

Essex Police

Performance Update

March 2014

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Monthly Performance Report: March 2014

1. Reducing Domestic Abuse

Performance Information

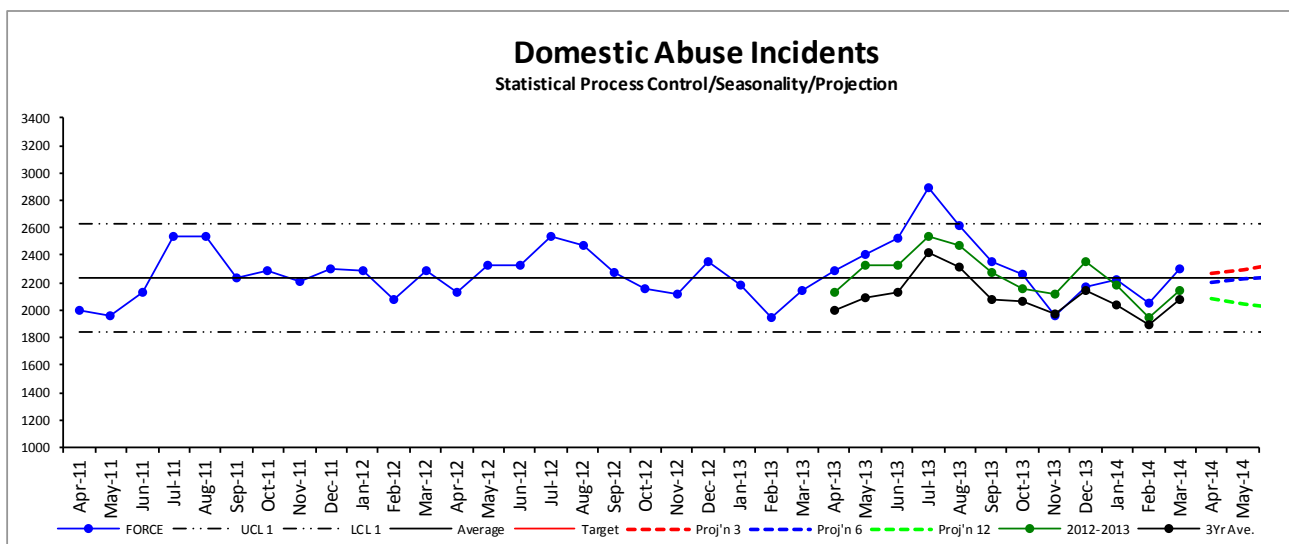
1. Reducing Domestic Abuse Data to Mar 2014 (unless stated otherwise)	Cumulative Last Year	Cumulative This Year	Cumulative Better/ Worse % or % pt. diff.	Yr on Yr diff. Improved/ Worsened since Feb 2014
Number of domestic abuse incidents	n/a	28181	n/a	n/a
Number of repeat incidents of domestic abuse	n/a	13689	n/a	n/a
Number of domestic abuse offences	n/a	9524	n/a	n/a
Number of repeat offenders of domestic abuse	46	46	0.0	Worsened (4.4% pt.)
Domestic abuse solved rate	43.3%	43.8%	0.5	Same
Number of successful prosecutions for domestic abuse without the victim	n/a	1	n/a	n/a

The National ACPO definition of domestic abuse was adopted by the force in April 2013. Adopting the national definition changes the age at which a person is recorded as being a victim of domestic abuse to 16 years old and widens the relationships that are seen as domestic (for example, incidents between siblings are now included in the new national domestic abuse definition). Due to this change it would be misleading to compare 2013-14 data with figures for 2012-13.

The number of successful prosecutions for domestic abuse without the victim is for the month of March 2014.

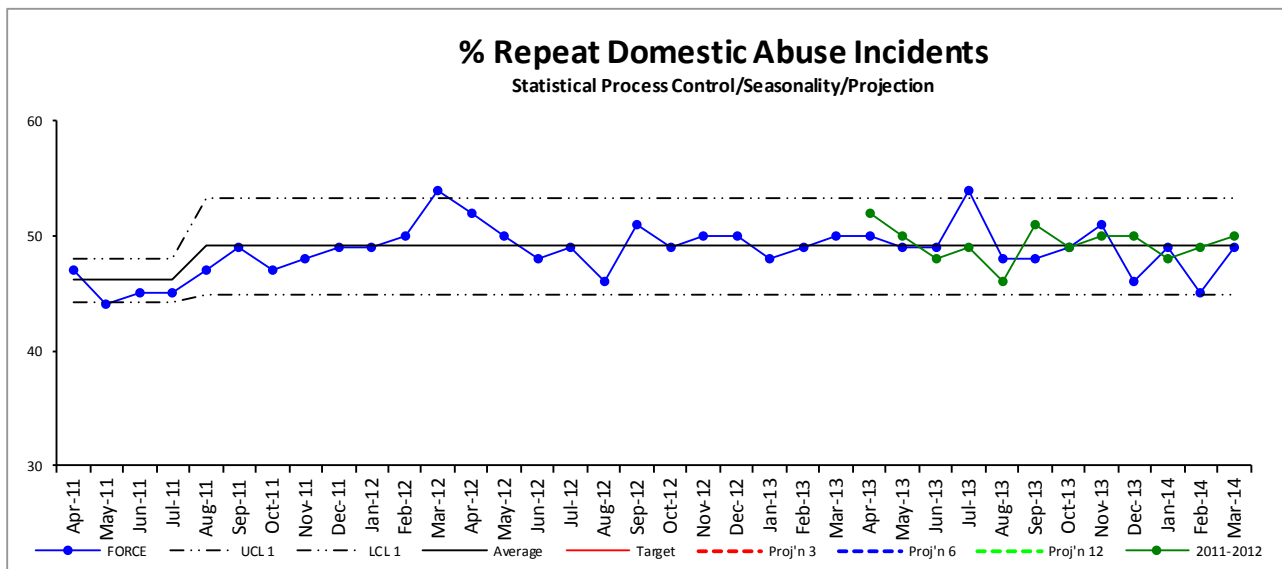
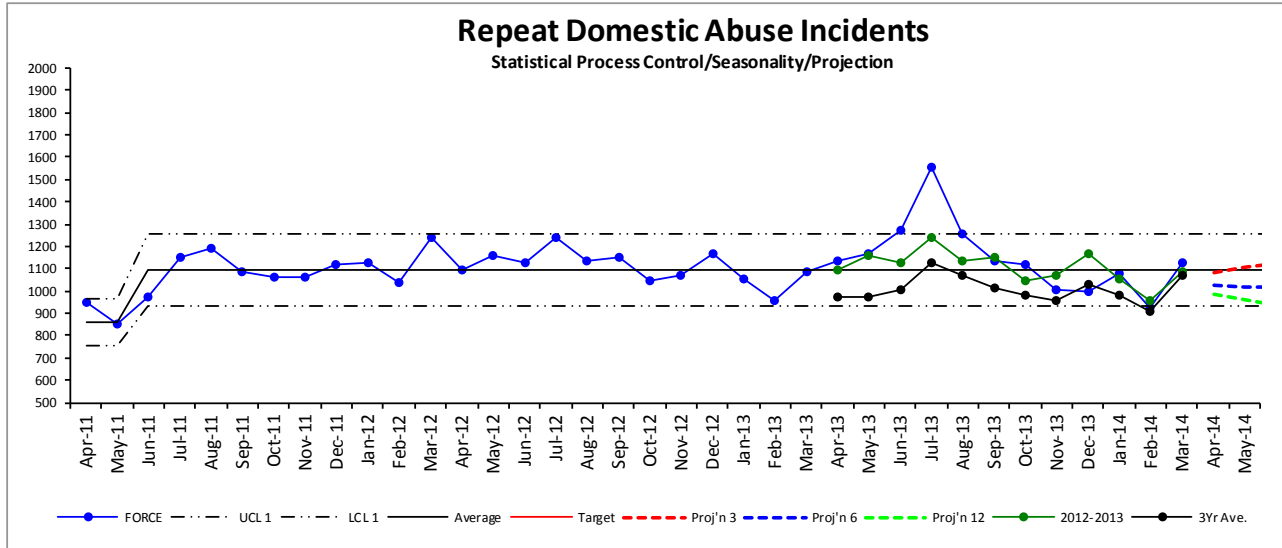
The number of repeat offenders of domestic abuse is for the months of September 2012 and September 2013. The time lag is due to Essex Police following the national re-offending definition that allows six months for the offender to be identified and the appropriate disposal made.

Management Information



Monthly Performance Report: March 2014

1. Reducing Domestic Abuse



Domestic Abuse

In the last quarter there has been a reduction in the number of domestic abuse incidents. This tends to reflect a seasonal trend but may also, in part, be attributed to the work being undertaken by the Domestic Abuse Intelligence Team (DAIT) to ensure the incidents recorded by the police meet the ACPO definition of domestic abuse.

A Domestic Abuse Crime Unit (DACU) is being piloted in the south of the county. Early feedback has been encouraging around the positive impact this team has had on the victims once a report is made to the police.

Monthly Performance Report: March 2014

1. Reducing Domestic Abuse

Solved rates by risk:

For High risk cases the force has *improved* from 56.7% to 57.5%

For Medium risk cases the force has *decreased* from 41.7% to 41.4%

For Standard risk cases the force has *decreased* from 36.5% to 36.3%

Operation Shield – Repeat Perpetrators

Following a checkpoint review Essex Police has revised Operation Shield, its proactive focus on perpetrators of domestic abuse. Following national best practice rather than just using the number of repeat incidents, the offender cohort is now determined by an analysis that uses a predictive risk modelling technique called recency, frequency, and gravity (RFG). This means that an offender who achieves a high score for recency of offending, frequency of offending, and gravity of offending will receive additional proactive attention over and above routine. The purpose of the technique is to identify those perpetrators who are most likely to reoffend, and are most likely to cause serious harm.

By focussing on these high risk cases with a range of tactical approaches and resources, the risk to victims will be reduced by seeking to remove the offender's opportunity to abuse.

Operation Shield will provide a RFG score for a perpetrator and based on that score a decision will be made by the relevant District Commander on the police and partnership response to this perpetrator.

There are currently 106 perpetrators within Essex Police's Operation Shield (RFG) domestic abuse cohort.

Victimless Prosecutions

Working closely with the CPS and the courts, Essex Police has put in place processes to measure the number of victimless prosecutions we are managing.

The total numbers of cases since Essex Police began to monitor this in November 2013 are as follows:

- 76 finalised cases
- 41 successful prosecutions by guilty plea or found guilty
- 33 dismissed/no evidence offered
- 15 cases pending

Thurrock Multi-Agency Safeguarding Hub (MASH)

Preparations for the Thurrock MASH have progressed well over this reporting period. The Thurrock MASH is due to go live on 21st July. The newly formed MASH will include police (covering high risk areas such as domestic abuse, sexual offences, child abuse, vulnerable adults, missing, and child sexual exploitation), adult and children social care specialists, probation and health professionals, all operating from a single base.

Multi-Agency Risk Assessment Conference (MARAC)

A review has been completed by the Co-ordinated Action Against Domestic Abuse (CAADA) of the Essex MARAC. The review was commissioned by the Police and Crime Commissioner's Office and CAADA has provided recommendations as to how the service delivered by the MARAC can be improved. These recommendations are being put into an action plan and the programme of work will be managed by the county's MARAC Steering Group.

Monthly Performance Report: March 2014

1. Reducing Domestic Abuse

HMIC Review of Domestic Abuse

The review identified that the response by Essex Police to domestic abuse has progressed. Since HMIC's inspection in March 2013, the force has taken a number of positive steps to improve the service provided to victims of domestic abuse.

HMIC made ten recommendations which have been placed on the Force Tracker and will be progressed by the Crime and Public Protection Command.

Claire's Law – Domestic Violence Disclosure Scheme (DVDS)

The force has recently implemented new legislation relating to the disclosure of previous domestic abuse history. The objective is to protect people vulnerable to domestic abuse in carefully considered circumstances. There are two parts – 'Right to Ask' and 'Right to Know'.

Right to Ask – provides procedures for disclosing information which will enable a partner (the applicant), who is in an intimate relationship with a previously violent individual (the subject) to make informed choices about whether and how to take forward that relationship.

A third party can also make an application if they have some form of contact with the person at risk. However, if disclosure is deemed necessary, it will usually be made to the person at risk and not the third-party applicant.

Right to Know – Enables the police to disclose to other relevant parties and the public, information about previous violent offences by a new or existing partner. This process is triggered when police receive indirect information or intelligence about the safety of a person and where, after appropriate checks are made, the force decides that a disclosure should be made to safeguard that person.

Since the launch of the DVDS on 7th March we have had 24 'Right to Ask' requests and one disclosure. With regard to 'Right to Know,' there have been two applications, with one disclosure.

Monthly Performance Report: March 2014

2. Supporting Our Victims of Crime

Performance Information

2. Supporting our Victims of Crime Data to Mar 2014 (unless stated otherwise)	Cumulative Last Year	Cumulative This Year	Cumulative Better/ Worse % or % pt. diff.	MSG Ranking	Yr on Yr diff. Improved/ Worsened since Feb 2014
User Satisfaction - Making contact with the police	93.0%	94.5%	1.5	7	Worsened (-0.2% pt.)
Confidence interval	1.4%	1.2%			
User Satisfaction - Action taken by the police	81.0%	82.6%	1.6	5	Worsened (-0.4% pt.)
Confidence interval	1.8%	1.7%			
User Satisfaction - Being kept informed of progress	71.8%	77.1%	5.3	7	Worsened (-0.3% pt.)
Confidence interval	2.1%	1.9%			
User Satisfaction - Their treatment by staff	92.9%	92.3%	-0.6	8	Improved (0.3% pt.)
Confidence interval	1.2%	1.2%			
User Satisfaction - The overall service provided	79.3%	82.0%	2.7	8	Worsened (-0.2% pt.)
Confidence interval	1.8%	1.7%			
Emergency incidents attended within standard (90% attended within 15 mins in urban areas or 20 mins in rural areas)	86.0%	91.2%	5.2	n/a	Worsened (-0.3% pt.)
Emergency calls answered within standard (90% within 10 seconds)	92.7%	93.1%	0.4	n/a	Worsened (-0.5% pt.)
Ensure that the average waiting time for a person calling our switchboard (non-emergency calls) is no more than 15 seconds	11	8	-3	n/a	Same

The Essex Most Similar Group (MSG) consists of Avon & Somerset, Derbyshire, Hampshire, Hertfordshire, Leicestershire, Staffordshire and Sussex. These are the new groupings.

The user satisfaction MSG ranking is for the 12 months to December 2013.

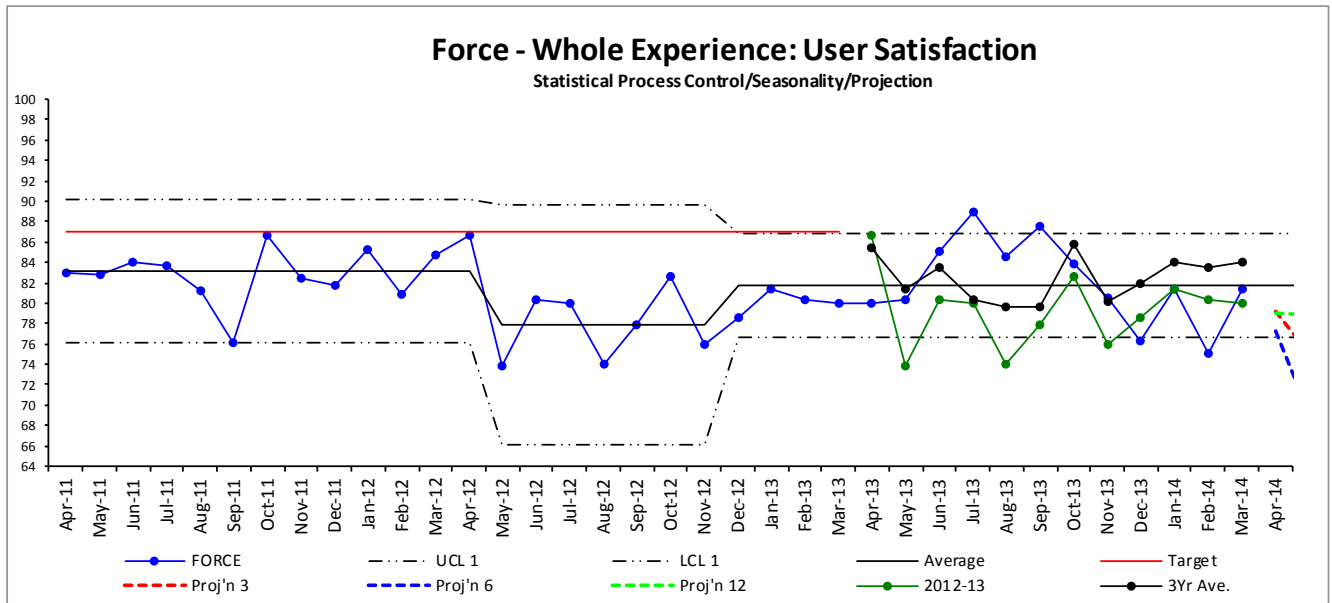
MSG ragging - green is better than the MSG average, red is worse and black is the same as the average.

User satisfaction is measured using feedback from a sample of dwelling burglary, vehicle crime and violent crime victims.

Monthly Performance Report: March 2014

2. Supporting Our Victims of Crime

Management Information



Satisfaction

The year-end satisfaction results (12 months ending 31st March 2014), relate to user satisfaction surveys undertaken for crimes between 10th January 2013 and 28th January 2014. The latest results (March 2014) coincide with the time when we were proactively undertaking training and change across the force to implement the new Code of Practice for Victims. It is pleasing to note the improvement in satisfaction for these results. It is hoped the results will continue to improve to reflect the level of training undertaken across the force and the changes that have been made to comply with the new code and improve victim satisfaction.

When compared to last year, victim and witness satisfaction levels are higher in all areas tested, with the exception of satisfaction with treatment (0.6% points lower which is not statistically significant).

Satisfaction levels and the verbatim feedback from victims and witnesses have been closely monitored throughout the year to determine the impact of internal change on satisfaction levels. Changes to systems and processes have been made to fill any gaps and ensure a consistent quality of service to victims during organisational change.

The 2013/14 result for satisfaction with follow up (77.1%) remains higher than any previous end of year satisfaction level in this area surveyed. This can be attributed to the changes made to the crime file system to monitor and manage officer compliance with providing timely and quality feedback to victims; as well as better management of victim expectations at the initial stage about what to expect and when they would next receive an update.

There is now no statistical difference between the level of satisfaction of BME and White victims surveyed for the overall service received. The work of members of the Victim Care Team, who contact all BME victims of crime, should be recognised for increasing BME satisfaction which was, at one stage, 23% points lower than white victims of crime.

Monthly Performance Report: March 2014

2. Supporting Our Victims of Crime

Members of the Chief Officer Team have recently discussed a range of organisational improvements needed to improve the service given to victims and witnesses. The Head of Customer Service has reviewed the current methods used for resolving requests for assistance, leading to the recommendation for a formal programme of work to deliver a multi-channel non-emergency public contact centre. This will deliver prompt and effective responses to requests for assistance and information, giving a high level of service and effective resolution at the first point of contact.

A new Confidence Board, chaired by the Deputy Chief Constable, has been set up to oversee improvements in public confidence and victim satisfaction.

Response

Attending emergency incidents, when looked at cumulatively, shows improvement. The early part of 2012/13 saw significant challenges due to response staff not being in the right places. This was addressed and during the year steady improvement has been seen. Performance has since stabilised with only marginal variations, and within performance standards.

Force Control Room (FCR) leadership is actively working with Response and Patrol and LPA leadership to ensure that the organisation:

- Maintains availability of resources – the use of ‘status codes’ are an important means by which dispatchers are able to readily identify the nearest and most available unit. Pacesetter (a new daily command meeting) now has ‘Resource Locator’ roles which supplement FCR activity to help to ensure that units show as available at the earliest opportunity.
- Improves first-line supervision – re-emphasising the expectation that supervisors of deployable assets work with a common aim of providing a prompt service to the public.

Monitoring the reasons for failing to attend emergency incidents within standard is ongoing, and March 2014 results show:

- More than 35% of the failures were by less than 3 minutes, 48.5% were less than 5 minutes and 72.6% were less than 10 minutes. Visibility of availability, assertive dispatch and improving supervision will all have an impact on the less than 3 minute category.

Call Handling

The performance for answering emergency calls also remains broadly stable with only marginal variations, and within standards.

An ongoing review into staffing against demand has determined that the current shift pattern is the most productive, and the FCR is about to review flexible working arrangements to better align resources to business needs. To improve flexibility, we are negotiating a new local agreement regarding conditions of service for staff, and we are improving the management of absence through more rigorous management practices.

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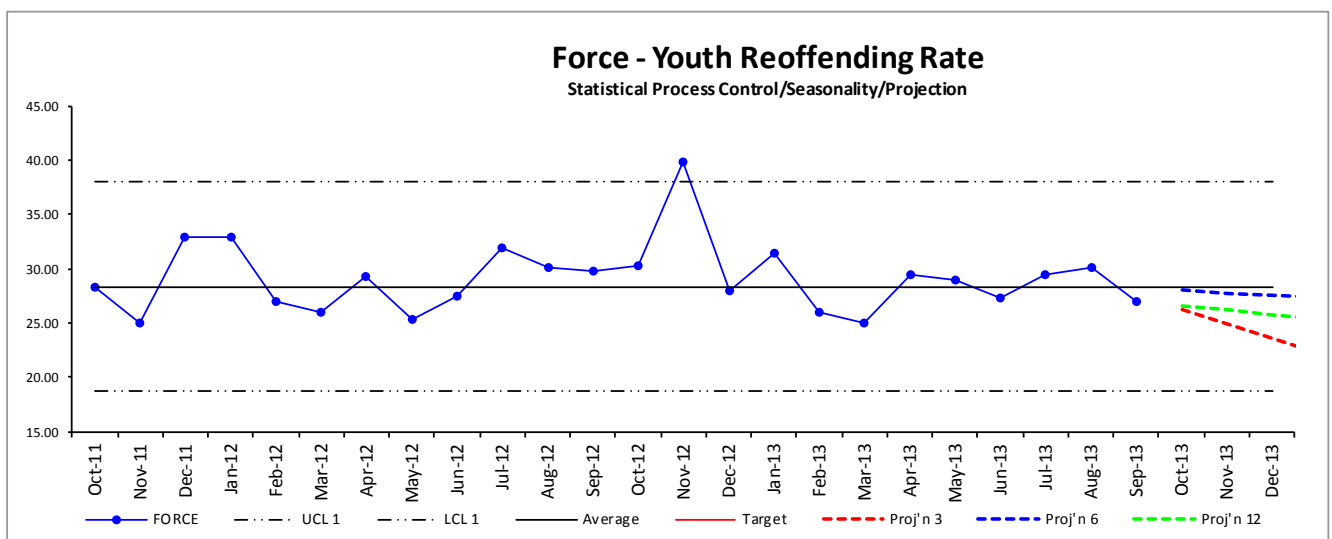
3. Reducing Youth Offending and Re-offending in General

Performance Information

3. Reducing Youth Offending and Reoffending in General Data for Sept 2013	Monthly Last Year	Monthly This Year	Monthly Better/ Worse % or % pt. diff.	Yr on Yr diff. Improved/ Worsened since Aug 2013
The number of youth offenders	295	335	13.6	Worsened (16.9% pt.)
The number of adult offenders	1493	1567	5.0	Worsened (4.4% pt.)
The number of youth offenders who re-offend	88	90	2.3	Worsened (5.6% pt.)
The number of adult offenders who re-offend	397	418	5.3	Worsened (2.2% pt.)
Youth re-offending rate	29.8%	26.9%	-2.9%	Improved (-2.9% pt.)
Adult re-offending rate	26.6%	26.7%	0.1%	Improved (-0.5% pt.)

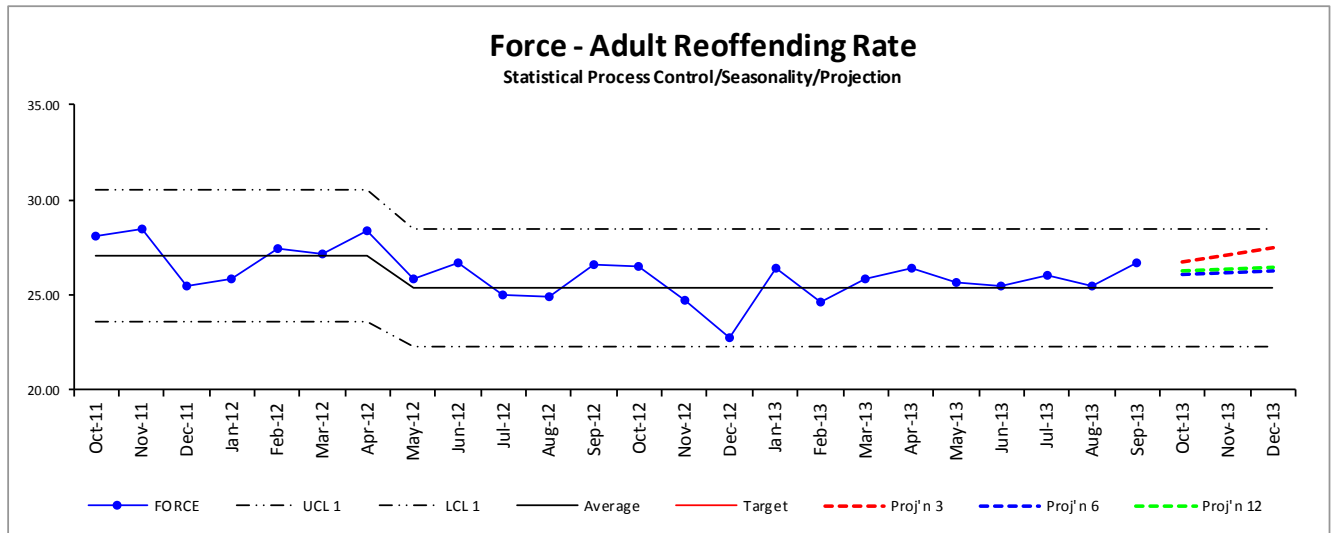
Work is on-going to develop the most informative measures of reoffending. Specifically, the force is working with the Probation Service and other partners to develop data to inform Integrated Offender Management. Until this work is completed, for this document the data shown above are based on offender information taken from the Police CrimeFile system rather than on 'proven' reoffending data from the Police National Computer. The data are six months in arrears to allow time for the police to establish who the offenders are for a crime.

Management Information



Monthly Performance Report: March 2014

3. Reducing Youth Offending and Re-offending in General



Youth Strategy

The youth strategy is continuing to be developed with a focus on managing young people who continue to present a significant risk of causing harm within the community. A 'cohort' of young people will be identified by the police and youth offending management, who will then be offered a more intense supervision package that will both support young people into making positive decisions and bring about enforcement if they commit further offences or breach any community court order. The programme should commence in October this year.

The Risk-Avert pilot has recently been implemented in eight schools across Essex with over 120 young people participating in the programme. The initial evaluation of the programme is positive. School staff have been able to address emerging risk-taking behaviour by allowing the students to explore the drivers behind their own risk taking and then implement strategies for effective management.

Future development of the programme will ensure all of our Youth and Youth Offender Team (YOT) police officers are trained in the 'Risk-Avert approach' which will enable us to support young people at risk of offending, in a style that has shown itself to work.

There will be a restorative justice training event for all of our Youth and YOT officers. The training has been arranged jointly with the Essex Youth Offending Service who is providing trainers free of charge. Our ASB co-ordinators will also be attending in order to develop their skills in using a restorative approach to youth nuisance and other youth related anti-social behaviour.

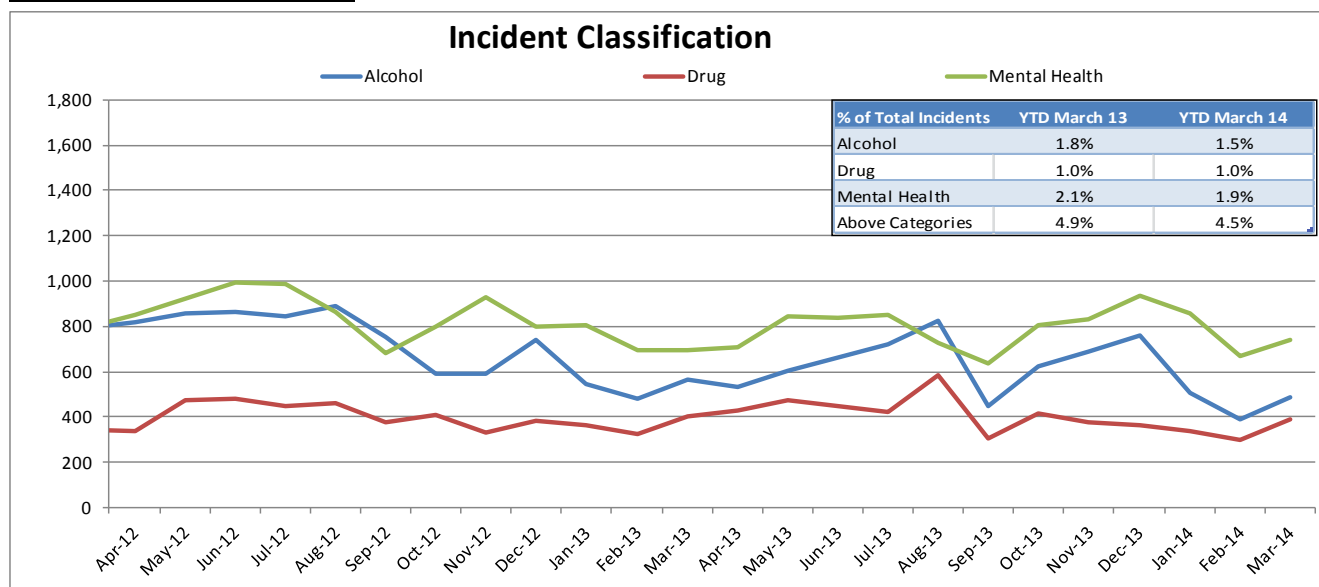
Monthly Performance Report: March 2014

4. Tackling Consequences of Alcohol and Drug Abuse, and Mental Health Issues

Performance Information

4. Tackling Consequences of Alcohol and Drug Abuse, and Mental Health Issues Data to Mar 2014 (unless stated otherwise)	Cumulative Last Year	Cumulative This Year	Cumulative Better/ Worse % or % pt. diff.	Yr on Yr diff. Improved/ Worsened since Feb 2014
The number of night-time economy crimes	6142	5513	-10.2	Improved (-0.3% pt.)
Prosecution of Class A drug suppliers	143	134	-6.3	Improved (12.2% pt.)

Management Information



Data for April to March 2013 has been re-run and as such is not strictly comparable with April to March 2014. This is because there has been a longer period of time for the 2012 incidents to have been closed with the most appropriate qualifiers.

Incidents may contain all three qualifiers (drug, alcohol or mental health). The qualifiers used to close the incident as drug/alcohol/mental health-related can be assigned by any authorised person during the 'resulting' or 'closing' process. As a result, a degree of caution has to be used whilst quoting these figures as an accurate representation of policing interaction. These figures are collated from a system that is designed for Command and Control and not one for management information.

Drug and Alcohol Strategy

In February, Essex County Council commissioned a drug and alcohol profile. This will rely on the development of new partnership data as well as existing data streams. Opportunities include working with the East of England Ambulance Service and Essex Coroners Service. Essex Police are working closely with the council to develop this product, which is intended to be a valuable tool for informing strategy, commissioning and operational decision making. The scope of this product will encompass new and emerging topics including novel psychoactive substances; delivery of which is scheduled for the first quarter of 2015.

Monthly Performance Report: March 2014

4. Tackling Consequences of Alcohol and Drug Abuse, and Mental Health Issues

Night-Time Economy

Operation *Benison* (targeted inspections of licensed premises) continued and developed during this quarter. Inspections of licensed premises, since the launch, have covered a wide range of criteria including individual and premises licenses, age, sobriety, CCTV and door staff. The majority of licensed premises have been found to be lawful and properly managed with some minor, easily remedied failures. To date issues have been dealt with mainly through advice, followed by remedial action. The evidence being gathered will be of assistance in pursuing harder-edged enforcement options going forward.

Each month the inspection set of questions change and evolve. This assists in the development of a reliable intelligence base as well as building officers' knowledge and confidence in dealing with licensing issues, including enforcement action.

The Special Constabulary are working to support Operation Benison, and a number of individual officers are to be specifically trained to support the delivery of licensing inspections and enforcement.

In February, the Home Office announced 20 national 'Local Alcohol Action Areas' one of which was Southend. This concept is about making specialist advice and support available (but no additional funding) to self-nominated areas. The programme requires that candidate areas use the first quarter of 2014 to prepare local plans for scrutiny, which Southend Council will lead.

In February, Manchester hosted a National Pubwatch Conference, supported by the ACPO lead for Alcohol Harm Reduction. Essex Police was represented and a number of promising initiatives were noted including a potential refinement of the Behave Or Be Banned (BOBB) scheme currently operating in Essex, and crime reduction initiatives around the theft of mobile phones.

During this quarter, conversations around the adoption of the Late Night Levy (which is an initiative where identified businesses, operating between 12:00 am and 6:00 am, contribute extra money to cover the additional cost of policing the night-time economy) continued, with press speculation in Colchester, and Chelmsford announced a formal public consultation exercise, due to close in late June 2014.

The pilot scheme for drug testing on arrest at Chelmsford reached its planned end date in March. There were discussions on how the concept might be rolled out across Essex and the pilot was extended whilst this was explored. Potential Home Office funding streams were identified and preparatory work commenced in anticipation of a bidding opportunity. During the first few months of 2014, Chelmsford conducted 204 drug tests, 73% of which were for theft. 27% of those tested were found to have cocaine, opiates or both in their system and were compelled to undertake referral to treatment services.

Novel Psychoactive Substances

This remains a challenging area for Essex Police and its partners. Many of the challenges arise from a legal framework that is not well suited to the rapidly changing subject matter. The first ACPO Conference on the subject served to highlight potential avenues for further exploration including developing a usable intelligence picture (see 'Drug and Alcohol Strategy' above), possible links to organised crime and tactical options for festival type events.

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5. Improving Road Safety

Performance Information

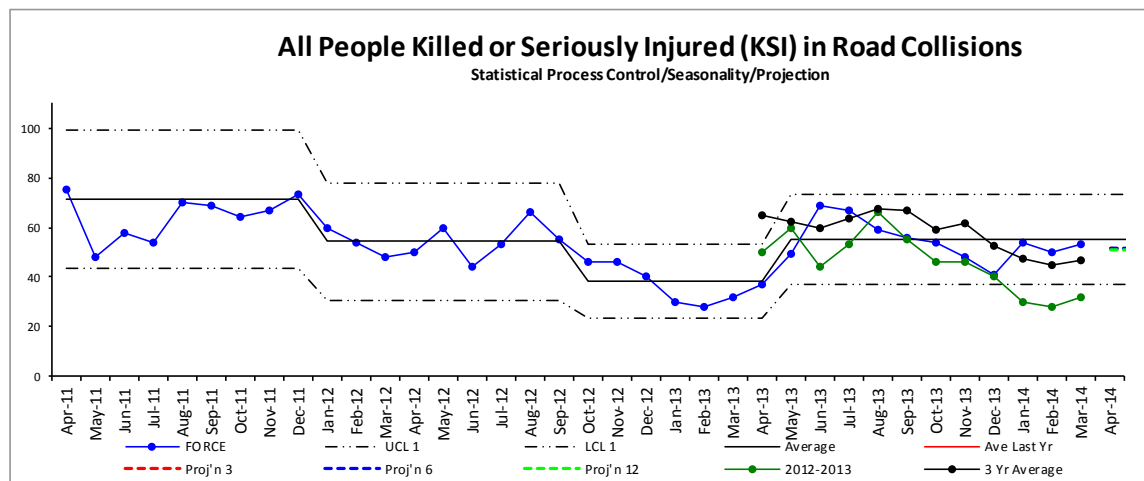
5. Improving Road Safety Data to Mar 2014 (unless stated otherwise)	Cumulative Last Year	Cumulative This Year	Cumulative Better/ Worse % or % pt. diff.	Yr on Yr diff. Improved/ Worsened since Feb 2014
All people killed or seriously injured (KSI) in road collisions	669	715	6.9	Worsened (4.0% pt.)
KSI - Fatalities	42	37	-11.9	Improved (-11.9% pt.)
KSI - Serious injuries	627	678	8.1	Worsened (5.1% pt.)
Number of Collisions	586	629	7.3	Worsened (3.2% pt.)
The number of people KSI in powered two wheeled vehicles	169	159	-5.9	Worsened (1.4% pt.)
The number of young car drivers (17 - 25 years) KSI in road collisions	104	134	28.8	Improved (-21.7% pt.)
The number of pedestrians KSI in road collisions	113	136	20.4	Improved (-2.9% pt.)
The number of cyclists KSI in road collisions	72	98	36.1	Worsened (0.3% pt.)
The number of children and young people (0 - 17 years) KSI in road collisions	122	78	-36.1	Worsened (7.3% pt.)
The number of drink drivers KSI in road collisions	15	29	93.3	Improved (-22.1% pt.)

March 2014 KSI data is at 7/04/2014

KSI - Fatalities have reduced by 2 due to reclassification.

The number of young car drivers (17 - 25 years) KSI in road collisions has reduced due to the recoding of KSIs.

Management Information



Monthly Performance Report: March 2014

5. Improving Road Safety

Road Safety

The end of the reporting year has shown a rise in the number of people killed or seriously injured (KSI). However, for the period April 2013 – March 2014, there was a 12% decrease in the number of people being killed on the roads of Essex, compared to April 2012 – March 2013.

The number of collisions involving pedal cycles (KSI) in the final quarter has increased from 10 to 22. This may be attributable to the milder weather throughout the winter, which has promoted greater use of this mode of transport far earlier when compared to last year.

Motorcycle KSI collisions remain a significant issue, with 159 during the reporting year. However, this is ten fewer collisions than the previous year.

The focus on addressing poor driving has continued, with our end of year figures showing 58% of offenders dealt with by way of an educational course as opposed to a fixed penalty or court disposal.

The Casualty Reduction Section continues to lead on a range of operations including:

- Operation CALYPSO (ECC Funded) - focused on key identified KSI routes
- Operation NASH (ECC Funded) - multi-agency educational enforcement days focused upon key KSI towns around Essex
- Operation WAGTAIL – focused on young drivers/cruisers
- Operation OLIVER - Community Speed Watch and local community speed checks
- Operation PETREL - motorcycle safety

Monthly Performance Report: March 2014

6. Improving Crime Prevention

Performance Information

6. Improving Crime Prevention Data to Mar 2014 (unless stated otherwise)	Cumulative Last Year	Cumulative This Year	Cumulative Better/ Worse % or % pt. diff.	MSG Ranking	Yr on Yr diff. Improved/ Worsened since Feb 2014
The number of all crime offences	100144	99346	-0.8	6	Worsened (0.5% pt.)
The number of victim based crime offences	89838	89680	-0.2	7	Worsened (0.5% pt.)
The number of repeat victims of crime	8410	8327	-1.0	n/a	Worsened (0.6% pt.)
The number of repeat victims of business crime	3572	2844	-20.4	n/a	Worsened (0.7% pt.)
The solved crime rate	27.00%	29.17%	2.17	n/a	Improved (0.02% pt.)
The number of anti-social behaviour incidents	56447	54057	-4.2	n/a	Improved (-0.4% pt.)
The % of people agreeing that the Police and Local Council are dealing with crime and ASB in this area	62.3%	57.9%	-4.4	6	Improved (0.5% pt.)
The % of people who think the Police are doing a good job in this area	60.3%	58.3%	-2.0	8	Improved (1.7% pt.)

The Essex Most Similar Group (MSG) consists of Avon & Somerset, Derbyshire, Hampshire, Hertfordshire, Leicestershire, Staffordshire and Sussex. These are the new groupings.

The all crime MSG rankings are for the three months to February 2014.

The all crime solved rate MSG ranking is no longer available.

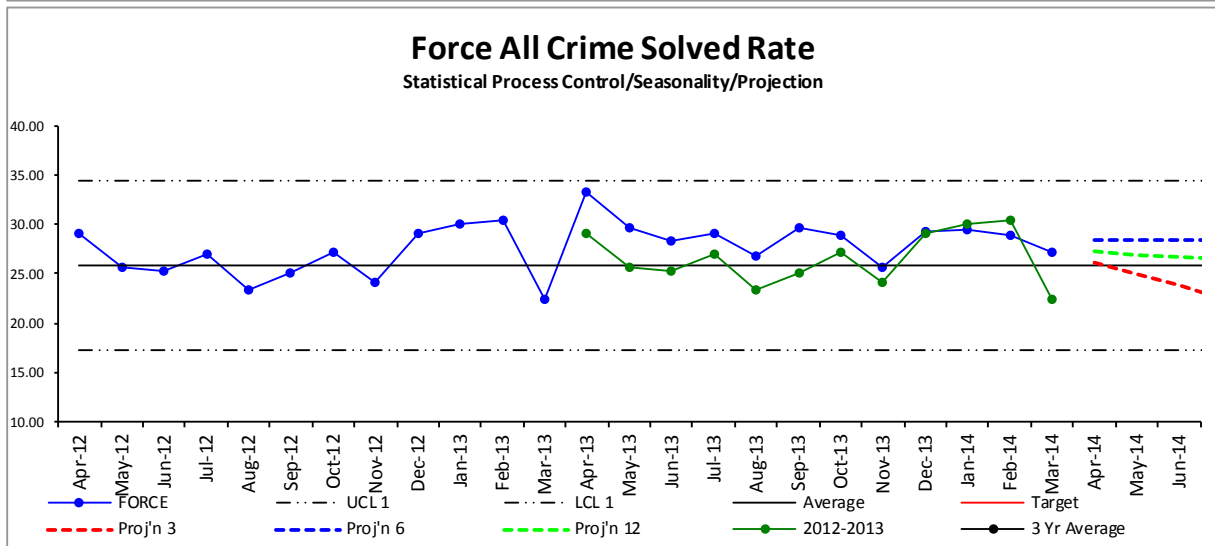
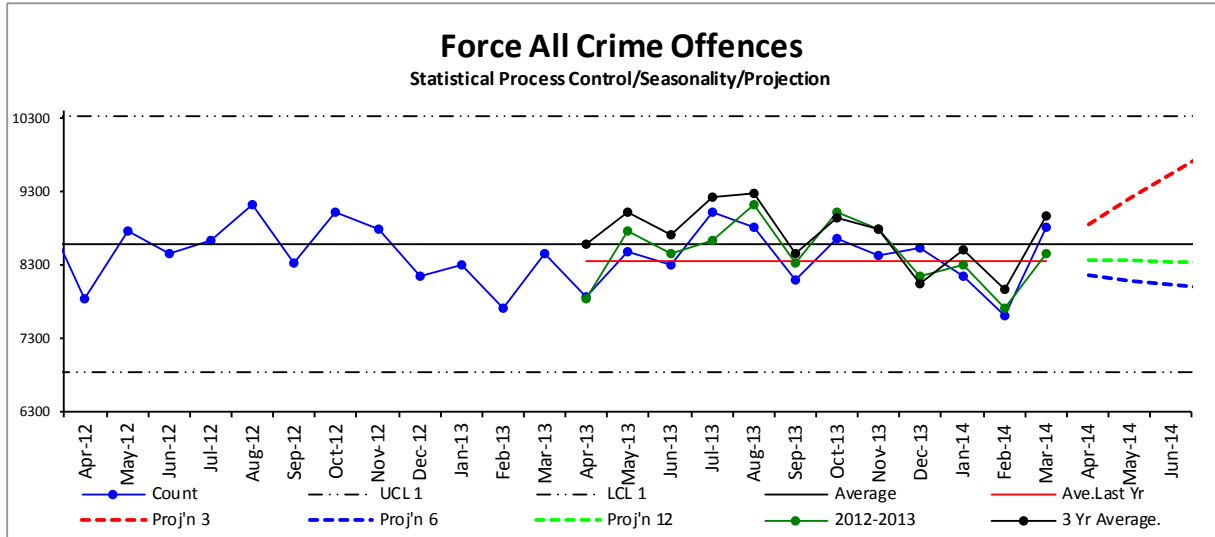
The last two measures in the table above are from the Crime Survey for England and Wales. Data and MSG rankings are for the 12 months to September 2013.

MSG ragging – green is better than the MSG average, red is worse and black is the same as the average.

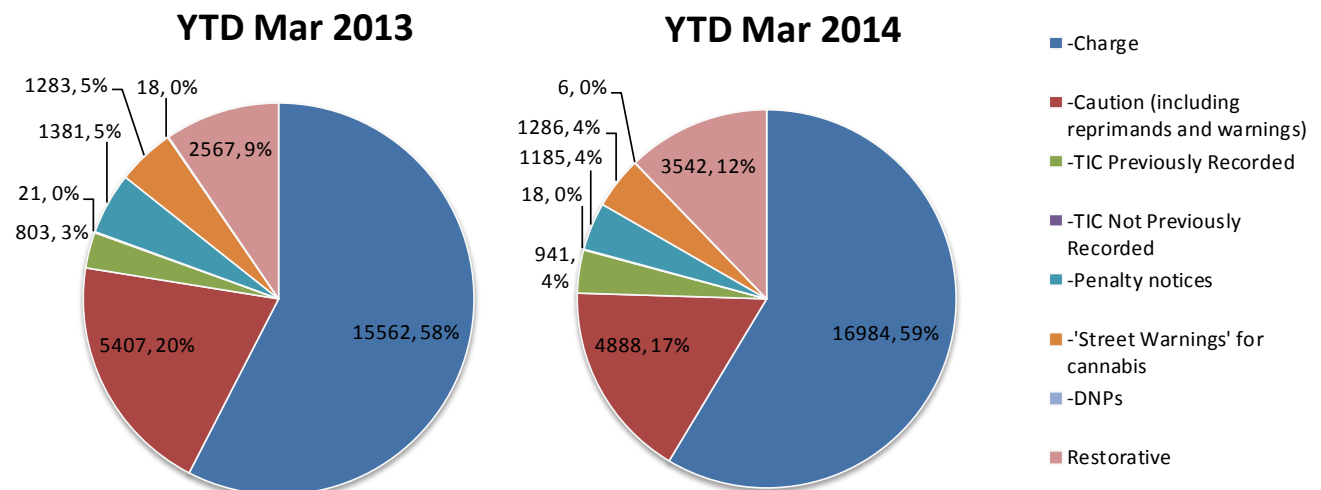
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6. Improving Crime Prevention

Management Information



Breakdown of Offence Disposals



Monthly Performance Report: March 2014

6. Improving Crime Prevention

Dwelling Burglary

Operation Insight (an evidence based policing initiative) is now embedded across the force. This has led to a decrease of 9.4% (419 fewer burglaries) since we began using predictive policing to target offenders and direct our patrols more effectively.

Results have varied across the county and we are now analysing our activity to identify what works well and what doesn't. We intend to overlay stop and search data on the Insight maps to provide more intelligence to support our tactical plans for burglaries and other crimes.

A property marking trial is currently underway in the Basildon district, which will be evaluated fully with a view to a county-wide roll out.

Rural Crime

The PCC's Rural Crime Forum has brought key issues to the fore. Headquarters Neighbourhood Policing Command (HQNPC) is working closely with District Policing Areas to target specific crime trends and hot-spots, as well as producing monthly data for partners around key offences, such as hare coursing.

The force Wildlife, Heritage and Environmental Crime Officer is now part of HQNPC and is working with partners and the Special Constabulary Rural Crime Team to co-ordinate a number of operations county-wide. There are now two Special Constabulary Rural Crime Teams, at Dunmow and South Woodham Ferrers, with plans to expand county-wide.

Business Crime

Essex is now a member of the National Business Crime Group, which aims to create national protocols, initially for major retail chains, but which can then be scaled to fit any business/retailer across the country. We are engaged in creating new, and re-energising existing, Business and Industrial Neighbourhood Action Panels in conjunction with Chambers of Commerce and the Federation of Small Businesses.

Work is underway to develop the facility to take business impact statements and victim impact statements in respect of business crime (which includes farms).

Metal Theft

Essex has had the largest decrease in offences (48%) of metal theft in the region. However, changes in offence types are being seen with higher profile targets such as churches and community centres being targeted. There have been a number of positive outcomes, including the first closure of a scrap metal dealership in January 2014.

A dedicated operation to provide tactical options for enforcement action has been developed and disseminated to all districts and we are in the final stages of developing a Regulation and Enforcement Strategy with local licensing authorities.

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6. Improving Crime Prevention

Post Office Scheme

This scheme is designed to increase liaison between Essex Police and the Post Office and is based around the 'Adopt a Post Office Scheme' successfully running in other forces. A six month trial is being planned in three areas, including a proactive crime prevention campaign in each of the target areas. It is intended that the scheme will support crime prevention campaigns and raise crime prevention awareness.

In the longer term the intention is to work with Essex crime business groups to share data on those suspected of committing crime.

Monthly Performance Report: March 2014

7. Increasing Efficiency in Policing Through Collaborative Working and Innovation

Performance Information

7. Increased Efficiency in Policing Through Collaborative Working and Innovation	
Make savings of £6.633 million by 31/03/2014 (as part of our overall requirement to realise savings of £44.0 million by 2014/15)	We are on track to meet our 2013/14 savings requirement in full
Options for cash savings beyond £6.633 million	Currently being scoped under the Evolve Programme

The Evolve Programme

Operating Model

The first phase of developments to the policing model is designed to place more officers under the direct control of local policing commanders. Evolve believe more locally based, locally accountable and locally led officers delivering response, investigation and community engagement is the right way forward. It is envisaged the effect of larger, local policing teams will be to join up service provision to the public, reduce the inefficiency in terms of incident attendance and officer 'hand-overs' and afford officers greater opportunities to develop their policing skills. The evidence base for the proposal is a blend of detailed demand analysis, consultation with staff, feedback from public satisfaction surveys and professional judgement.

The proposed investment in local policing would be enabled by carefully considered reductions in a number of specialist departments. Should the proposals be agreed, the changes will take effect in late July. Any change will be supported by an internal and external communications plan.

Further revisions to the policing model will be proposed in the autumn to take effect from April 2015. This will consider the number of stations from which local policing is delivered and the core shift patterns for officers and PCSOs.

Non-Emergency Contact Management

Currently there are in excess of 900,000 non-emergency telephone contacts into the force every year. The IT infrastructure, estate and business processes in this area are in need of modernisation and a programme of work has been launched to address this.

The vision is to provide a multi-channel, non-emergency public contact centre which delivers prompt and effective responses to requests for assistance and information, giving a high level of service and effective resolution at the first point of contact. The compelling need to change the way we deal with non-emergency public contact is driven by the need to:

- Deliver efficiencies and savings throughout other areas of the force, by introducing the concept of a 'one-stop shop' approach to resolve non-emergency calls at the first point of contact
- Tackle avoidable demand at its source, or redirect demand to the most appropriate place in a more efficient way
- Avoid unnecessary attendance at some incidents
- Avoid multiple hand-overs and duplication to reduce costs and increase efficiency by developing end-to-end processes and reducing silo working to promote operational efficiency

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7. Increasing Efficiency in Policing Through Collaborative Working and Innovation

- Implement a single entry customer relationship management system (CRM) and provide a CRM based service, allowing Essex police officers and staff to easily view previous contacts and how they were resolved
- Provide adequate business continuity and management of peak demand flows for both 999 and non-emergency contact
- Meet growing public expectation to provide a range of contact methods, self-service facilities (including access using mobile devices, on-line forms and applications), and further standardisation and automation of call answering services to ensure faster resolution at the first point of contact
- Enable public contact centre staff to seamlessly manage interactions with the public, from the first point of call, social media contact, or station visit, through every subsequent point of contact to provide a holistic service from one screen

IT

There is an ambition to provide all front line staff access to a high quality mobile data device that is able to synchronise with all force IT products. The joint IT department, with the change teams in Essex and Kent, are scoping options with a range of external suppliers. The force understands the benefits this will bring in both service delivery and efficiency.

Estate

The force has conducted a review of the headquarters estate and is considering options for either consolidation onto a smaller part of the estate or a longer term move to a new site or sites. This work supports, and will feed into, the 'strategic option analysis' commissioned by the Office of the Police and Crime Commissioner. The phase 2 local policing review highlighted earlier will help shape the estate requirement across the wider force.

Collaboration

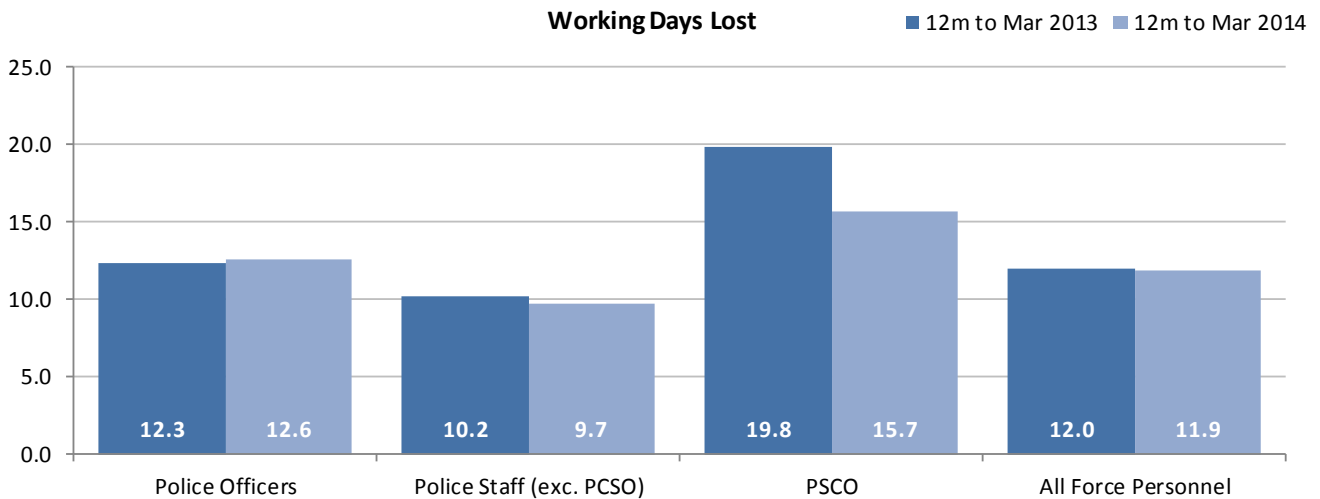
The force is currently holding a series of joint chief officer meetings with the Essex County Fire and Rescue Service. Heads of department are presenting initial thoughts as to how both organisations may wish to collaborate in the future. Business areas include estate, transport, IT, HR, finance, business services and community engagement.

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8. Organisational Health

Management Information

Sickness Levels



Please note the sickness for 2013/14 is based on the cumulative sickness level projected for a full year.

Absence Management Reduction Strategy

The force has implemented an absence reduction strategy that is designed to ensure roles and responsibilities for sickness management are clearly defined throughout Essex Police. Two key elements of this strategy are Positive Attendance Management data from SAP and the introduction of Local Absence Management Groups.

Through these local groups each Command reviews sickness absence on a case by case basis; ensuring line managers are carrying out correct positive attendance management interventions. These interventions should include return to work interviews and occupational health referrals for assessment and advice.

Vacancy Levels

Vacancy levels will be provided in a separate update given by the Head of Human Resources each quarter.