

Essex Police

Performance Update

September 2016

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Monthly Performance Report: September 2016

1. Reducing Domestic Abuse

Performance Information

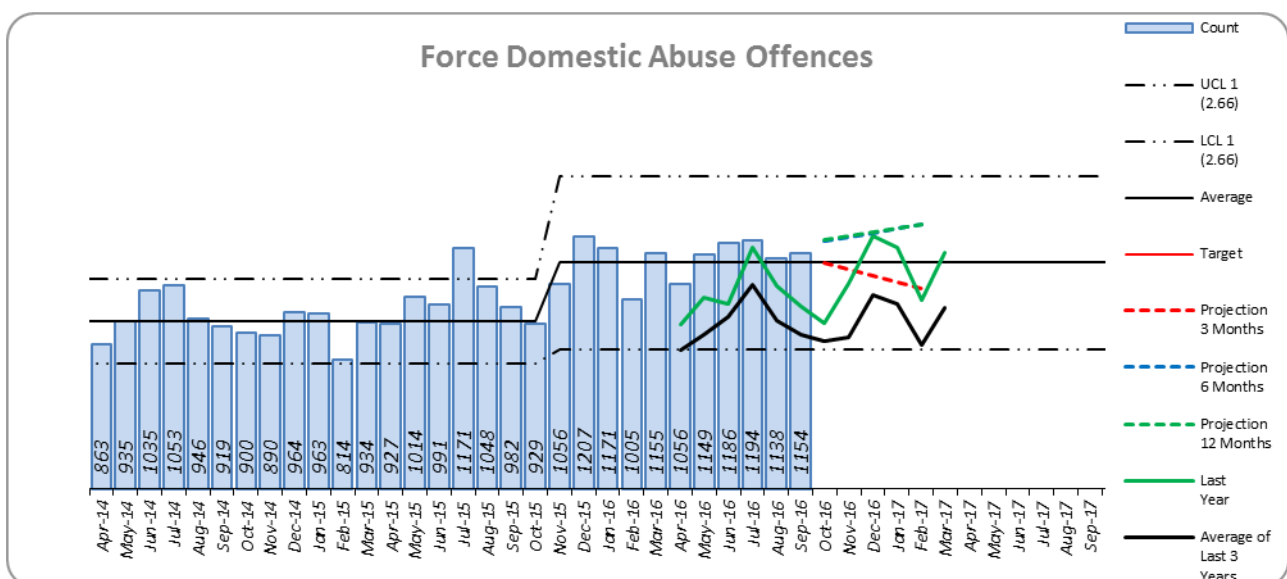
1. Reducing Domestic Abuse Data to Sep 2016 (unless stated otherwise)	12m Last Year	12m This Year	Better/ Worse % or % pt. diff.
Number of domestic abuse incidents	28111	32538	15.7
Number of repeat incidents of domestic abuse	N/A	1176	N/A
Number of individual repeat victims of domestic incidents	N/A	994	N/A
Number of individual repeat victims of domestic crime	N/A	278	N/A
Number of domestic abuse offences	11546	13482	16.8
Number of repeat offenders of domestic abuse	39	34	-12.8
Domestic abuse solved rate	34.6%	29.3%	-5.3

*The number of repeat incidents of domestic abuse is for the month of September 2016. Due to the change in how this measure is captured, the previous period is not able to be produced.

The number of repeat offenders of domestic abuse is for the months of March 2014 and March 2015. The time lag is due to Essex Police following the national reoffending definition that allows six months for the offender to be identified and the appropriate disposal made.

The number of repeat offenders of domestic abuse uses re-run figures for last year.

Management Information



Monthly Performance Report: September 2016

1. Reducing Domestic Abuse

Domestic Abuse

Body Worn Video (BWV)

The benefits of BWV are well established. There are 411 BWV allocated to local policing teams in Essex. These provide an opportunity to capture evidence at the scene of a domestic abuse incident and improve solved rates. The number of domestic abuse related BWV clips correlate to around a quarter of the total number of clips recorded per month, but a proportionately smaller percentage of files is sent to the Crown Prosecution Service. Analysis to discover the cause of this has been commissioned through the Criminal Justice Command. A business case has been prepared to purchase another 440 BWV and increase their spread from the current five police districts to all police districts and to include some specialist teams.

New Structure for Crime and Public Protection Command (C&PP)

Essex C&PP Command moved to a new structure on 19th September 2016. This created new teams to investigate Child Abuse and Adult Sexual Abuse that are co-located within main police stations. A new Operations Centre combines initial research, intelligence gathering, risk assessment and triage for all public protection incidents. Domestic Abuse was the first thematic area to go live (replacing the previous Domestic Abuse Intelligence Team) and is transitioning to extend to the other 13 areas; the next being Missing Persons.

The Administration Team within the Operations Centre will add consistency and coordination to the Domestic Violence Disclosure Scheme (Right to Ask and Right to Know). The new centre is changing the way we manage the direction of the Command with regard to national guidance and best practice, as well as internal policies and procedures. A new proactive team has been extended to include tactical resources which are deployed on a bespoke basis depending on the risk posed by offenders and the vulnerability of victims, and allows targeting of outstanding domestic abuse offenders and other dangerous offenders.

Multi-Agency Risk Assessment Conference (MARAC)

Since July 2016 we have introduced three static MARATs (multi-agency risk assessment teams) in Thurrock, Southend and Essex. In comparison to the 11 community MARATs previously held monthly across the county, the new structure not only provides a cost saving but has reduced the post incident case hearing waiting time of six weeks to 12-14 days. Information is shared between partners at an earlier stage. Multi-agency safeguarding plans are generated and implemented more swiftly.

Juno Teams

Juno teams investigate all high risk domestic abuse and the majority of medium risk domestic abuse across the county. Safeguarding for high risk cases (whether or not a crime has occurred) is currently delivered by the Central Referral Unit.

The Central Referral Unit will transition out and co-locate with Juno teams. This will add consistency and provide a single point of contact as well as reduce duplication and multiple contacts between the police and victims.

Juno teams have increased the percentage of officers either accredited or on the pathway to ICIDP (Initial Crime Investigation Development Programme) accreditation from 30% in September 2015 to 79% in September 2016.

Monthly Performance Report: September 2016

1. Reducing Domestic Abuse

DASH (Domestic Abuse, Stalking and Harassment and Honour Based Violence Risk Identification and Assessment and Management Model)

The DASH risk assessment tool is under review by the College of Policing to identify whether it can be condensed as it currently presents a long and protracted process, which may not always be required in the case of multiple reports/attendances. Front line officers may be able to save time due to the availability of mobile devices, together with an ambition to pre-populate documentation. Officers will be able to look up previous and recent DASH assessments and identify if there have been any changes in circumstances.

Operation Drive

Operation Drive (based in Tendring) is a perpetrator intervention programme aimed at high risk perpetrators. The project commenced delivery in March 2016, and is progressing well with 40 perpetrators on the programme so far. Contact with service users has increased from 2% in the last quarter to 17.5% in September. Information sharing inconsistencies are being ironed out with a view to making it quicker.

Monthly Performance Report: September 2016

2. Supporting Victims of Crime

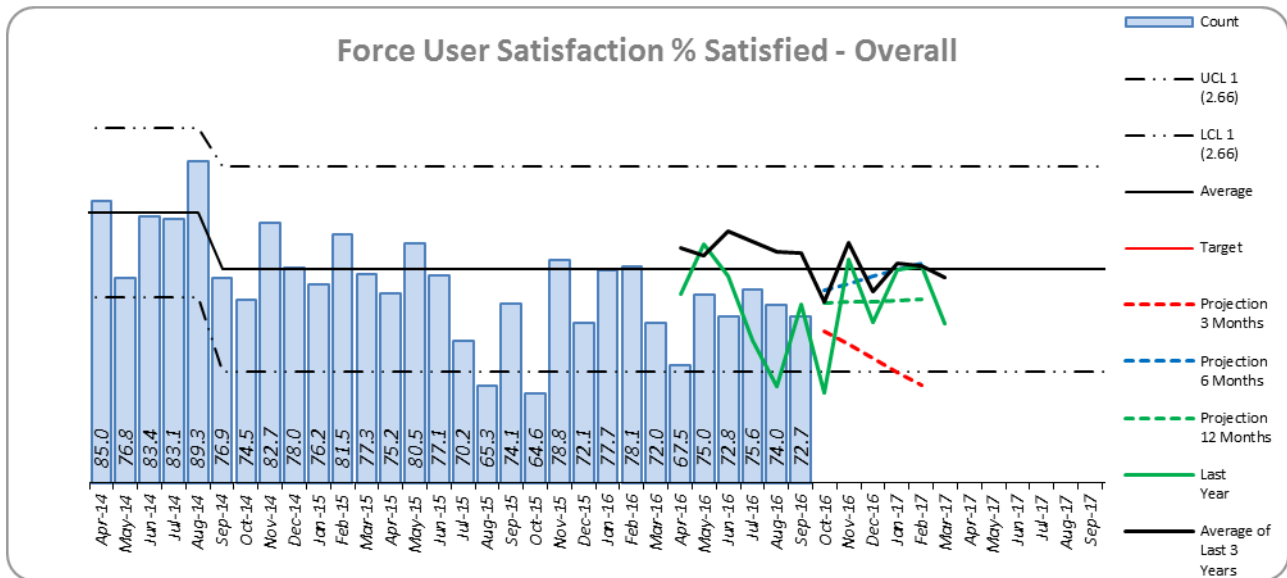
Performance Information

2. Supporting Victims of Crime Data to Sep 2016 (unless stated otherwise)	12m Last Year	12m This Year	Better/ Worse % or % pt. diff.
User Satisfaction - Making contact with the police	91.1%	89.4%	-1.7
Confidence interval	1.5%	1.6%	
User Satisfaction - Action taken by the police	76.1%	72.5%	-3.6
Confidence interval	2.0%	2.3%	
User Satisfaction - Being kept informed of progress	67.8%	67.2%	-0.6
Confidence interval	2.2%	2.4%	
User Satisfaction - Their treatment by staff	89.7%	87.7%	-2.0
Confidence interval	1.4%	1.5%	
User Satisfaction - The overall service provided	76.2%	73.4%	-2.8
Confidence interval	2.0%	2.0%	
Emergency incidents attended within standard (90% attended within 15 mins in urban areas or 20 mins in rural areas)	76.8%	77.1%	0.3
Emergency calls answered within standard (90% within 10 seconds)	84.4%	81.2%	-3.2
Ensure that the average waiting time for a person calling our switchboard (non-emergency calls) is no more than 15 seconds	7	9	2

Monthly Performance Report: September 2016

2. Supporting Victims of Crime

Management Information



User Satisfaction

The rolling year results show that victims' satisfaction levels have fallen compared to the previous 12 months, across the stages of service delivery measured: initial contact, actions, follow-up, treatment, plus the whole experience. Although this is not statistically significant, it shows that despite a high level of focus, respondents' levels of satisfaction have not improved.

We know from independent research that keeping victims updated is one of the key drivers of satisfaction with service. The force is currently scoping its interpretation and compliance of the Victims' Code and considering what refreshed activity needs to take place. This includes the training that we deliver to our police officers and police staff. Making the Code 'come alive' will help all victims of crime to understand the services they are entitled to receive and allow them to make informed decisions.

For a period of three months from September 2016, the Quality of Service Team are piloting a new way of handling low level concerns and dissatisfaction from the public about the level of service. The team will effectively manage expectations and maintain timely contact with the public. They aim to resolve the majority of concerns 'there and then' or within 72 hours and only escalate those which they are not able to satisfactorily resolve. The recorded outcomes will become a source of learning for the force.

The Quality of Service Group will be represented at the Contact Management Lean Event in October 2016. This will enable us to gain a better insight into service delivery and continue to make innovative recommendations that will reinvigorate our current processes to better support demand, service levels and aim to increase victim satisfaction.

Monthly Performance Report: September 2016

2. Supporting Victims of Crime

Our commitment and aspiration is to provide all victims with a consistent service tailored to their specific needs that promotes satisfaction and confidence in Essex Police. The existing user satisfaction survey is the only measure that the force currently has to understand the experiences of victims to make us aware of what service improvements could be made. A new Victim Focus and Public Confidence Board will lead and coordinate work to increase victim satisfaction which will in turn lead to an improvement in the confidence the public have in Essex Police. An informed approach which listens to the voice of victims to understand their experiences and views will be taken into account when developing the work overseen by the Board.

Our improving Victims' Satisfaction Plan 2016/17 includes the development of a programme of public engagement which will ensure the force is broadening its communication with all victims of crime from across all communities in Essex. The plan will see an effective programme of work aligned to the drivers of satisfaction, the PEEL inspection process, Plan on a Page and the Police and Crime Plan. Work has already started to scope a new Public Engagement Survey with a boosted victims sample in collaboration with the OPCC.

Force Control Room (FCR)

The function of the FCR is to manage the command and control of incidents. Once there ceases to be a requirement for command and control the incidents are passed to the Local Policing Area (LPA).

The Key Performance Indicators (KPI) for the FCR reflect the command and control function. All grade 1 (urban) and grade 2 (rural) incidents are to be allocated within three minutes of the call card being saved.

The summer period has seen a significant increase in demand, with calls for service reaching unprecedented levels. The daily average for 999 calls is between 700 and 900 calls per day. However, during the summer demand period, the FCR has regularly been managing in excess of 1000, 999 calls per day and roughly 20% of these calls translate into grade 1 and grade 2 calls.

There has been a recent agreement to increase resourcing, by 8 police officers and 8.5 staff to the FCR, as well as a further police staff supervisor being agreed. This increase is primarily to assist with maintaining and improving the 999 response to the public, with overall demand continuing to increase due to reductions in other areas of Essex Police (front counters, PCSOs), and taking on more work from front line officers.

Response

Essex Police aims to attend all emergency calls in urban areas within ten minutes and rural areas within 20 minutes. The force's performance is monitored daily and any failures to meet those times are recorded with the reason why. For the first two quarters of 2016, the force responded to 27,418 emergency response incidents; this is an increase of 2625 on the previous year. The force responded to 76.0% of the calls within standard during April to September 2016. This is up from 74.1% during April to September 2015.

Monthly Performance Report: September 2016

2. Supporting Victims of Crime

The table below shows that the force has dealt with 2625 more grade 1 and 2 incidents this year than last year. The most significant increase is in the North followed by the South. It is worthy of note that despite the increase in demand, the grade of service has increased. Not only is the force dealing with more emergency demand than last year, but the force is dealing with them more effectively.

Year	EPD		North		South		West	
01/04/16 – 30/09/16	27,418	76.0%	11,57	75.2%	8,233	73.0%	6,954	82.9%
01/04/15 – 30/09/15	24,793	74.1%	9,886	75.1%	7,551	69.7%	6,427	80.5%

The table below shows the average response times 2015 v 2016 and demonstrates that the force achieved better averages this year than last year.

Sep-15	Emergency Urban	Emergency Rural
South	14	21
North	12	19
West	15	18
Force	14	19

Sep-16	Emergency Urban	Emergency Rural
South	16	19
North	13	15
West	13	15
Force	14	16

Each Local Policing Area continues to monitor performance closely, making the most effective use of available resources to provide the best possible response.

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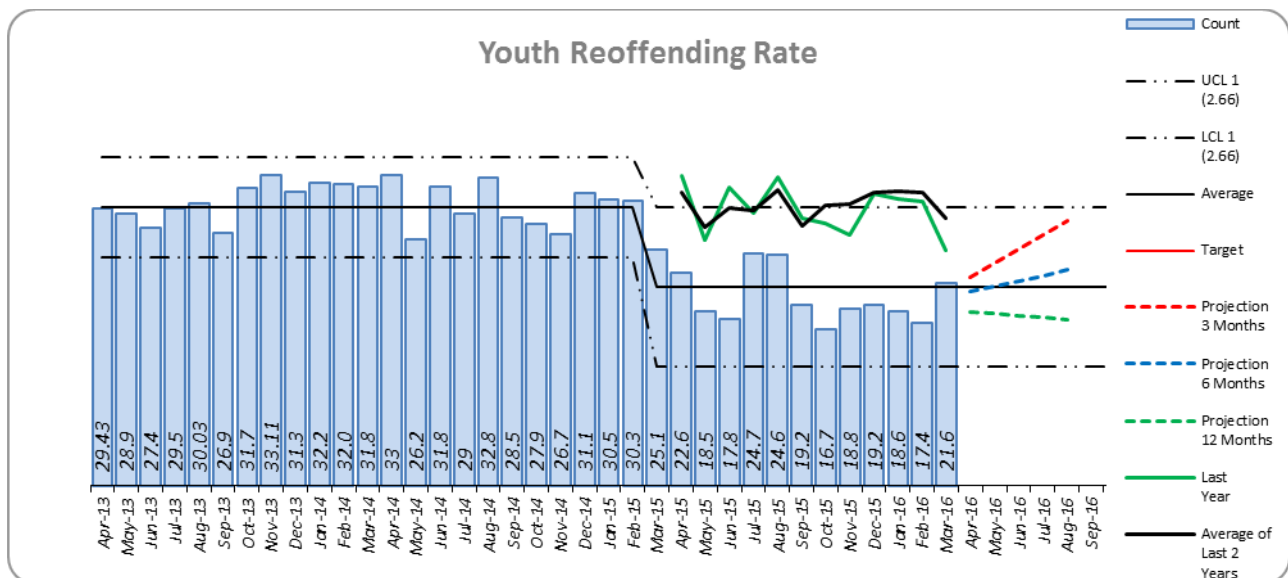
3. Reducing Youth Offending and Reoffending in General

Performance Information

3. Reducing Youth Offending and Reoffending in General Data for Mar 2016	Monthly Last Year	Monthly This Year	Monthly Better/ Worse % or % pt. diff.
The number of youth offenders	258	241	-6.6
The number of adult offenders	1297	1293	-0.3
The number of youth offenders who re-offend	65	52	-20.0
The number of adult offenders who re-offend	307	267	-13.0
Youth re-offending rate	25.2%	21.6%	-3.6%
Adult re-offending rate	23.7%	20.6%	-3.1%

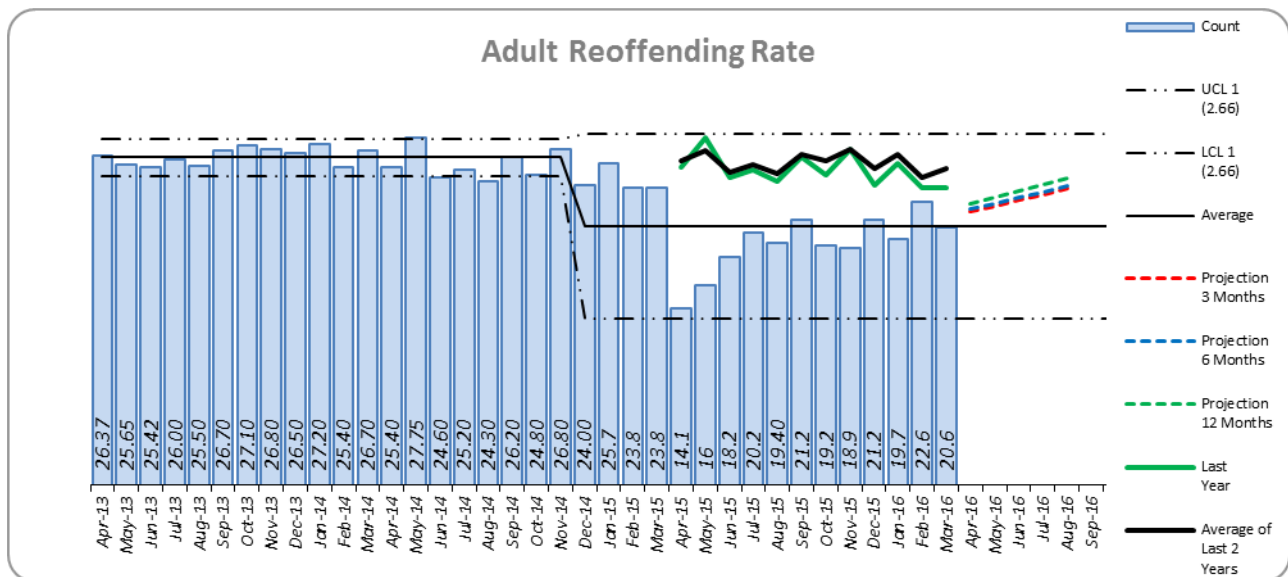
Essex Police produces reoffending rates for both adult and youth offenders using data obtained from the force crime recording system. The data are six months in arrears to allow time for the police to establish who the offenders are for a crime.

Management Information



Monthly Performance Report: September 2016

3. Reducing Youth Offending and Reoffending in General



Adult Reoffending and Integrated Offender Management (IOM)

The IOM team continues to promote the IOM scheme within the policing commands by regularly attending briefings with front line officers. Furthermore, IOM has opened a Twitter account and will be sending regular updates on the team's activities around offender management. This has been well received by the local community, which includes members of the public as well as partner agencies and neighbouring police forces.

Reducing reoffending workshops continue to take place and offer the opportunity to make further contacts with other partner agencies. These contacts are invaluable to the IOM team as they offer additional opportunities to address offenders' needs, and steer them away from re-offending. The upcoming launch of 'Full Circle', a service which works with offenders, will be attended by a number of the IOM team to see if there are any additional services available to the team.

IOM Success

A good example of partnership working was highlighted when the IOM team identified an offender in the Harlow area who was wanted for various offences. Due to his girlfriend obstructing his arrest, the offender was able to make good his escape and the male immediately went into hiding.

As a result of local engagement and information gathered, he was subsequently arrested and charged with witness intimidation, two counts of harassment, theft from a motor vehicle and was remanded.

Whilst it is necessary to arrest offenders for their continued reoffending it is always rewarding to see an IOM offender successfully turn their life around due to the support provided by the team.

One such offender was released from prison in October 2015 following sentence for robbery. Following his release, Probation assessed the support required and made accommodation a priority to support the offender's rehabilitation

Monthly Performance Report: September 2016

3. Reducing Youth Offending and Reoffending in General

The offender was housed in NACRO accommodation following a referral to the Joint Referral Panel by IOM. Through on-going support regarding daily living needs etc. the offender was then able to complete the Construction Skills Certification Scheme (CSCS) course to enable him to establish employment.

As a result, the offender then found employment at a construction site but needed a safety uniform to commence employment. IOM was able to provide a safety uniform and the offender has continued to maintain full-time employment. He has now moved out of supported housing into his own rented council flat.

This is an excellent example of how an offender can change their life if they take the support offered through the IOM scheme.

Operation Olive: Voluntary Electronic Tagging

IOM continues to use the Buddi Tags to manage the prolific offenders on the IOM cohort.

In the next couple of months Essex Police will be looking to replace the current tags for the up to date tracker device. This will enable enhanced monitoring of the wearer and will provide wider coverage of the offender's movements. As a result, the new device will assist in identifying if an offender is involved in criminal activity in areas that were difficult to receive quality data.

The Buddi Administrator has been working on Operation Olive for the past eight months and is now delivering training to various Commands within Essex Police. This has proved successful, as a number of key departments actively seek the use of the Buddi Tag to manage their offenders.

Cross border monitoring continues to expand with additional forces sharing their data base to enable tighter offender management. Regular contact is made with neighbouring forces to ensure offences are not being committed cross border.

Youth Reoffending

Youth reoffending continues to reduce. Children and Young People (C&YP) officers are now embedded within Community Safety Hubs and are working with those most likely to offend/reoffend within their districts. The impact of their inception will take some time to establish. A review of community resolutions which are commonly used as an outcome for young people who have offended has been carried out, and re-education of staff with regards to the use of appropriate interventions rather than words of advice is being promoted. This will ensure that C&YP receive the correct intervention to address and understand the impact of their offence/behaviour on their victim; or in the case of drug offences, the effect it will have on them and their future. We consider that this positive step will help address behaviour long-term and subsequently reduce reoffending.

This approach is further reflected in the triage process now provided by all three Youth Offending services across Essex. This allows children and young people who have committed their first offence to be assessed to ensure the correct intervention is applied in each case.

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3. Reducing Youth Offending and Reoffending in General

The Youth Cadet programme continues to be rolled out; we now have eight units with Tendring and Castle Point to follow in the near future. Basildon, Thurrock and Braintree are due to receive their next intake of cadets in the next two months. We now have in excess of 180 cadets and this number continues to grow with applications outstripping vacancies. The cadet program is actively seeking to recruit vulnerable young people who are at risk of being victims of crime or are likely to commit crime. Some have already offended and are being supported in trying to address their behaviour and change their life.

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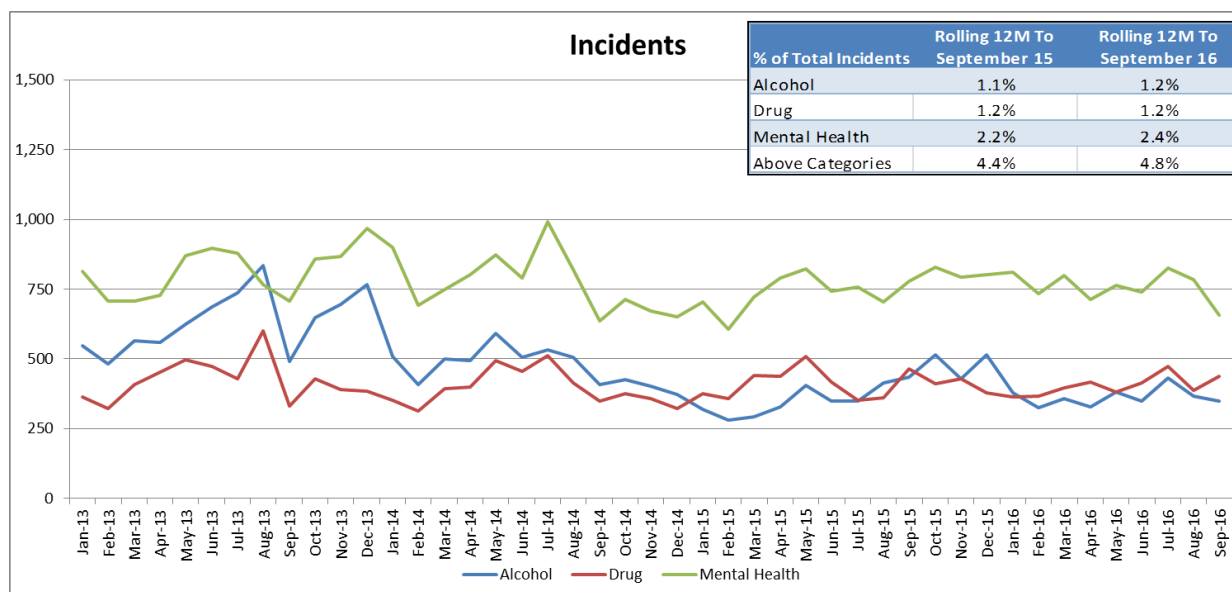
4. Tackling Consequences of Alcohol and Drug Abuse, and Mental Health Issues

Performance Information

4. Tackling Consequences of Alcohol and Drug Abuse, and Mental Health Issues Data to Sep 2016 (unless stated otherwise)	12m Last Year	12m This Year	Better/ Worse % or % pt. diff.
The number of night-time economy crimes	5706	7101	24.4
% Positive for drug testing on arrest	N/A	N/A	N/A
Prosecution of Class A drug suppliers	171	292	70.8

% Positive for drug testing on arrest is not available this month due to a backlog of tests needing to be inputted.

Management Information



Data for April to March 2013 has been re-run and as such is not strictly comparable. 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 for management information.

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

Night-Time Economy (NTE)

A Night-Time Economy Conference was hosted recently by the Essex Police Licensing Department. This conference included partners and significant businesses that play a part in the night-time economy from each district. Speakers were chosen to offer good practice from across different business areas to enable all those involved to work better together to create a safer night-time economy across Essex.

We continue to develop our data collection capability to analyse and identify areas that require a joint problem solving approach to address incidents. Using the Cardiff and West Midlands examples of data usage, we have expanded our data trawl to door staff management and SOS bus services in the north of the county. This has already identified licensed premises that may need support or enforcement to tackle excessive alcohol consumption resulting in vulnerability, risk of injury through inebriation or occurrences of violence fuelled by alcohol/substance misuse.

Monthly Performance Report: September 2016

5. Improving Road Safety

Performance Information

5. Improving Road Safety Data to Sep 2016 (unless stated otherwise)	12m Last Year	12m This Year	Better/ Worse % or % pt. diff.
All people killed or seriously injured (KSI) in road collisions	788	808	2.5
KSI - Fatalities	54	54	0.0
KSI - Serious injuries	734	754	2.7
Number of Collisions	715	734	2.7
The number of people KSI in powered two wheeled vehicles	200	211	5.5
The number of young car drivers (17 - 25 years) KSI in road collisions	116	153	31.9
The number of pedestrians KSI in road collisions	147	155	5.4
The number of cyclists KSI in road collisions	82	89	8.5
The number of children and young people (0 - 17 years) KSI in road collisions	84	91	8.3
The number of drink drivers KSI in road collisions	46	64	39.1
The number of drug drivers KSI in road collisions	16	21	31.3
Number of car drivers aged 76+ KSI in road collision	57	52	-8.8

No graph is provided as monthly data is not currently available

Monthly Performance Report: September 2016

5. Improving Road Safety

Management Information

Improving Road Safety

Essex Police continues to utilise the CRASH system in its day to day business. The most significant development has been the dramatic growth of Road Traffic Collisions (RTC) reported online by members of the public.

As part of a collaborative Eastern Region Roads Policing project, the online RTC recording developed by Essex Police is to be adopted by all six Eastern Region police forces. This will improve not only the quality of service for the public but aims to streamline our back office processes, leading to potential long-term efficiencies.

Enforcement activity to prevent KSIs occurring is provided largely through operations undertaken by the Safer Essex Roads Partnership (SERP) which responds to priority districts and routes identified as having a high number of collisions resulting in serious injury. Operational activity within the second quarter has resulted in a total of 10,338 vehicles being stopped since April, resulting in 198 arrests, 6,722 traffic offence reports, 292 vehicles seized for no insurance and 975 endorsable fixed penalty tickets being issued.

During the second quarter, a total of 18,354 'low end offenders' have completed an NDORS educational course in an effort to change driving/riding behaviour.

Other emerging factors include:

- Evening/night-time high speed incidents/activity
- Young driver/Car Cruise events
- Motorcycles (anti -social behaviour)
- Drug driving

Operation Beacon has been established by Roads Policing to gather intelligence opportunities. This focuses on an ever increasing group of riders who demonstrate a behaviour that is of significant risk to themselves and other road users, using un-licensed, unregistered motorcycles and routinely wearing no protective clothing. Riders and vehicles are often involved in, or linked to, criminal activity.

Key current policing activity to reduce RTCs:

- Eastern Region Roads Policing joint road safety/road crime operations.
- Operation DRAGOON developing intelligence to target 'high end offenders' and multiple offenders.
- Maximising the use of technology to improve driving behaviour and capture reports of anti-social behaviour.
- Review of Motorcycle (P2W) Casualty Reduction Strategy for 2017/18.
- Development of night-time speed enforcement deployment strategy, maximising the best use of technology.
- Working closely with SERP regarding education and engagement of all road users.
- Pro-active intelligence-led operations targeting the so called fatal four (excess speed, no seat belt, mobile phone and drug/drink driving).

Monthly Performance Report: September 2016

6. Improving Crime Prevention

Performance Information

6. Improving Crime Prevention Data to Sep 2016 (unless stated otherwise)	12m Last Year	12m This Year	Better/ Worse % or % pt. diff.
The number of all crime offences	104561	115146	10.1
The number of victim based crime offences	94602	101941	7.8
The number of repeat victims of crime	N/A	1572	N/A
The solved crime rate	23.16%	21.28%	-1.88
The number of anti-social behaviour incidents	54257	52630	-3.0
The % of people agreeing that the Police and Local Council are dealing with crime and ASB in this area	60.3%	58.5%	-1.8
Confidence Interval	4.0%	4.3%	
The % of people who think the Police are doing a good job in this area	57.8%	58.8%	1.0
Confidence Interval	4.5%	5.0%	

Please note that last year's number of repeat victims of crime is not shown. This is because we have moved to a new, more accurate way of identifying repeat victims, therefore it is not directly comparable with the previous period.

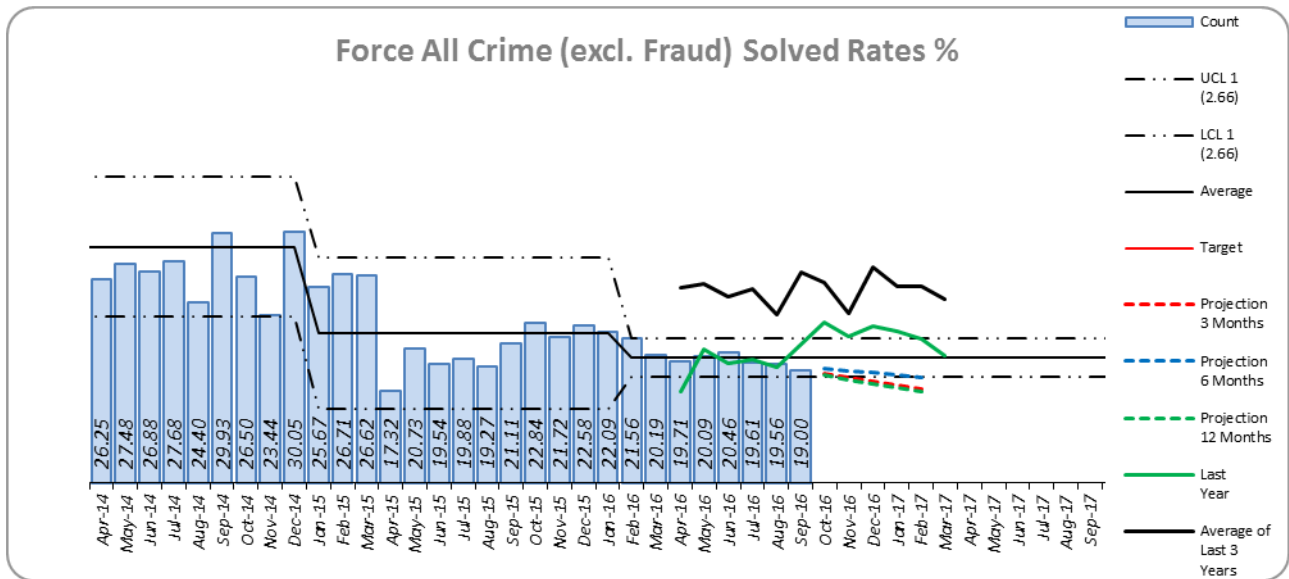
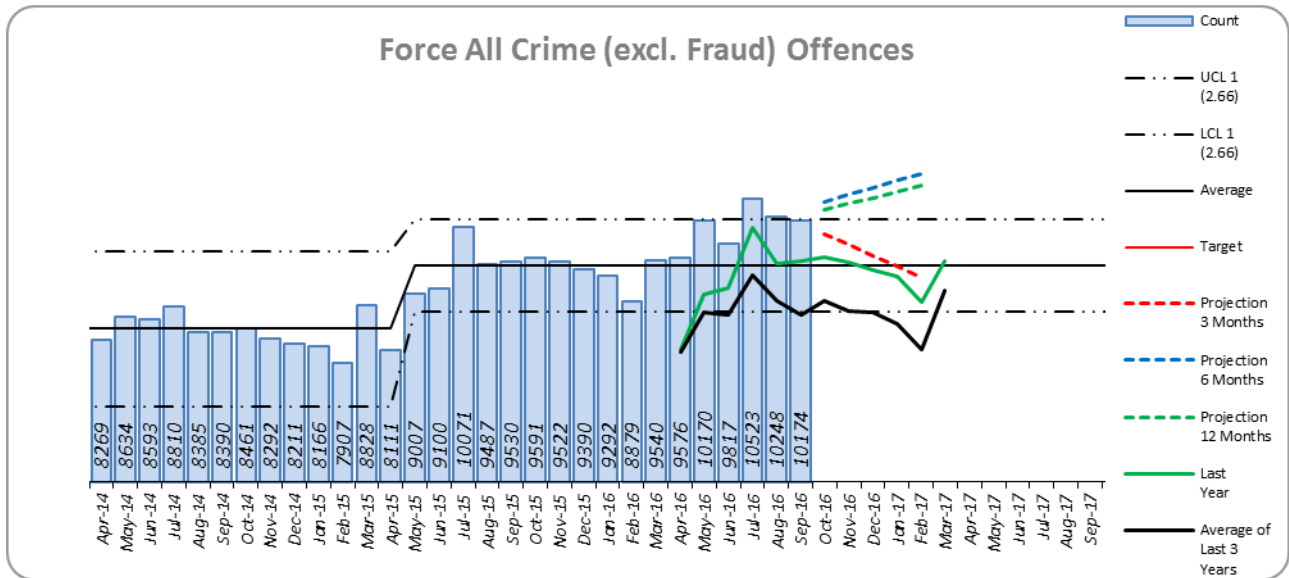
The number of repeat victims of crime is for the month of September 2016. Due to the change in how this measure is captured, the previous period is not able to be produced.

The last two measures in the table above are from the Crime Survey for England and Wales and are for the 12 months to March 2016.

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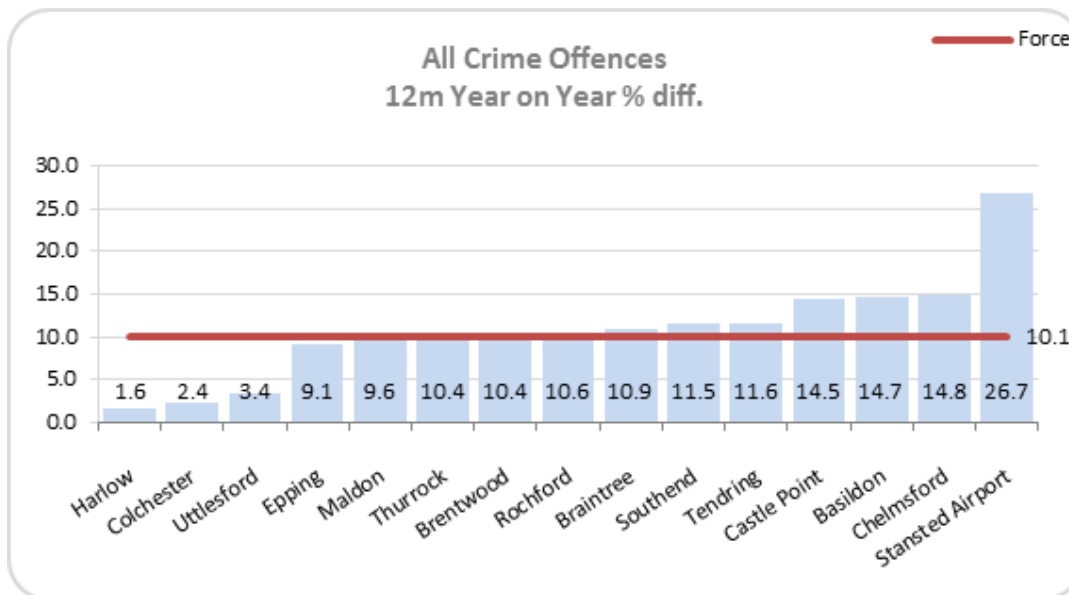
6. Improving Crime Prevention

Management Information



Monthly Performance Report: September 2016

6. Improving Crime Prevention



Crime Prevention

Overall Crime has increased by 10.1% in the 12 months to September 2016 compared with the same period last year. This places us 34th nationally (for the 12 months to August). Essex Police continues to campaign to address under-reporting of offences, focusing on the message that reduced resources need to be intelligence led, so all crimes need to be reported in order for an accurate picture to be obtained. Crime figures traditionally go up over the summer months as children are off school, and there are more opportunities for crime, e.g. thefts from gardens. Over the summer period, Essex sees a significant increase in visitors to the county with holiday makers visiting the coast and also music festivals. These visitors attract more crime.

Essex Police, together with partners, continues to campaign to address under-reporting of offences, including a number of high profile campaigns regarding domestic violence, burglary, knife and gang crime that we have run jointly with key partners such as Community Safety Partnerships, Crimestoppers, Trading Standards and various charities. For example, in July 2016 the Local Policing Support Unit, in partnership with Trading Standards, ran a National Scam Awareness Campaign.

The work of the National Retail Crime Group encourages major retailers to report offences more robustly, and businesses who have signed up to this scheme have seen a marked increase in their reported offences. These figures also reflect a national increasing trend in violent crime. Essex Police is working with key partners and other forces to tackle specific areas of violent crime.

Other key areas of Crime Prevention activity include:

Burglary

Opportunities to develop the Active Citizen scheme are being explored, to assist the 'cocooning' element of Operation Insight. This is our tactical response to burglaries, in addition to expanding the 'eyes and ears' available to report suspicious activity and provide a visible deterrent to all opportunistic criminals, not just burglars. Essex Police has now recruited 40 Active Citizens through Operation Home Guard. Active Citizens have assisted with cocooning in Epping, Castle Point and Rochford this summer.

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6. Improving Crime Prevention

Business Crime

We continue to be supported by local district Community Safety Partnerships and Community Safety Accreditation Scheme (CSAS) organisations, increasing the opportunity to deter criminality and enhance intelligence gathering. The CSAS continues to develop, with Essex Police recognised as a leader in this area with the largest number of accredited persons in the UK (610 people). During the summer, Essex Police recruited two new organisations into the CSAS scheme.

Essex Police is an active member of the National Retail Crime Group which aims to reduce the volume of retail crime. The work of this group has been subject to academic review and we are awaiting evaluation of the findings. In the meantime we will continue to work with major retail chains to implement certain key areas of work to reduce their losses.

Rural Crime

During the last year, rural crime made up 27% of total offences. Thurrock continues to account for the largest amount of rural crime, with 22.6% of all rural crime in Essex. The rural crime solved rate rose slightly to 17.8% from 16.8%.

We continue to be advised that issues with reporting crime is still deterring victims. However, this is being addressed in a number of ways, including the new on-line reporting system and the provision of bespoke training to call-handling staff to highlight the impact of rural specific offences and provide an appropriate response.

Essex Police held a Rural Crime Awareness Day at Boyton Hall on 22nd June 2016. There were many exhibitors showcasing crime prevention products, the opportunity to gain advice and information from Essex Police and the exhibitors, and to watch a number of demonstrations. Also present at the show were relevant policing departments, farming organisations and security companies exhibiting a wide range of security products including CCTV, and access control.

Essex Police and partner agencies came together for the launch of a new policing operation – Operation Buzzard - aimed at tackling rural crime. This is an initiative to coordinate all rural crime-related operations in Essex. These operations will make best use of all the specialist teams and help ensure the force is in the best position to tackle a range of rural crime offences. Operation Buzzard gives us the opportunity to develop our response to rural crime with the assistance of new technologies such as the force drone which can help us gather evidence to tackle criminality.

Essex Police signed up to Operation Traverse in September 2016. This is a multi-agency initiative to tackle fish theft and illegal fishing in the East of England. The commitment creates an important link with surrounding forces and provides a wider roll-out of the operation in the East and South East of England. Essex Police's support for Operation Traverse will see a big step forward in the fight against fish poaching in the county, which has led to low stocks of particular fish species at some fishing venues.

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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 £17.6 million by 31/03/2017 (as part of our overall requirement to realise savings of £33.1 million between 2015/16 and 2019/20)	A significant proportion of the savings for 2016/17 have already been achieved and firm plans are in place for the remainder.
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Detailed progress is reported via the monthly Budgetary Control Report.

Strategic Change

The Strategic Change Team presented to Chief Officers' Management Group (COMG) on future demand, and a number of recommendations were supported. Some of this work is now being progressed via the Demand Management Group, and other aspects will form part of the work the force is doing with HMIC around Force Management Statements.

The outcome of this work will create capacity within the force, which will allow investment in emerging areas of demand. The Force Management Statement will articulate how Essex Police will prepare to meet the changing demands over the coming years.

The roll out of mobile devices continues to go well, with all front line officers in the South LPA now having their devices. The roll out across the North LPA started on 10th October and it is anticipated that all 2000 devices will be rolled out across the force by the end of November. The mobile devices provide officers with access to Athena, meaning that they no longer have to return to the police station to record a crime. With 95% of calls to the Crime Bureau coming from internal numbers, the benefits of the Mobile First project go far beyond just the front line officer.

Work has just started on reviewing the management structure of Essex Police with the intention of ensuring that it is both effective and efficient. This work will involve comparing ourselves with other forces and engaging with officers and staff.

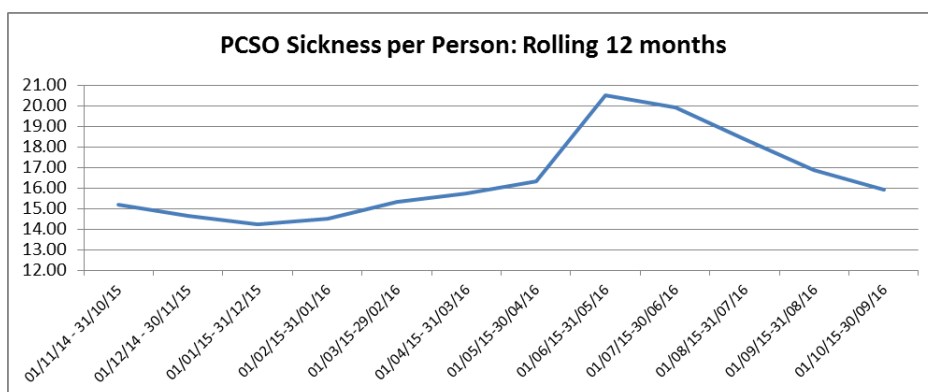
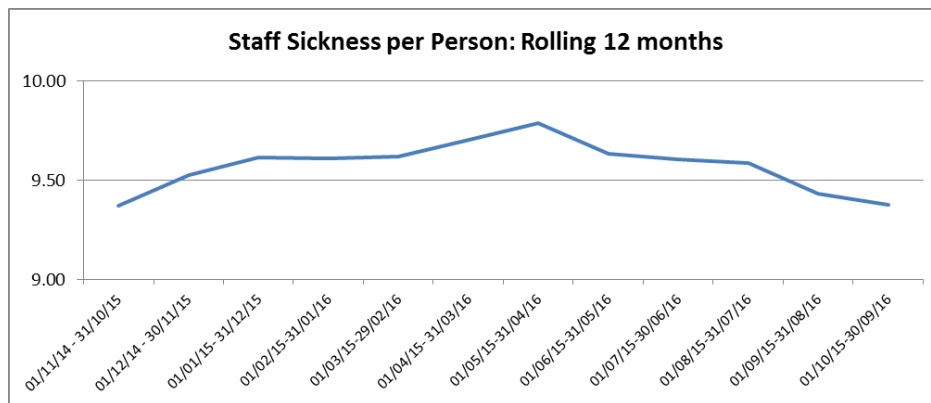
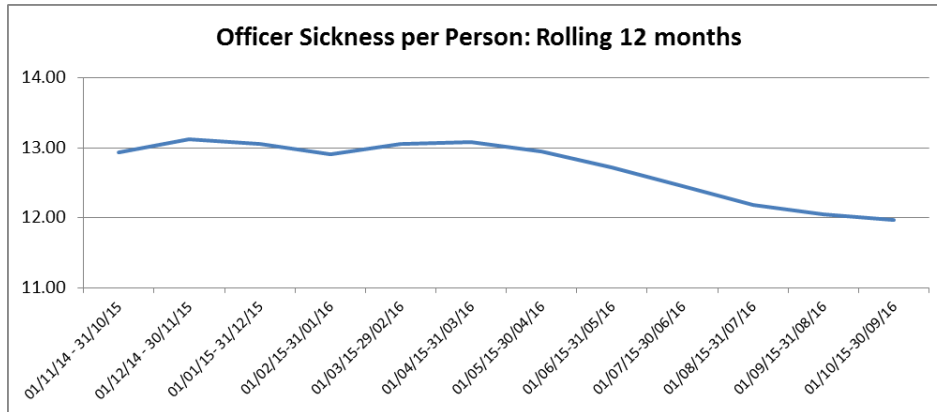
After reviewing the number of Local Policing Team officers that are trained in the use of Taser, a business case was prepared recommending a significant increase. This will bring Essex in line with other Eastern Region forces and will ensure our officers have access to the correct personal protection equipment to meet the risks that they may face.

Monthly Performance Report: September 2016

8. Organisational Health

Management Information

Sickness Levels



Health

The reduction in average days lost per officer has continued to its lowest position over the past 12 periods. For the rolling year 01/07/15 - 30/06/16 the average officer days lost through absence was 12.45, a position that has now reduced to 11.97 for the period 01/10/15 - 30/09/16.

Similar reductions have been seen over the last three periods for staff (excluding PCSOs) moving from 9.61 average days lost per person (01/07/15 - 30/06/16) to 9.38 for the period 01/10/15 - 30/09/16.

Monthly Performance Report: September 2016

8. Organisational Health

PCSO absence has also reduced month on month over the last three periods from 19.91 average days lost (01/07/15 - 30/06/16) to 15.92 for the rolling year 01/10/15 - 30/09/16.

A survey recently circulated force wide by Provide, working on behalf of the NHS, attracted completion by 1,068 officers and staff in relation to wellbeing and health. From this, 75 individuals have volunteered to become Workplace Wellbeing Champions and the first cohort commenced training in October 2016. By the end of November, 20 individuals will have completed training and, along with Provide who are evaluating the survey results to determine where to concentrate activity, will commence planning their first targeted health related activity and promotion.

Mental Health Leadership training, mandated for all supervisors and managers across the Force, commenced in September 2016. In addition, Feel Well Live Well courses also began in September providing opportunity for any employee, on a voluntary basis, to attend sessions aimed at supporting and developing their individual resilience and wellbeing.

A single Health Services number for both Essex Police and Kent Police will be introduced on 1st November 2016 which, in addition to easier access to the Health Services team, will provide management information relating to call volume and peak demand times. This will inform resource planning in order to ensure appropriate resources are available to support customers when demand requires.