

Essex Police, Fire and Crime Panel	<b>EPCP/11/19</b>
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**Force Growth Plan**

Report by Roger Hirst (Police, Fire and Crime Commissioner) to the Panel

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**1.0 Purpose of report**

This report provides an update on the growth in Police Officer establishment following the precept increase for the financial year 2018/19. It outlines delivery against plans as set out in the budgets for 2018/19 and 2019/20.

**2.0 Recommendation**

That the progress is noted by the Police, Fire and Crime Panel.

**3.0 Background to 2018/19 Growth Plan**

The Chief Constable outlined in a paper to the PFCC in March 2018 how the additional funds from the precept increase 2018/19 would be invested in 150 extra Police Officers. The plan focused on uplifting resources within local policing and distributed additional resources across priority teams within District Policing Areas (DPA) according to the Force's policing priorities, these were as follows:

- 124 Officers to local policing (this includes, Local Policing Team (LPT), Community Policing Team (CPT) and Domestic Abuse Investigation Teams (DAIT)
- 1 Officer to Cyber Crime
- 25 Officers to Operational Support Group (OSG)<sup>1</sup>

In summary the North Local Policing Area (LPA) was allocated an additional 51 posts, the South LPA an additional 38 and the West LPA an additional 35 posts. The distribution of these additional resources was broken down by DPA (see Figure 1):

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<sup>1</sup> Central specialist team which provides preventative and proactive capability to support local policing

**Figure 1: Additional Resources Approved Distribution by District Policing Area**

District Policing Area	Local Policing Teams	Community Policing Teams	Domestic Abuse Teams	LPA Total
Chelmsford & Maldon	6	6	3	
Colchester	6	6	3	
Braintree & Uttlesford	5	4		
Tendring	5	4	3	
<b>NORTH LPA</b>				<b>51</b>
Basildon	6	6	3	
Southend	6	6	3	
Castle Point & Rochford	4	4		
<b>SOUTH LPA</b>				<b>38</b>
Thurrock	6	6	3	
Brentwood & Epping	6	4		
Harlow	3	4	3	
<b>WEST LPA</b>				<b>35</b>
				<b>124</b>

A comprehensive implementation plan has overseen the increase in resources into the Force, including the recruitment of additional officers, and the planning for the sequencing of postings to additional specialist roles. The precept uplift set the Force's budgeted establishment for officers in 2018/19 at 3,000 fte and required the Force to also be at a strength of 3000 fte by the end of the financial year.<sup>2</sup>

**The uplift ambition was achieved in December 2018, four months early.** As at 26<sup>th</sup> April 2019 the Force's police officer strength was 3045.93 fte, which includes 139 fte in training. This is a strong position from which to start the 2019/20 Growth Programme having already surpassed the 2018/19 establishment.

#### 4.0 Progress to date

**Overall the total uplift has been achieved.** Some minor changes have been made in the underlying establishment within specific LPA teams to improve local operational efficiency and effectiveness; these are reflected at Figure 2 where the establishment and strength as at 1<sup>st</sup> April 2018 and as at 26<sup>th</sup> April 2019 is compared; the last two columns provide a summary of the net effect to both establishment and strength.

<sup>2</sup> The baseline Establishment changed from 3000 to 3003 in-year due to three funded PC posts from Epping Forest District Council.

**Figure 2: 2018/19 Uplift; Establishment v Strength Tracking**

	1st April 2018		Precept Growth	26th April 2019		Net Change up to 26th April 2019	
Investment (Constable only unless stated otherwise)	Est	Str		Est	Str	Est	Str
Local Policing Teams (LPT)	845.90	716.60	53.00	895.68	935.41	49.78	218.81
Local Domestic Abuse Investigation	109.15	105.73	21.00	127.15	109.42	18.00	3.69
Community Policing Teams (CPT)	91.00	92.84	50.00	140.00	130.66	49.00	37.82
<b>Local Policing Total</b>	<b>1046.05</b>	<b>915.17</b>	<b>124.00</b>	<b>1162.83</b>	<b>1175.49</b>	<b>116.78</b>	<b>260.32</b>
OSG (Constable, Sergeant & Inspector)	49.00	41.42	25.00	75.00	63.68	26.00	22.26
<b>OPC Total</b>	<b>49.00</b>	<b>41.42</b>	<b>25.00</b>	<b>75.00</b>	<b>63.68</b>	<b>26.00</b>	<b>22.26</b>
SCD: Cyber Crime Investigation	4.00	5.00	1.00	5.00	5.00	1.00	0.00
<b>Investigations Total</b>	<b>4.00</b>	<b>5.00</b>	<b>1.00</b>	<b>5.00</b>	<b>5.00</b>	<b>1.00</b>	<b>0.00</b>
<b>Total: Operational Policing</b>	<b>1099.05</b>	<b>961.59</b>	<b>150.00</b>	<b>1242.83</b>	<b>1244.17</b>	<b>143.78</b>	<b>282.58</b>

The 2018/19 funding increase has created 150 additional police officer posts. The original plan to invest the 150 in the teams was adjusted in year to meet operational needs; resulting in 143.78 fte invested as shown in Figure 2, and 6.22 posts being re-invested into Investigations, Public Protection and the Southend CPT Multi-Agency Vulnerability team.

For the Local Policing Teams (LPT) the establishment increase for LPT was adjusted during the year to 49.78 fte as a result of Chief Officer agreed changes. They are the primary frontline team responding to calls for help from the public and are where all newly recruited officers are first posted following their initial training. As such, the growth in officer numbers within the LPTs is the first element of the Force which benefits from the investment of more officers (Figure 2).

The recruitment campaigns and processes this year have been successful in taking the force from a position of being under establishment to being over.

## 5.0 Posting to specialist roles

Areas approved for growth such as Community Policing Teams (CPT), Domestic Abuse Investigation Teams (DAIT) and Operational Support Group (OSG) are all considered specialist roles and require officers with a period of demonstrable policing experience and are not therefore suitable for newly trained student officers. The deployment of officers to these posts had to be sequenced for after the LPTs had received their full allocation of new officers through recruitment, as the majority of officers suitable for these specialist roles were likely to be selected from the LPTs. The exception to this was the single growth post for Cyber Crime Investigation, which in April 2018 established a previously unestablished post which already had an officer in it.

## 5.1 Community Policing Team

Within Community Policing Team (CPT) the 50 planned growth posts were adjusted to 49 during the year (see Figure 2). As at 26<sup>th</sup> April 2019 which includes the 2018/19 growth, just over 93% of CPT posts were filled (Figure 3).

**Figure 3: CPT Constable resourcing as at 26<sup>th</sup> April 2019.**

Command / Department	Est	Str	% Resource d
<b>Local Policing Area North</b>	<b>55.00</b>	<b>51.13</b>	<b>92.96</b>
Braintree and Uttlfrd LP Partnership Hub	12.00	12.14	101.16
Chelmsford and Maldon LP Partnership Hub	16.00	14.55	90.95
Clacton LP Partnership Hub	12.00	11.96	99.66
Colchester LP Partnership Hub	15.00	12.48	83.21
<b>Local Policing Area South</b>	<b>42.00</b>	<b>38.85</b>	<b>92.51</b>
Basildon LP Partnership Hub	16.00	14.90	93.14
Castle Pnt and Rchfrd LP Partnership Hub	10.00	12.00	120.00
Southend LP Partnership Hub	16.00	11.95	74.69
<b>Local Policing Area West</b>	<b>43.00</b>	<b>40.68</b>	<b>94.60</b>
Epp Brntwd and Lghtn LP Partnership Hub	15.00	15.22	101.49
Grays LP and Partnership Hub	18.00	15.45	85.85
Harlow LP and Partnership Hub	10.00	10.00	100.00
<b>Grand Total</b>	<b>140.00</b>	<b>130.66</b>	<b>93.33</b>

Each Local Policing Area carefully manages their vacancies across different teams in order to balance a number of competing priorities within the particular local context. The position for each District's CPT can be influenced by a number of different factors which include, for example, officers performing acting or temporary duties within the CPT. Against the Force position of 93.33% of posts occupied, there are three areas of exception to highlight, which are Colchester, Southend and Grays:

In Colchester there are 2.52 fte vacancies; one officer selected for CPT is awaiting a start date, one is currently covering a sergeant role and will revert to their PC post in July. The 0.52 fte results from part time workers within the team.

Southend has 4.05 fte vacancies; two constables are covering sergeant roles and will be released back to their core role shortly. Two officers from the current Police Now cohort are also attached to the Southend CPT, but are not reflected on the establishment above as they are ring-fenced as part of their development programme.

Grays has 2.55 fte vacancies; two officers have been selected and will be posted to CPT by 13<sup>th</sup> May 2019. The 0.55 fte results from part time workers.

## 5.2 Domestic Abuse Investigation Teams

The Domestic Abuse Investigation Teams (DAIT, formerly Juno Teams) were given an uplift of 21 fte at the start of 2018/19 to meet operational requirements. During the year this investment was adjusted to 18 (see Figure 2). While there has been a steady stream of officers moving into DAIT throughout the year, due to other movements of DAIT officers the net increase in strength is 3.69 fte. Existing Force processes continue to monitor closely the fluctuations in officer numbers across this and all specialist teams.<sup>3</sup>

## 5.3 Operational Support Group

The Operational Support Group (OSG) uplift of 25 was amended to 26 in year to establish a post within the pre 2018/19 OSG structure (Figure 2). All 26 growth posts have an officer selected, with a number already in post.

## 6.0 **Conclusion to 2018/2019 Growth**

The precept uplift of 150 fte additional officers was successfully achieved eight months into the financial year with the strength on 26<sup>th</sup> April 2019 at 3045.93 fte. The focus for the year was ensuring new officers were recruited, effectively trained and able to achieve Independent Patrol Status.<sup>4</sup> This has allowed the sequenced release of experienced officers into Community Policing Teams, Operational Support Group and Domestic Abuse Investigation Teams which will continue to be managed through the Force Resource Deployment Meeting.

The net result is an increase in officer numbers across a number of key Force functions, which has increased the Force's capacity to deal with a wide range of areas including an increased local and visible presence.

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<sup>3</sup> Officers continue to be selected for DAIT, and this continued investment will be carefully managed throughout 2019/20 towards the new establishment

<sup>4</sup> Normally around 32 weeks after joining the Force

## **2019/20 Force Growth Programme**

### **7.0 Background**

Members of the Essex Police, Fire and Crime Panel have agreed an average of £24 increase in Council Tax for a Band D property raising £15.5m of additional Council Tax receipts, which supplements an increased Police Funding Settlement for 2019/20. Overall, this has provided an additional £23m to be invested in Essex Police a proportion of which will be invested as follows:

- Recruit 215 more frontline officers, bringing the total number of officers to at least 3,218<sup>5</sup> by the end of 2019/20. Of these, 168 will be posted into local policing roles.
- Recruit 32 further operational police staff.
- Recruit 18 additional support police staff to service the business needs of a larger workforce.

The 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 long term infrastructure, technology and skills.

**Figure 4: Agreed allocation of new officer and staff roles that form the 265 officer and staff Posts.**

<b>Investment for Additional Police Officers and Staff</b>		
<b>Investment Area</b>	<b>Officers FTE</b>	<b>Staff FTE</b>
Town Centre Teams	68	0
Information Management	0	11
Gangs (Operation Raptor)	19	11
Children/Young People	20	0
Business Crime	3	1
Roads Policing Unit	21	0
Crime & Public Protection	20	3
Local Policing Teams	50	0
Serious Crime Directorate – Modern Slavery	5	0
Serious Crime Directorate – Volume Fraud	1	0
Serious Crime Directorate – Op Signature(Fraud victim care)	0	3
Serious Crime Directorate – OCG Co-ordinators	0	3
Serious Crime Directorate - Violence & Vulnerability Unit	1	0
Gypsy, Traveller and Rural Engagement Team (GTRET)	7	0
<b>Total – Operational Policing</b>	<b>215</b>	<b>32</b>
Support Functions (recruitment, standard training)		18

<sup>5</sup> Including the three funded posts from Epping Forest District Council.

Essex Police has developed a detailed plan for the deployment of these additional officers and staff in line with this budget approval through the 2019/20 Force Growth Programme.

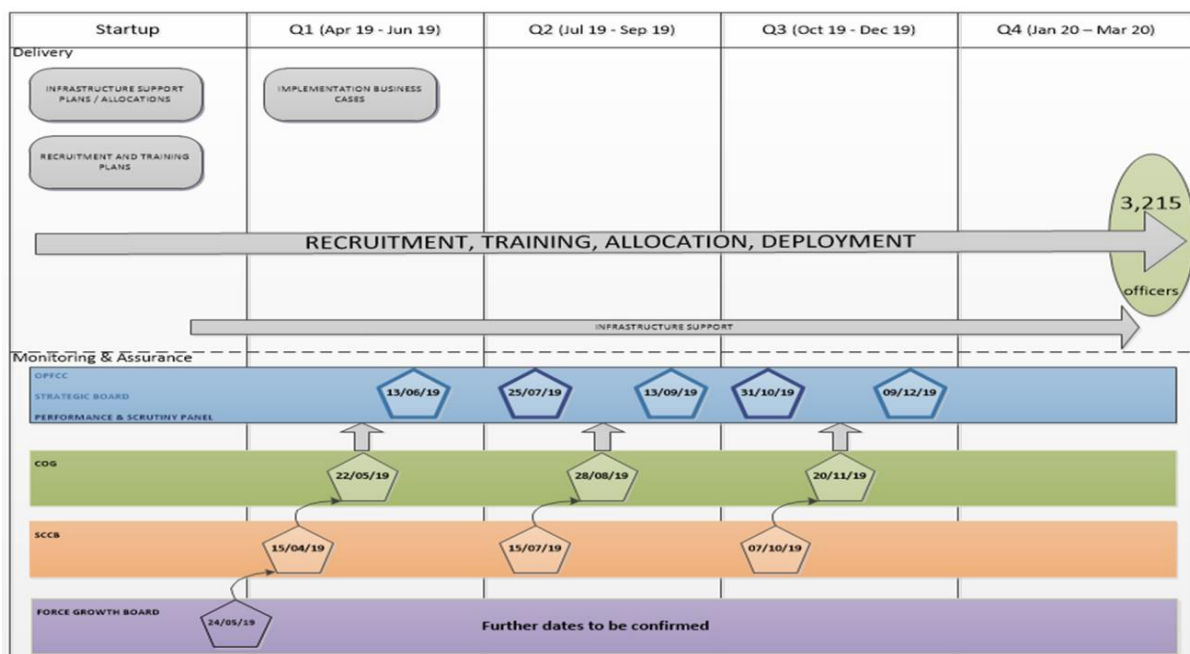
## 8.0 Governance

Progress in delivering the Force Growth Plan will be monitored and scrutinised by the PFCC at his quarterly Performance and Resources Scrutiny Board. Any proposals to amend the Force Growth Plan for operational reasons will be formally recommended to the PFCC for agreement at quarterly meetings of the PFCC's Strategic Board. Through these governance processes, the Chief Constable will provide assurance to the PFCC that the additional investment secured through the policing precept and central government funding is being effectively and efficiently utilised.

Essex Police's newly created Force Growth Programme Board, reporting into the Strategic Change and Co-ordination Board chaired by the Deputy Chief Constable, will monitor and steer the overall implementation plan on behalf of the Chief Constable and Essex Police Chief Officer Group. This Board will project manage and coordinate the Force Growth Programme, ensuring the work across various departments and commands is de-conflicted, and that identified risks are mitigated and escalated as appropriate.

The Essex Police Resourcing and Deployment Meeting chaired by the Director of Human Resources will oversee the recruitment profile, including officer moves and allocations managed by Local Policing Areas (LPAs).

**Figure 5: Governance Roadmap**



## 9.0 Additional Officer Recruitment 2019/2020

Following the success of the 2018/19 recruitment programme, the Force started 2019/20 over establishment by 60.94 fte. Therefore to achieve an uplift of 215 officers within 2019/20, with a projected turnover of 264 officers, the Force must recruit 418 new officers by 31 March 2020. There is a comprehensive plan which allows for the training and recruitment of up to 476 officers during the year; the associated schedule is detailed below (Figure 6).

**Figure 6: L&D and Corporate Recruitment officer intake plan 2019/2020**

Month	Number of officers
7 <sup>th</sup> May 2019	76
15 <sup>th</sup> July 2019	80
23 <sup>rd</sup> September 2019	80
2 <sup>nd</sup> December 2019	80
10 <sup>th</sup> February 2020	80
30 <sup>th</sup> March 2020	80
<b>Total</b>	<b>476</b>

*N.B The course on the 15<sup>th</sup> July includes the recruitment of 10 officers through the Police Now scheme. If the scheme does not yield the full cohort of 10, regular recruitment will be increased to ensure that 80 new officers are recruited.*

There is flexibility within the plan to allow for increases in transferees and/or any difference between the projected and actual attrition of officers. The actual number of new officers recruited will be carefully managed through the HR Director's Resource Deployment Meeting.

## 10.0 Posting to Specialist Roles

As was the case for 2018/19 growth, the sequencing of recruitment to new specialist roles is critical. The approved new posts are essential to meet the Force's priorities, but if experienced officers are lost from Local Policing Teams (LPTs) before recruitment of student officers has taken effect, then the delivery of frontline policing services risks being compromised.

The below table (Figure 7) shows the anticipated timeline for posting police officers into growth posts throughout 2019/20 in accordance with priorities agreed by Chief Officers. This is based on anticipated joiners and leavers and the dates on which intakes of new recruits are scheduled to achieve Independent Patrol Status.

Figure 7 outlines when it is estimated that the overall police officer growth will be sufficient for experienced officers to be released from LPTs into the new posts. This plan is indicative and dependent upon a number of variables and may, therefore, need to be adjusted through the Resource Deployment Meeting to meet changing operational needs, such as ensuring the Force maintains the necessary resilience and skills within LPTs.



Figure 7: Police Officer Growth Plans

	Police Officer Growth Plan												Totals
	Apr-19 FTEs	May-19 FTEs	Jun-19 FTEs	Jul-19 FTEs	Aug-19 FTEs	Sep-19 FTEs	Oct-19 FTEs	Nov-19 FTEs	Dec-19 FTEs	Jan-20 FTEs	Feb-20 FTEs	Mar-20 FTEs	
Previous Month End Strength	3063.94	3043.94	3097.94	3075.94	3133.94	3111.94	3169.94	3147.94	3125.94	3183.94	3161.94	3219.94	
Leavers	(22.00)	(22.00)	(22.00)	(22.00)	(22.00)	(22.00)	(22.00)	(22.00)	(22.00)	(22.00)	(22.00)	(22.00)	(264.00)
Joiners	2.00	76.00	0.00	80.00	0.00	80.00	0.00	0.00	80.00	0.00	80.00	80.00	478.00
Strength at end of month	3043.94	3097.94	3075.94	3133.94	3111.94	3169.94	3147.94	3125.94	3183.94	3161.94	3219.94	3277.94	
Force Establishment	3218.00	3218.00	3218.00	3218.00	3218.00	3218.00	3218.00	3218.00	3218.00	3218.00	3218.00	3218.00	
Projected Strength Variance	-174.06	-120.06	-142.06	-84.06	-106.06	-48.06	-70.06	-92.06	-34.06	-56.06	1.94	59.94	
% Strength Variance	-5.41	-3.73	-4.41	-2.61	-3.30	-1.49	-2.18	-2.86	-1.06	-1.74	0.06	1.86	
	Additional Police Officers Operational Deployment Plan												
Town Centre Teams [68]				68.00									68.00
Gangs [19]											19.00		19.00
Children/Young People [20]									20.00				20.00
Business Crime [3]											3.00		3.00
Roads Policing Unit [21]											21.00		21.00
Crime & Public Protection [20]						20.00							20.00
Local Policing Teams [50]						50.00							50.00
Serious Crime Directorate Modern Slavery [5]		5.00											5.00
Serious Crime Directorate Volume Fraud [1]		1.00											1.00
Violence & Vulnerability Unit [1]		1.00											1.00
GTRET (Rural Engagement Team) [7]											7.00		7.00
Total - Operational Policing [215]	0.00	7.00	0.00	68.00	0.00	70.00	0.00	0.00	20.00	0.00	50.00	0.00	215.00

## 11.0 Implementation Update

There are a small number of specialist teams intending to recruit experienced officers from May 2019 (see Figure 7) where the relatively small number of officers to be invested can be accommodated through the normal resourcing priority process. The recruitment is already underway with the Violence and Vulnerability Unit Inspector already in post. Detailed implementation plans are being developed for each strand of investment.

### 11.1 Town Centre Teams

The first substantial investment (68) to be implemented will be the Town Centre Teams. **The recruitment to these teams is underway and on track for implementation in July.**

The Town Centre Teams will place additional police officers in town centres across Essex. This will enable greater targeting of crime and anti-social behaviour (ASB) in town centres and promote local confidence through visible policing interventions. There are clear links between town centre locations and community and partner priorities as well as street-based violence and vulnerability.

Analysis of data on local population, crime and ASB have been used to calculate the appropriate allocation of officers to Town Centres (Figure 8).

**Figure 8: proposed allocation of Town Centre Officers**

		Constables	Sergeants (One per Police District)
South LPA	Southend	5	1
	Rochford	2	1
	Rayleigh	2	
	Canvey	2	
	Basildon	4	1
	Billericay	2	
	Wickford	2	
West LPA	Grays	3	1
	South Ockendon	2	
	Stanford le Hope	2	
	Brentwood	2	1
	Loughton	2	
	Waltham Abbey	2	
	Harlow	3	1

		Constables	Sergeants (One per Police District)
North LPA	Chelmsford	4	1
	Maldon	2	
	South Woodham Ferrers	2	
	Witham	2	1
	Braintree	2	
	Saffron Walden	2	
	Colchester	4	1
	Harwich	2	1
	Clacton	3	
		<b>58</b>	<b>10</b>

This investment into Town Centre Teams is a further increase in Community Policing Teams following the 2018/19 investment. Including the Children and Young Persons Officers expected to be implemented in December 2019, CPTs will have had a net investment of 127 Constables over two years. To support these teams, 10 additional sergeants will form part of the Town Centre Team uplift and be allocated to each of the 10 CPTs in the Force.

## 12.0 Conclusion to 2019/2020 Growth

There is strong governance in place to support the 2019/20 growth programme to ensure that the implementation plan runs smoothly. This includes robust programme management to co-ordinate and monitor activity as well as a structure that ensures Chief Officers and the OPFCC have appropriate oversight on progress. The creation of new posts will be aligned with student officers arriving on the LPAs. Overall co-ordination will be through the Deputy Chief Constable's Force Growth Board.