

**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 Force Growth Programme 2022/23 position provided within this report. No specific recommendations are made at this time.

2. Executive Summary

The 2022/23 Force Growth Programme has been co-ordinating the additional investment to recruit 200 more officers and 72.4 additional staff roles. 10 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 190 officer posts to be completed, as well as 2 officer posts carried over from 21/22 Home Office funding. These officer and staff posts have been invested in line with the investment plans outlined to the PFCC.

Within the first half of 2022/23, 67 of the 192 officer posts were successfully completed, equating to 34.9% of the total growth achieved. A further 31 posts have names against them, and we anticipate them being filled by 13th January 2023, along with any additional successful adverts that pull through in that period. 8 posts for the Quest Team have names against them but, as the candidates are all coming from priority areas within Crime & Public Protection, we do not expect these to be filled until March 2023. These posts combined represent an additional 20.3% of officer recruitment once in post.

Within the first half of 2022/23, 44.64 of the 72.4 staff posts were successfully completed, equating to 62.1% of the total growth achieved. There are names against a further 4.56 posts, representing 6.3% of staff recruitment, and we also anticipate these being filled by 13th January 2023.

The plans to complete the outstanding growth are detailed at pages 5 and 6.

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. In order to continue to focus on emerging key issues, the Growth Programme has been reviewed by Chief Officers, and some realignment of posts has taken place, which is reflected in the revised tables below. The tables 1 and 2 below set out the approved growth for officers and staff respectively. The breakdown includes the additional growth funded by precept uplift. Tables 3 and 4 show the timeline for each growth strand.

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	47
	Quest Team growth	10
	Child Abuse Investigation growth	10
Crime prevention and visibility in our communities	Town Centre Team growth	42
	Force Control Room Sergeants	15
	Chelmsford Custody Manager	1
	Violence and Vulnerability DCI	1
	North LPA DAIT DI	1
	Mental Health Team	4
Investigating Crime and building an even more professional force	Local Policing Team Sergeants	19
	DCI North LPA	1
	Operational Skills Trainers	3
	Driver Trainers	7
	Investigative Skills Trainers	3
	Diversity Equality and Inclusion Team	3
	Complaints Inspectors	3
	Counter Corruption Prevention Team	5
	Professional Standards Department Officer Manager	1
	Performance Assessment Sgt	1
	Domestic Abuse Superintendent	1
	Domestic Abuse Strategy & Support Sgt	1
	Peer Support and TRiM Co-ordinator	1
	Public and Personal Safety Training	6
	Leadership Training Sergeant	4
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
	Performance Analysis	1.0
	Strategic Estate Development Officer and Project Managers	3.0
	Media and Communications	2.0
	Force Control Room	30.0
Investigating Crime and building an even more professional force	Serious Crime Directorate – Digital Media Hubs	6.0
	Deputy Payroll and Pensions Manager	0.5
	HR / Health Services	0.5
	Special Constabulary Operational Skills Trainers	3.0
	Information Management	14.0
	Operational Lawyer	0.4
	Automatic Number Plate Reader (ANPR) Team	2.0
	Professional Standards Department Counter Corruption	2.0
	Property Stores	1.0
	Data Protection	2.56
Other	Force Chaplain	1.0
Total establishment FTE		71.89
Savings & Efficiency Programme		-4.0
Net Staff Investment		67.89

Table 3 – Officer Implementation Timeline

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	Total
PSD Sergeant and Officer Manager	Sergeant	1												1
CCU Prevention Team	Inspector				1									5
-	Sergeant							1						
-	Constable									3				
Quest Team growth	Inspector	1												10
-	Sergeant												1	
-	Constable				1								7	
CAIT - NORTH	Constable			1				1	1					10
CAIT - SOUTH	Constable										4			
CAIT - WEST	Constable					1					2			
Mental Health Team	Inspector								1					3
-	Sergeant												1	
-	Constable												1	
Chelmsford Custody Manager	Inspector				1									1
OIST	Constable						1	1			1			3
Driver Trainers	Constable						4		3					7
Sergeant Training	Sergeant									2		2		4
Inv. Skills Training	Sergeant		1											3
-	Constable			1							1			
PAT Sergeant	Sergeant			1										1
DEI Team	Superintendent	1												3
-	Sergeant									1				
-	Constable						1							
Peer Support and TRiM Co-ordinator	Constable												1	1
Public and Personal Safety Training	Constable												6	6
Sgts in the FCR	Sergeant	1	5	6			3							15
VVU 3 P's DCI	Chief Inspector	1												1
DCI North LPA	Chief Inspector				1									1
Complaints Inspectors	Inspector		1		1			1						3
Domestic Abuse	Superintendent	1												1
-	Sergeant			1										1
High Harm Teams - NORTH	Sergeant												2	47
-	Constable												18	
High Harm Teams - SOUTH	Sergeant												2	
-	Constable												14	
High Harm Teams - WEST	Sergeant												1	
-	Constable												10	
LPT PS - NORTH	Sergeant			1		1			2		3			19
LPT PS - SOUTH	Sergeant			6							1			
LPT PS - WEST	Sergeant								1		4			
TCT growth - NORTH	Sergeant		1					1	1		1			42
-	Constable			3			2		5		3			
TCT growth - SOUTH	Sergeant								1				2	
-	Constable	2	5				1						3	
TCT growth - WEST	Sergeant									1	1		1	
-	Constable									4	2		2	
North LPA DAIT DI	Inspector						1							1
LPSU PC	Constable		1											1

Table 4 – Staff Implementation Timeline

Description/Heading	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
MARAC (SETDAB)	2												2
Information Management	3			3	4		1	2	1				14
Operational Lawyer	0.2									0.2			0.4
Payroll and Pensions Manager									0.5				0.5
SCD International Liaison Officer						1							1
ANPR				1					1				2
HR / Health Services		0.5											0.5
Special Constabulary Operational Skills Trainers	2					1							3
Property Stores		1											1
Media	1				1								2
PSD Counter Corruption					1					1			2
SCD – Digital Media Hubs												6	6
Multi-Faith Coordinator										1			1
PAU	1												1
Strategic Estate Development Manager and Project Managers	2							1					3
Force Control Room			11.18			7.76		10.99					29.93
Data Protection Compliance Officer									1.56				1.56
Data Protection Compliance Manager								1					1

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

No options are being presented to the Board for consideration.

5. Risks and Mitigations

The following RAG Matrix is used when assessing the progress and subsequent risk to each strand of growth, they are then displayed in a dashboard, see tables 5 and 6:

Status	Risk Identified 10	10	20	30
	Emerging Issue 5	5	10	15
	On Track 2	2	4	6
		Within 2 Months 1	> 2 Month Delay 2	> 4 Month Delay 3
Delivery Against Timeline				

Table 5 – Officer Growth Dashboard

Force Growth 2022-23 Officer Growth Dashboard				
Command	Growth Strand	Current RAG Score	Prev. RAG Score	DOT
PSD	PSD Sergeant and Officer Manager	Complete		
Criminal Justice	Chelmsford Custody Manager	Complete		
OPC	VVU 3 P's DCI	Complete		
L&D	PAT Sergeant	Complete		
Local Policing	Domestic Abuse Team	Complete		
Local Policing	LPSU Crime Prevention PC	Complete		
Local Policing	North LPA DAIT DI	Complete		
Local Policing	DCI North LPA	Complete		
Local Policing	Complaints Inspectors	Complete		
Contact Management	FCR Sergeant Uplift	Complete		
PSD	CCU Prevention Team	2	4	▼
C&PP	Quest Team Growth	6	2	▲
C&PP	CAIT Growth	4	2	▲
Human Resources	Diversity, Equality and Inclusion Team	2	2	≡
L&D	Operational Investigative Skills Trainers	2	2	≡
L&D	Driver Trainers	2	2	≡
L&D	Investigative Skills Training	5	4	≡
L&D	Sgt/Leadership Training	4	2	▲
Local Policing	LPT Support Sergeant Growth	2	2	≡
Local Policing	Town Centre Team Growth	5	5	≡
Local Policing	High Harm Investigation Teams	30	30	≡
Human Resources	Peer Support and TRiM Co-Ordinator	2	NEW	
L&D	Public and Personal Safety Training	2	NEW	
C&PP	Mental Health Team	2	NEW	

The current risks identified are primarily around the Local Policing Growth areas: High Harm Investigation Teams and Town Centre Teams, which had seen lower than anticipated levels of interest in adverts so far. The High Harm Investigation Teams are currently on hold pending Chief Officer review of Force Growth priorities. Where recruitment is active, the project team are working closely with Local Policing Command to mitigate the risks to these areas through increased communications across the commands to officers with information on the roles being advertised, what opportunities they represent to officers, and the benefits filling those roles will have on the force. Through this process we have already seen renewed interest in the Town Centre Team posts, putting us on track to recruit to all posts by the end of the growth year through voluntary applications. The Quest Team Growth is red due to a timeline move; however we have names against all posts so there is no concern they will not be achieved. The

other areas noted amber on the dashboard are all minor concerns around timeline movements, and none of them are expected to fall outside of the growth year.

When reviewing risks to the programme, it is important to note that in order to receive our Police Uplift Programme (PUP) funding from central government, we need to demonstrate that we have increased the overall force establishment in line with the updated growth figures. Whilst we will continue to work towards 31st March 2023 as the goal for filling the named growth posts within the force, the metric we are being measured on by the government has already been fulfilled through an establishment uplift via student officer intakes, meaning any financial risk to the force has already been mitigated. This important update was highlighted at the last Efficiency, Savings and Growth Board on 7th November 2022 and allows us some timeline flexibility around hard to fill posts without having to resort to forced postings.

At the end of December 2022, the Chief Officer team will be reviewing the four key operational change programmes; Criminal Justice, Crime and Public Protection, Contact Management and the 'DASH to DARA' domestic abuse review. One of the key outcomes of this work will be assessing the options within the 2022 growth programme to support these reviews. For example, there might be an option to align the High Harm Team growth to supporting the DASH to DARA work. Similarly, some of the efficiencies identified in the Crime and Public Protection review might provide options to support the Contact Management review or further support investment in DASH to DARA.

Table 6 – Staff Growth Dashboard

Force Growth 2022-23 Staff Growth Dashboard				
Command	Growth Strand	Current RAG Score	Prev. RAG Score	DOT
Business Services	Property Stores	Complete		
HR	Health Services	Complete		
Strategic Change	PAU	Complete		
C&PP	MARAC (SETDAB)	Complete		
L&D	Special Constabulary Operational	Complete	4	▼
Media	Media Growth	Complete	2	▼
Professionalism	Data Protection Compliance	Complete	2	▼
SCD	SCD International Liaison Officer	Complete	2	▼
HR	Multi Faith Co-ordinator	2	2	≡
Legal	Operational Lawyer	2	2	≡
Finance	Deputy Payroll and Pensions Manager	2	2	≡
Contact Management	FCR Call Handler Growth	5	2	▲
Professionalism	Information Management	4	4	≡
Professionalism	Data Protection Compliance Officers	2	2	≡
PSD	Counter Corruption	2	2	≡
SCD	ANPR	2	2	≡
SCD	Digital Media Hubs	2	5	▼
Strategic Change	Project Managers and Strategic Estate Development Officer	2	2	≡

Staff growth is on track still, the only areas highlighted amber are those that are subject to timeline moves due to command decisions around recruitment scheduling. It is anticipated that all areas will be assessed as green prior to the next reporting period.

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 7th November 2022 and is set out in the table below (*Table 7*).

This indicates an in-year underspend and full year overspend in relation to the PUP funded section of the programme. The in-year underspend is due to timeline delays which has meant we are paying for fewer growth posts earlier in the year. The full year overspend 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. The finance team have not raised any concerns around either of these figures.

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 7 – Financial reporting of 2022/23 Force Growth

SUMMARY OF FORCE GROWTH 2022/23	PUP GROWTH - 170 FTE			PUP GROWTH ROCU- 10 FTE			FORCE FUNDED OFFICER GROWTH - 20 FTE			FORCE FUNDED STAFF GROWTH - 72.4 FT		
	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	£	£
FORCE GROWTH INVESTMENT - 2022/23												
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	2,090,654	2,564,344
IMPLEMENTATION PLAN - SEPT 5.0	170.0	4,265,325	9,138,857	10.0	670,000	670,000	20.0	189,866	863,830	71.9	1,580,341	2,474,624
VARIANCE TO BUDGET	0.0	(1,218,768)	548,705	0.0	0	0	0.0	(361,818)	128,251	(0.5)	(510,313)	(89,720)
TOTAL VARIANCE							0.0	(1,580,585)	676,956			
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 - SEPT 4.0	170.0	5,211,593	9,123,567	10.0	670,000	670,000	20.0	339,968	863,830	72.4	1,681,621	2,477,141
IMPLEMENTATION PLAN - NOV 5.0	170.0	4,265,325	9,138,857	10.0	670,000	670,000	20.0	189,866	863,830	71.9	1,580,341	2,474,624
VARIANCE TO PREVIOUS FORECAST	0.0	(946,268)	15,290	0.0	0	0	0.0	(150,101)	0	(0.5)	(101,280)	(2,517)
TOTAL VARIANCE							0.0	(1,096,370)	15,290			

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

There are not currently any force wide issues affecting recruitment and deployment into growth posts.

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.

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.
