the county, including violence against women, girls and sexual offending; continues to provide local, visible and accessible policing in our communities, with a focus on crime prevention, and providing additional investigative capacity to focus on key areas of high harm and vulnerability and ensuring a professional policing service is provided to all. The tables below set out the approved growth for officers and staff respectively. The breakdown includes the additional growth funded by precept uplift.

Table 1 – police officer investment

Thematic Heading	Heading	FTE
Tackling violence in all forms including VAWG, DA and Drug Driven Violence	Local Policing High Harm Investigation Teams	48
Tackling violence in all forms including VAWG and Sexual Violence & abuse	Quest Team growth	10
Tackling violence in all forms including VAWG and abuse against children	Child Abuse Investigation growth	10
Crime prevention and visibility in our communities	Town Centre Team growth	51
Crime prevention and visibility in our communities	Force Control Room Sergeants	15
Crime prevention and visibility in our communities	Chelmsford Custody Manager	1
Crime prevention and visibility in our communities	Community Police Team growth	10
Crime prevention and visibility in our communities	Violence and Vulnerability DCI	1
Investigating Crime and building an even more professional force	Local Policing Team Sergeants	20
Investigating Crime and building an even more professional force	DCI North LPA	1
Investigating Crime and building an even more professional force	Operational Skills Trainers	3

Thematic Heading	Heading	FTE
Investigating Crime and building an even more professional force	Driver Trainers	2
Investigating Crime and building an even more professional force	Investigative Skills Trainers	3
Investigating Crime and building an even more professional force	Diversity Equality and Inclusion Team	3
Investigating Crime and building an even more professional force	Complaints Inspectors	3
Investigating Crime and building an even more professional force	Counter Corruption Prevention Team	5
Investigating Crime and building an even more professional force	Professional Standards Department Officer Manager	1
Investigating Crime and building an even more professional force	Performance Assessment Sgt	1
Investigating Crime and building an even more professional force	Domestic Abuse Superintendent	1
Investigating Crime and building an even more professional force	Domestic Abuse Strategy & Support Sgt	1
Total Officer Uplift		190
National PUP ROCU FTE	ROCU growth	10
Total officer investment FTE		200

Table 2 – staff investment

Thematic Heading	Heading	FTE
Tackling violence in all forms including VAWG	MARAC (SETDAB) ²	2.0
Crime prevention and visibility in our communities	Serious Crime Directorate International Liaison Officer	1.0
Crime prevention and visibility in our communities	Performance Analysis	1.0
Crime prevention and visibility in our communities	Strategic Estate Development Officer and Project Managers	3.0
Crime prevention and visibility in our communities	Media and Communications	2.0
Crime prevention and visibility in our communities	Force Control Room	30.0
Investigating Crime and building an even more professional force	Serious Crime Directorate – Digital Media Hubs	6.0
Investigating Crime and building an even more professional force	Deputy Payroll and Pensions Manager	0.5
Investigating Crime and building an even more professional force	HR / Health Services	0.5
Investigating Crime and building an even more professional force	Special Constabulary Operational Skills Trainers	3.0
Investigating Crime and building an even more professional force	Information Management	14.0
Investigating Crime and building an even more professional force	Operational Lawyer	0.4
Investigating Crime and building an even more professional force	Automatic Number Plate Reader (ANPR) Team	2.0
Investigating Crime and building an even more professional force	Professional Standards Department Counter Corruption	2.0
Investigating Crime and building an even more professional force	Property Stores	1.0
Investigating Crime and building an even more professional force	Data Protection	3.0
Other	Force Chaplain	1.0
Total establishment FTE		72.4
Savings & Efficiency Programme		-4.0
Net Staff Investment		68.4

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.

Work continues to identify and confirm the details of role profiles and job descriptions to be utilised in post creation for existing areas of growth, and the development of new ones for new growth strands. Engagement has been completed with specific HR staff informing them of the growth for their respective areas and the current timelines for implementation of all growth. In accordance with the timeline, post creation by Organisational Management is being completed in 3 main tranches, these being:

- **Tranche 1 (April, May, June and July go lives)**
- **Tranche 2 (Aug, September, October and November go lives)**
- **Tranche 3 (December, January, February and March go lives)**

The post creation and upload to SAP of all identified posts for Tranche 1 implementation has been completed. Tranches 2 and 3 are being progressed accordingly in line with the timeline for implementation. All posts will be built as non-established, automatically converting to established on the 1st of each planned implementation month.

The Force Growth project team have supported the individual plans for the deployment of these additional officers and staff against the timeline set by Chief Officers. The current timeline (as amended) is set out below in **Tables 3 and 4**.

Table 3 – Officer Implementation timeline (new version)

22/23 Force Growth Implementation Plan - Officers

Chief Officer	Command	Description/Heading	Rank Profile	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
DCC Prophet	PSD	PSD Sergeant and Officer Manager	Sergeant	1											
		CCU Prevention Team	Inspector			1									
		-	Sergeant			1									
		-	Constable				3								
T/ACC Baldwin	C&PP	Quest Team growth	Inspector	1											
		-	Sergeant				1								
		-	Constable						4		4				
	Criminal Justice	CAIT	Constable						3 (N)	4 (S)	3 (W)				
		Chelmsford Custody Manager	Inspector				1								
ACO Leicester	L&D	Operational Investigative Skills Trainers	Constable			3									
		Driver Trainers	Constable				2								
		Investigative Skills Training	Sergeant				1								
		-	Constable				2								
			PAT Sergeant	Sergeant			1								
	Human Resources	Diversity Equality and Inclusion Team	Superintendent	1											
		-	Sergeant		1										
		-	Constable		1										
T/ACC Pavelin	Contact Mgt	Sgts in the FCR, 3 per shift (one per LPA)	Sergeant	1	4	10									
	OPC	VVU 3 P's DCI	Chief Inspector	1											
ACC Nolan	Local Policing	DCI North LPA	Chief Inspector			1									
		Complaints Inspectors (1 per LPA)	Inspector		3										
		Domestic Abuse	Superintendent	1											
		-	Sergeant		1										
		LPT HH Investigation Team	Sergeant		1 (N) 1 (W)	1 (S)			1 (N)	1 (W)	1 (S)		1 (N)		
		-	Constable		7 (N) 5 (W)	6 (S)			7 (N)	4 (W)	7 (S)		6 (N)		
		LPT Sgt growth (Quality / Professionalism / FQ)	Sergeant		5 (N)	3 (S) 3 (W)				1 (N) 5 (S)	3 (W)				
		TCT growth	Sergeant		1 (N)	1 (S)	1 (N)			1 (N) 1 (W)			1 (N) 1 (W)	2 (S) 1 (W)	
		-	Constable		2 (S)	3 (N)	6 (S)	5 (N)		2 (N) 4 (W)			6 (N) 3 (W)	6 (S) 4 (W)	
		LPSU PC	Constable		1										
		CPT PC	Constable						10 (All)						
TOTAL				8	33	38	16	0	25	23	18	0	18	0	13

Table 4 - Staff Implementation timeline

22/23 Force Growth Implementation Plan - Staff															
Command	Description/Heading	FTEs	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Totals
C&PP	MARAC (SETDAB)	2.0	2												2
Professionalism	Information Management	14.0		1	13										14
Legal	Operational Lawyer	0.4	0.2									0.2			0.4
Finance	Deputy Payroll and Pensions Manager	0.5	0.5												0.5
SCD	SCD International Liaison Officer	1.0				1									1
SCD	ANPR	2.0			1			1							2
HR/Health Services	HR / Health Services	0.5		0.5											0.5
L&D	Special Constabulary Operational Skills Trainers	3.0	3												3
Business Services	Property Stores	1.0		1											1
Media Change	Media	2.0	1		1										2
PSD	PSD Counter Corruption	2.0		1				1							2
SCD	SCD – Digital Media Hubs	6.0										6			6
HR	Force Chaplain	1.0							1						1
Strategic Change	PAU	1.0	1												1
Strategic Change	Strategic Estate Development Officer and Project Managers	3.0	2					1							3
Contact Mgt	Force Control Room	30.00			30										30
Professionalism	Data Protection	3.0						3							3
		72.4	9.7	3.5	45	1	0	6	1	0	0	6.2	0	0	72.4

The following principles have been considered in developing the timeline and proposing the specific implementation dates for each strand:

- The prioritisation (and straightforward nature) of converting existing non-established posts to establishment posts at the earliest opportunity in the growth programme.
- Alignment of growth implementation to planned promotion board processes during the early part of the year, to minimise overall disruption to recruitment and workforce planning (specific regard having been had to the Sergeant process completed in February/March 2022).
- The scheduling of recruit intakes joining the organisation throughout the year, and the potential impact of the new PEQF recruit process.
- The intention to introduce larger teams in a phased approach, balancing the volume of growth to be achieved (impact on likely source departments), with the desire to maximise momentum and build public confidence.
- Having regard to specialist training requirements.

The following areas of growth have been completed since the commencement of the financial year:

- PSD Officer Manager PS post
- Quest DI post
- DEI Team Superintendent post
- Violence and Vulnerability Unit DCI post
- Domestic Abuse Lead Superintendent post
- Head of MARAC (Staff)
- MARAC Substance Misuse Coordinator (Staff)
- Project Management Officer posts (Staff)
- 2 x Specials Trainer posts (Staff)
- Property Staff post (Staff)

Recruitment is currently underway regarding the following areas and posts:

- Performance & Assessment Team PS post
- Positive Action PS post
- Positive Action PC post
- FCR PS posts
- Complaint Inspector posts
- Domestic Abuse Support PS post
- Deputy Payroll & Pensions Manager (Staff)

Chief Officers are currently reviewing the scheduling and prioritisation of growth during 2022/23 and have identified the need for an additional 9 posts in L&D for leadership and supervisory training as well as driver training. An options paper is going to COG on 15 June prior to updating the PFCC on the operational requirements.

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

No options are being presented to the Board for consideration at this time.

5. Risks and Mitigations

The primary risk to the Force Growth Programme is an inability to complete the substantial volume of growth to the identified roles within the financial year (ending 31 March 2023).

To mitigate against this risk, oversight of progression of growth is undertaken on a bi-monthly basis through the Efficiency and Savings and 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.

An existing risk relates to the number of Sergeant posts to be recruited to as part of the programme. The recent promotion process was unable to provide sufficient successful candidates to fulfil all existing and forecasted business as usual vacancies and the proposed growth under this programme. In order to maintain operational capability and resilience, the majority of promoted individuals have been aligned to existing roles. A proportion of the growth programme has been catered for in relation to the significant growth to be achieved in the Force Control Room (FCR) with 10 of the 15 growth roles to be filled from the promotion process.

Work is ongoing with Corporate HR to review and propose plans to mitigate this issue, in conjunction with the affected Commands, relating to the maximising of using qualified but unsuccessful candidates from the Board to fill growth roles as a development opportunity where appropriate to do so, and the planning for a further promotion process later within the year, coupled with external advertisement of relevant roles for transferees.

The timeline will be kept under review and amended according to the development of the above plans to ensure the accurate tracking and implementation of posts both logistically and financially, due to the inevitable delay and deferment of some posts the shortfall of sergeants has created.

6. Links to the Police and Crime Plan

The deployment decisions for the 2022/23 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, further investment in crime prevention, through the introduction of additional sergeants and staff into the Force Control Room, our investment in both Community Policing Teams and Town Centre Teams.

The formalising of the Violence and Vulnerability Unit Chief Inspector post cements our commitment under Priority 2, reduce drug driven violence, as does the investment of an additional custody manager to ensure appropriate diversionary outcomes from custody are considered.

We remain committed to our efforts under Priority 3, Protecting vulnerable people and breaking the cycle of domestic abuse through the significant investments in a dedicated

DA lead at Superintendent lead and support sergeant, as well as formalising a number of MARAC staff posts; as does our investment into the QUEST and CAIT teams.

The investments into creating new LPT High Harm Investigation Teams, further investment in LPT sergeants, and an additional DCI to support the North of the County, continue to show our commitment to Priority 4, reducing violence against women and girls.

Priority 11, supporting our officers and staff, is underpinned through our investment in a number of support staff and training related strands of growth, and the formalising of the Diversity, Equality and Inclusion Team; as well our investment into the Professional Standards Department, to ensure a professional, ethical and supportive environment is promoted throughout Essex Police.

7. Financial Implications

Reporting of the financial costs of the Force Growth Programme are completed bi-monthly to the Efficiency, Savings and Force Growth Board. The latest financial position was reported to the Board on 9th May 2022 and is set out in the table below (**Table 5**).

This indicates an in year and full year overspend in relation to the PUP funded section of the programme. This is due to the rank realignment and need to convert a proportion of the Town Centre Team posts from PC to Sergeant rank (10 FTE) in order to provide additional supervisory support, both to this specific function but more broadly force wide given the overall growth in this and preceding years. It is anticipated that due to the need to defer the implementation of some of the sergeant posts due to the lack of successful candidates mentioned earlier, and through any natural slippage of the overall programme, the in year overspend will be mitigated against and offset as the financial year progresses, with a view to maintaining a balanced full year budget.

The identified underspend in relation to the staff growth in year for 2022/23, has arisen due a revision of the pay scales for some areas of planned growth and amendment to the shifts / working patterns for the new FCR posts, which has created a nominal underspend / saving against the original planned budget.

Table 5 – Financial Reporting of 2022/23 Force Growth

<u>SUMMARY OF FORCE GROWTH 2022/23</u>	<u>PUP GROWTH - 170 FTE</u>			<u>PUP GROWTH ROCU- 10 FTE</u>			<u>FORCE FUNDED OFFICER GROWTH - 20 FTE</u>			<u>FORCE FUNDED STAFF GROWTH - 72.4 FTE</u>		
FORCE GROWTH INVESTMENT - 2022/23	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 PFCP BUDGET	170.0	5,484,092	8,590,151	10.0	670,000	670,000	20.0	551,684	735,579	72.4	2,098,797	2,564,344
IMPLEMENTATION PLAN - MAY 2.0	170.0	6,322,897	9,051,888	10.0	670,000	670,000	20.0	429,088	735,579	72.4	1,959,400	2,595,868
VARIANCE TO BUDGET	0.0	838,805	461,737	0.0	0	0	0.0	(122,596)	0	0.0	(139,397)	31,524
TOTAL VARIANCE							0.0	716,208	461,737			
FORCE GROWTH INVESTMENT - 2022/23	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	£	£
IMPLEMENTATION PLAN - MARCH 1.0	170.0	6,318,922	9,051,888	10.0	670,000	670,000	20.0	429,088	735,579	72.4	2,090,654	2,595,868
IMPLEMENTATION PLAN - MAY 2.0	170.0	6,322,897	9,051,888	10.0	670,000	670,000	20.0	429,088	735,579	72.4	1,959,400	2,595,868
VARIANCE TO PREVIOUS FORECAST	0.0	3,975	0	0.0	0	0	0.0	0	0	0.0	(131,254)	0
TOTAL VARIANCE							0.0	3,975	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, to raise. 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, supported by the Resource Deployment Meeting and decisions on the prioritisation, allocation and movement of resources across the organisation.

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.

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 demand brought about in recent weeks by the Stop Oil protests have placed significant pressures on the delivery of police services to business as usual demand. This has placed challenges on the Force to release officers to new roles during this time, in order to maintain 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. This will remain a focus for the Force Growth Programme, particularly during the summer demand period, which is anticipated to be significant having due regard to the return to normal societal conditions, post the pandemic.

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, which is held monthly and 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)

This year represents the final year of the Governments Police Uplift Programme and investment to recruit an additional 20,000 police officers. Whilst Government in its last budget statement committed to a 3 year real terms investment in the Home Office and policing, the detailed plans of what this will entail is currently unknown. It is therefore anticipated that further funding on the scale seen in the preceding years will not be available for further growth, however may focus on sustainability of funding for the growth now provided. Therefore additional growth, if sought in future years, will need to be considered from efficiency savings or from sustained precept investment, subject to wider budgetary pressures, and the need to minimise any funding gap that may arise/exist, and the desire to maintain a balanced budget in future years.

14. List of background papers and appendices

No additional papers or appendices are provided with this report.
