

**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 closing 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 192 more officers and 72.4 additional staff roles. These officer and staff posts have been developed in line with the investment plans outlined to the PFCC.

An additional 10 officer posts have been recruited to by the Regional Organised Crime Unit, but do not form part of the 2022/23 Force Growth Programme.

At the May 2023 meeting of the Efficiency, Savings & Force Growth Board it was agreed that 49 officer posts from the 2022/23 Force Growth Programme would be formally transferred to the Major Change Programme for recruitment and reporting. This report will focus on the remaining 143 officer growth posts.

The Force Growth Programme successfully recruited to 134 of the 143 allocated officer growth posts for 2022/23, which equates to 94% of officer growth achieved and leaves 9 officer posts vacant.

The Force Growth Programme has successfully recruited 64.48 of the 71.89 staff growth posts for 2022/23, which equates to 90% of total staff growth achieved and leaves 7.41 staff posts vacant.

At the May 2023 meeting of the Efficiency, Savings & Growth Board the following arrangements were approved to oversee recruitment to the remaining 2022/23 growth posts:

- The 49 posts allocated to the Major Change Programme will be tracked and reported by the Major Change Programme Team.
- Any other outstanding posts will be handed over to the relevant command's HRA to finalise implementation. This process is already taking place following a handover by the Force Growth Team to the relevant HRA's.
- Reporting of growth progress will be carried out by the HR Organisational Management Team who produce a monthly report and will continue to do so until all posts are filled. This report will inform a 1-page update which will continue to be submitted to the Efficiency, Savings & Growth Board for oversight.
- The 2023/24 staff growth posts have all been set up on SAP by the Force Growth Team and handed over to the relevant command's HRA for implementation. Progress of these posts will also be reported via the monthly report from HR Organisational Management.
- The Force Growth Programme Team will now stand down but will continue to be available to HRA colleagues for support and further information on growth if required.

3. Background

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 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	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
	Stansted Growth	2
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
	Transfer from 2021/22 Programme	2
	Major Change Programme Posts	49
Total Officer Uplift		192
National PUP ROCU FTE	ROCU growth	10
Total officer investment FTE		202

*** Further details of realignment of growth on page 7*

Table 2 – Officer Growth 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	Apr-23	Late Delivery
PSD Sergeant and Officer Manager	1													
CCU Prevention Team					1					1			3	
Quest Team growth	1				1						4	3	1	
Chelmsford Custody Manager				1										
CAIT			1		1		1	1			2	2	2	
Operational Investigative Skills Trainers						1	1				1			
Driver Trainers						4		2		1				
Investigative Skills Training		1	1								1			
PAT Sergeant			1											
Diversity Equality and Inclusion Team	1					1								1
Sgts in the FCR, 3 per shift (one per LPA)	1	5	6			3								
VVU 3 P's DCI	1													
DCI North LPA				1										
Complaints Inspectors (1 per LPA)		1		1				1						
Domestic Abuse Supt	1													
Domestic Abuse Sgt			1											
LPT Sgt growth			7		1			4		4				3
TCT growth	2	6	3			2	2	2		4	4	5	6	1
LPSU PC		1												
TCT growth						1				2			2	
Sgt/Leadership Training PS										1		3		
North LPA DAIT DI						1								
Peer Support and TRiM Co-ordinator											1			
Public and Personal Safety Training													2	4
Mental Health Team Sergeant											1			
Stansted													2	
TOTAL	8	14	20	3	4	13	4	10	0	13	14	13	16	9

Key:

Gray = Recruited to and in post

Green = Recruited to and awaiting posting

White = Recruitment active.

Table 3 – 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

Table 4 – Staff Growth 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	Apr-23	Late Delivery
MARAC (SETDAB)	2													
Information Management	3			3	4		1	2		1				
Operational Lawyer	0.2								0.2					
Payroll and Pensions Manager									0.5					
SCD International Liaison Officer						1								
ANPR					1									1
HR / Health Services		0.5												
Special Operational Skills Trainers	2					1								
Property Stores		1												
Media	1				1									
PSD Counter Corruption					1							1		
SCD – Digital Media Hubs														6
Multi-Faith Coordinator									1					
PAU	1													
Strategic Estate Dev. Manager and PMs	2							1						
Force Control Room			11.18			7.76				1		2.58		7.41
Data Protection Compliance Officer									1	0.56				
Data Protection Compliance Manager								1						
TOTAL	11.2	1.5	11.18	3	7	9.76	1	3	2.7	2.56	0	3.58	0	14.41

Key:

Grey = Recruited to and in post

White = Recruitment active.

Outstanding Areas of Growth

At the closure of the 2022/23 Force Growth Programme, the following areas had vacant posts outstanding:

Officer Posts

There are 9 officer growth posts outstanding within the following teams:

LPT Sergeant Growth

The remaining 3 sergeant posts are due to be filled from the promotion board process in June 2023; there is no concern that these will not be filled as the HR team running the process are prioritising outstanding growth posts.

Town Centre Team Growth

The remaining 1 sergeant post is due to be filled from the board process in June 2023; there is no concern that this post will not be filled as the HR team running the process are prioritising outstanding growth posts.

Diversity, Equality and Inclusion Team

The sergeant post remains outstanding after failing to attract candidates through advertising as a sergeant post and as a PSE post. HR colleagues are readvertising with a refreshed advert to hopefully capture any renewed interest in the role.

Public and Personal Safety Training

The four posts outstanding here are delayed recruitment at the request of the command who do not need all posts filled yet as they await the outcome of the Public and Personal Safety update and assess the impact that will have on our training requirements. Once the command confirm that they need the posts recruitment will resume, and any posts that may not be required will be returned for reallocation.

Staff posts

There are 7.41 staff growth posts outstanding with the following teams:

Force Control Room

With the large numbers of officers moving into the FCR as part of the Major Change Programme, and the pressure that has put on limited training places, the remaining 7.41 posts of the FCR Call Handler Uplift have been delayed at the request of the command. The posts will be filled as and when training capacity is available with no concerns about filling the posts once that is requested.

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

No options are being presented to the Board for consideration.

5. Risks and Mitigations

There are no additional risks to consider at this time, outside of those specific posts outlined above which may not be fully recruited to within the current growth year.

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, and our investment into 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.

Further investment into 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 March 2023 and is set out in the table below (*Table 5*).

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 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>		
	OFFICERS	FULL YEAR OFFICERS RECURRING	OFFICERS	FULL YEAR OFFICERS RECURRING	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	8,590,151	10.0	670,000	20.0	735,579	72.4	2,090,654	2,564,344
IMPLEMENTATION PLAN - MAR 7.0	170.0	9,138,857	10.0	670,000	20.0	863,830	71.9	1,422,518	2,474,624
VARIANCE TO BUDGET	0.0	548,706	0.0	0	0.0	128,251	(0.5)	(668,136)	(89,720)
TOTAL VARIANCE					0.0	676,957			
FORCE GROWTH INVESTMENT - 2022/23									
	OFFICERS	FULL YEAR OFFICERS RECURRING	OFFICERS	FULL YEAR OFFICERS RECURRING	OFFICERS	FULL YEAR OFFICERS RECURRING	STAFF	IN YEAR STAFF	FULL YEAR STAFF RECURRING
	FTE	£	FTE	£	FTE	£	FTE	£	£
IMPLEMENTATION PLAN - JAN 6.0	170.0	9,138,857	10.0	670,000	20.0	863,830	71.9	1,432,713	2,474,624
IMPLEMENTATION PLAN - MAR 7.0	170.0	9,138,857	10.0	670,000	20.0	863,830	71.9	1,422,518	2,474,624
VARIANCE TO PREVIOUS FORECAST	0.0	0	0.0	0	0.0	0	0.0	(10,195)	0
TOTAL VARIANCE					0.0	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

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)

2022/23 represented 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.