

Performance and Resources Scrutiny Meeting Programme 2019

Police and Crime Plan Priority Deep Dive Reporting

Report to: the Office of the Police, Fire and Crime Commissioner for Essex

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1.0 Purpose of Report

This report provides a 'deep dive' assessment of the current performance, key activities and initiatives, and future work to deliver the Police and Crime Plan priority for 'more local, visible and accessible policing'.

2.0 Recommendations

In addition to the investment described in this report and the work to deliver the priority, the Board is asked to note the development of a new Communications Strategy to further support and deliver this priority.

3.0 Executive Summary

This is a cross cutting priority and the paper outlines the Force achievements against the ten distinct areas of contribution within this specific Police and Crime Priority.

There has been significant investment across all the areas as outlined in section 4 and a palpable change in the level of community focus, engagement and partnership working throughout the County to deliver more local, visible and accessible policing.

Headlines:

- Officer strength is 3069.67 FTE¹ - the highest officer number since March 2015 and increasing to 3,200 by March 2020
- New Town Centre Teams (12 CPT Sergeants and 58 constables) launched in July 2019
- Every front line officer (2,300) has a smart phone or tablet as per the allocation policy
- Fastest growing Special Constabulary in the UK, with a total of 515 Special Constables and introduction of new Community Special Constables

¹ As at 1 July 2019

- Launch of Single Online Home (SOH)
- Co-located Community Hubs in 8 out of 10 Districts (with two developing)
- Introduction of New Rural Crime Strategy and Gypsy, Traveller and Rural Engagement Team (GTRET)
- 13 Volunteer Police Cadet Units (354 Cadets) / 128 Active Citizens / 185,000 members across 15 'Watch Schemes' & 53 Accredited CSAS organisations (350 accredited persons with ASB powers)

Local officers are better equipped, more visible, more accessible and better supported through a growing network of volunteers and partners than ever before.

A new approach to communicating with local communities will be seen through the introduction of a new Communications Strategy from early next year. This will include a focus on all victims including victims of rural and business crime.

4.0 Deep Dive

The deep dive is set out against each of the ten separate areas contributing to the overall priority.

4.1 Deliver a more visible police presence, in crime hotspots, town centres and around the night time economy and through targeted patrols to address burglary.

The 2018/19 precept investment has allowed for a more visible police presence through growth in officer numbers in key areas. The overwhelming majority of 2018/19 growth posts are now filled. Essex Police officer strength is 3069.67 FTE (as at 1st July 2019). This is the highest number of officer since March 2015 and a significant achievement, demonstrating that the Force has delivered against its 2018/19 growth plans.

The 2018/19 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)²

The Force has also made significant progress towards the 2019/20 growth plans to deliver against the priority.

The 2019/20 investment recommendations 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. This includes an investment of 68 FTE in Town Centre Teams and 50 FTE in Local Policing Teams as shown in the table below:

² Central specialist team which provides preventative and proactive capability to support local policing

Investment for Additional Police Officers and Staff 19/20		
Investment Area	Officers	Staff
	FTE	FTE
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
SCD – Modern Slavery	5	0
SCD – Volume Fraud	1	0
SCD – Op Signature (Fraud Prevention Coordinators)	0	3
SCD – OCG Co-ordinators	0	3
SCD - Violence & Vulnerability Unit	1	0
Gypsy, Traveller and Rural Engagement Team (GTRET)	7	0
	Total – Operational Policing	215
Support Functions (recruitment, standard training)		18

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. To support these teams, 10 additional sergeants form part of the Town Centre Team uplift and have been allocated to each of the 10 CPTs in the Force as shown in the table below.

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
North LPA	Chelmsford	4	1
	Maldon	2	

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South Woodham Ferrers	2	
Witham	2	1
Braintree	2	
Saffron Walden	2	
Colchester	4	1
Harwich	2	1
Clacton	3	
	58	10

A robust governance structure is in place to ensure that the planned investments are delivered as set out and within 2019/20 plan; the Force Growth Programme Board has been created, chaired by the Deputy Chief Constable which reports to the Chief Officer Group.

4.2 Improve communications and contact between the police and local communities, so the public have access to information and advice on crime and anti-social behaviour in their area.

Public Engagement was identified as a Force priority in 2016 when Essex Police introduced its first Public Engagement Strategy. The vision is to have a Police Force that is ‘informed by the needs and priorities of the people of Essex and a county that values and participates in our policing endeavours’.

Local delivery of the Public Engagement Strategy has been supported by a small central Public Engagement Team costing approximately £115,398³ per annum. This new team have supported the implementation of new District Engagement Plans and a range of local engagement activity which is published in advance on the force website through the development of a new public engagement map. Community Policing Teams (CPTs) are now planning and delivering engagement activity to a standard frequency and consistent quality across the Force.

The Force has also introduced a new Public Perception and User experience survey which is used to measure the success of the District Engagement Plans as described in section 5 of this report.

The most recent results for the 12 months ending March 2019 show that Essex Police is delivering the first part of the strategy; to put effective systems in place to listen to the public and seek feedback to inform improvements:

- Understanding community issues has increased significantly from 54% Q4 2017/18 to 59% Q4 2018/19⁴

These results reflect the work of the Local Policing Teams to ‘LISTEN’ to the public and deliver the Public Engagement Strategy at a local level by:

- Delivering high quality public engagement activities in order to improve public confidence in policing
- Capturing the views and feedback from communities and
- Providing follow up information, which states what has changed or how their information is being used.

³ Based on Pay Scales 01/09/2018 which is the only available data since the deletion of the force ready reckoner.

⁴ 95% confidence within a range of +/- 1.1%

The Communications Department supports the public engagement activity to improve the contact between the police and local communities. Proactive media relations are conducted for numerous planned operations targeting all areas of criminality to maximise trust in the police by the public alongside the demonstration of the work to keep people safe.

One example of a countywide operation run across two days was Op Zeal which targeted serious criminality across Essex in partnership with our collaborative force, Kent. Five local media outlets, including ITV Anglia and BBC Essex radio, attended the warrants, all covering the activity positively. The Media and Communications Team issued four proactive releases detailing the purpose and results of the operation along with three films with a combined engagement of 53.1k views on Facebook.

The press office and social and digital engagement team support local policing to proactively demonstrate to the public what Essex Police is delivering in their area as well as appealing for their help in solving crime.

The Essex Police media centre issued 247 proactive releases during the month of June 2019, covering areas across the county (12 per cent or 30 being countywide, 12 per cent for Chelmsford, ten per cent for Southend and eight per cent for Basildon).

CPT and LPT officers also have the ability to post to 12 Facebook pages covering their areas to update their residents on good work in their areas. The main Essex Police Facebook page is followed by 191K people while the most successful local page, Tendring, is followed by 11k people.

The Communications Department have proactively supported and communicated the decision by the Police, Fire and Crime Panel to approve an increase of £24 per Band D household to the policing precept of Council Tax for 2019/20. The growth ambitions of Essex Police described in section 4.1 of this report were initially announced in January 2019 with supporting social media graphics and bespoke Communications plans developed for each team growth which are plotted throughout the next nine months. Key messaging focuses on Essex being a growing force and continuing to encourage support for the police as well as reasons for people to join Essex Police.

For example, Passing Out Parade, 28 June 2019, is the biggest in modern history of Essex Police;

Reach of content on Facebook / Top Posts:

- 41k 'PC David Morgan swaps Zoo Keeping for Policing' 08 July 2019
- 25k 'Drone footage shows total of 73 new recruits to Essex Police' 06 July 2019
- 32k 'PC Isam Mahhood is one of 73 new recruits to Essex Police' 05 July 2019
- 49k 'PC Ciera Cox proud to follow in her dad Colin's footsteps' 29 June 2019
- 49k 'Record number of women recruits pass out – 25/73' 28 June 2019
- 50k 'Essex Police new recruits 1919 vs 2019 comparison' 28 June 2019
- 80k 'Facebook Live video of Passing Out parade' 24 June 2019

To improve audience reach and message cut through, the Media & Communications Team are gathering and re-versioning content in a way which is cost effective. ITV and print Media also carried the Passing Out Parade story. The team are also building audiences on LinkedIn and Instagram.

Plans for the launch of 23 Town Centre Teams on 22 July 2019 included:

- A countywide press release and 13 localised publications;
- Associated team photos;
- Short films demonstrating benefits of teams;
- Briefings to businesses and partners to gain support and further coverage/reach/engagement;
- Media opportunities at four locations spread across the county.

Use of social media has grown since it was adopted for public engagement. Facebook is especially valuable with around 190,000 Page Likes and posts regularly reaching over 150,000 people. Twitter has grown exponentially for the last 4 years resulting in nearly 400 accounts which carry a huge range of content. A recent meeting with David Bailey, NPCC lead on Social Media with the Digital Policing Portfolio has helped Essex Police re-focus using the excellent best practice evidence and tools, and the Force plans to reduce the number of accounts from 400 to fewer than 100 in the next 12 to 18 months to avoid the current risk of confusing audiences.

In order to professionalise and reduce current risk, the Communications Department is focusing work to:

- Procure enterprise-level management software
- Reduce the overall number of accounts
- Train staff to contribute high quality content
- Continue to measure output against our Objectives

4.3 Boost community volunteering, encourage the Active Citizen Programme and grow the police family – doubling the Special Constabulary, with a Special Constable in every community.

The increased participation in Neighbourhood Watch, Street Pastors, Active Citizens and Volunteer Cadets is described in section 4.10 of this report.

The headcount for Essex Police Special Constabulary is 515 officers. National Workforce Statistics, published in January 2019, show that Essex Police is the **second largest Special Constabulary and the fastest growing in England and Wales at a growth rate of 22.1%**. Nationally, there has been a reduction in headcount of 12.3% in the previous year.

A business case was approved in November 2016 with an investment of £3.2 million over 3 years which implemented a governance model consisting of a regular Superintendent as the Chief Officer with a HQ based Support and Development Team to enhance the operational team. The purpose was to enhance recruitment, retention and valuing of Specials and to double the headcount within Essex between 2017 and 2020. After consultation, a number of ranks were streamlined to enhance efficiency.

The Specials Command is based at HQ is led by a dedicated superintendent. Operationally there are four working areas, North, South, West Local Policing Areas (LPAs) and Operational Policing Command (OPC)/Serious Crime Directorate (SCD).

A dedicated Employer Supported Policing (ESP) and Community Special Constable (CSC) Coordinator was employed in September 2017. The purpose of this role was twofold:-

- To encourage local, regional and national businesses to sign up to the ESP scheme which encourages their employees to become a Special and give them time off work to complete duties.
- To encourage Parish and Town Councils to invest in recruiting a Community Special Constable to work alongside Community Policing Teams and to pay for the modest mileage and subsistence costs.

A growth in this area would support the existing teams of specialist officers and staff as well as to provide resilience through Special Investigators at short notice. This specialist role would serve to further value Specials and encourage growth and development in areas that are not widely available as well as encourage cross pollination of existing skills from their day roles.

The success of the Community Special Constable scheme has placed Essex Police in a position where the number of requested posts significantly outweigh the current Specials in post or in training. Originally the model placed the emphasis on recruitment by the Parish/Town Councils and this has had varying degrees of success. A plan is now in place to support recruitment activity and this should be seen as a long term strategy for Parish/Town Councils.

4.4 Make it easy to contact the police through 'Do It Online' and improvements to 101 ensuring that the public get a swift and responsive service from the police.

Online services were introduced to Essex Police in March 2016 as part of a new website development. Many of these services were developed and implemented under the 'Do It Online' banner and some such as payments will be delivered under the new Single Online Home (SOH) police website.

Essex Police is currently within the "on boarding" period for Single Online Home. On 17th July Essex Police went live with online reporting for crime and road traffic collisions with other online services remaining available by the Essex Police web page. On 28th August 2019, Essex Police web page will close and all services will move across to the Single Online Home platform.

Improvements to 101 service continues when compared to the previous year. Call handling remains a priority focus within Switchboard, FCR and Crime Bureau. The IVR is regularly reviewed in order to maximise efficiency and present suitable options to the public. The Switchboard continue to evidence excellence performance as recognised by KPMG. 94% (ytd) 101 calls are answered with 30 seconds and are diverted to appropriate departments including Crime Bureau and FCR where secondary call handling is measured. Both areas of the FCR and Crime Bureau have seen improvement in service provision. An active encouragement to utilise online services or select an option for a call back can mean that some callers abandon calls during the wait period.

Recent improvements to call handling systems now allow us to actively monitor the points at which the public leave a queue allowing us to understand if the attrition is a decision of choice as opposed to frustration with a delay.

The Contact Management Programme is on track for delivering the new business model in December 2019. A great deal of emphasis has been paid to 101 call handling and the current design re-aligns resource to better meet incoming 101 demand as advised by KPMG and i3 Analytics.

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Improvements include changes to the IVR to more efficiently direct calls and an encouragement to access online services. The implementation of the Resolution Centre will mean that more investigations are managed by Police Officers at the point of initial recording with prompt victim contact.

101 call volume in FCR is now lower on a day to day basis than 999 calls. Therefore the FCR will continue to flex resources to maintain a proportionate 101 standard whilst ensuring resources are aligned to deal with 999 calls as a priority.

Online Reports - A member of the public may report a non-emergency crime online however upon examination under NCRS rules the report is not always a crime. Therefore the number of non-emergency crimes recorded on Athena is very different from the number received online from the public. Total crime recorded by the force in June 2019 was **13488** only **2130** or **15.8%** of the total was reported online and of that, **1218** or **60.1%** resulted in an Athena record **9.5%** of the total crime recorded.

This has remained static over the last 12 months, and there remains significant scope for improvement with the introduction of SOH.

101 public call volume presented to Switchboard over the past 3 years is as follows:

	2016/17	2017/18	2018/19
Number of calls	659670	676227	611420
GOS (ans 30 secs)	89.02%	93.93%	95.65%

The staffing model remains consistent with no plans for change. Performance is above the GOS expected in this area and recognised as an efficient and effective use of resources by KPMG. Numbers of calls presented is lower in 2018/19 and this may be due to online services becoming more widely used.

101 public call volume presented to Crime Bureau for 01/04/2018 – 31/03/2019 is as follows:

- 98,988 inbound public calls
- 54,456 answered 55%
- 22,256 abandoned 22.5%
- 22,276 requested a call back 22.5%

101 public call volumes within Crime Bureau has increased dramatically when compared with volumes for the same period in 2018.

For the first 4 months (Jan-Apr) of 2019 the Crime Bureau have seen an increase of 14,616 additional calls presented, this equates to 78.83% more calls. Despite this increase in demand the department have continue to show an improvement for this area on all key performance indicators, Grade of Service 37.70% to 56.20%, Average Answer Time from 00:11:53 to 00:06:31 and percentage of abandoned calls reduced from 20.20% to 12.30%.

101 public call volume presented to FCR over the past 3 years is as follows:

	2016/17	2017/18	2018/19
Number of calls	340281	320371	305524
GOS (ans. 60 secs)	43.92%	42%	43.15

101 public calls in FCR which meet the grade of service 45.3% YTD against the self-imposed target for answering non-emergency calls. The service has reduced the average public waiting time by a minute despite increasing demand in terms of volume of calls across 999 and 101 combined.

4.5 Expect every Community Safety Partnership to set local priorities for their local Community Policing Team to ensure community confidence in the police.

Community Safety Partnerships (CSP's) develop multi-agency responses to issues such as Anti-Social Behaviour, drug or alcohol misuse and re-offending. They annually assess local crime priorities and consult partners and the local community about how to deal with them, working in partnership with their local Community Policing Teams (CPTs).

CPTs have seen an increase in resources facilitated by the policing precept increase as described in section 4.1. All 10 CPTs work closely within their Community Safety Partnerships (CSPs), particularly where co-located within Community Safety Hubs.

All 14 CSPs across Southend, Essex and Thurrock have clearly defined objectives, some are generic across the county and unitary areas, others specific to the particular location.

The structure of CSP administration and management differs between authorities with a range of role profiles, remits and role titles, however each district has some form of Community Safety Manager who reports via their local executive, CSP and Safer Essex.

These Community Safety managers form the core membership of the Essex Community Safety Network (ECSN) which has the remit of identifying community safety priorities, crime & ASB reduction and emerging crime trends across the county and implementing shared solutions, resources, problem solving, peer support or information as appropriate within available human or financial resources.

The Community Safety Managers are responsible for the creation of their individual district local profiles and priorities which translate into CPT priorities via the activity of the local Community Safety Hub (where extant). A breakdown of these priorities is shown at Appendix 1.

4.6 Working with our partners we will establish Community Safety Hubs in every policing district with police co-located with local community safety partners to deliver joined up responses to tackle locally defined priorities.

Effective multi-agency working enhances the service agencies can deliver, particularly regarding dealing with issues of concern to the local community. The Community Safety Hubs (CSHs) project was designed to enhance this approach by improving communication, developing effective working relationships and providing effective problem solving solutions to meet the aims of:

- Improving community safety
- Reducing crime and disorder
- Improving victim satisfaction and support

Community Safety Hubs provide a district based approach to local problem solving in partnership with other agencies. The Scheme was trialled in 2014 in late 2014 and reviewed by the local Government Association (LGA) in November 2015, which

reported favourably. Roll-out across the force area began in 2016, with most development occurring between, 2017-18.

Co-located Community Safety Hubs can now be found in the following districts;

- Tendring (the first to go-live)
- Colchester
- Chelmsford & Maldon
- Braintree & Uttlesford
- Southend
- Castle Point & Rochford
- Basildon (final design in development - likely to be in the council building)
- Epping Forest & Brentwood
- Thurrock (final design in development - likely to be in the council building)

It has to be emphasised that even where partners are not yet co-located, there is a strong partnership working ethos in every District Policing Area and at force-wide level via the ECSN (for example, there is, currently, no Hub in Harlow, however, there are strong partnership arrangements in place and daily and fortnightly tasking takes place against CSP Priorities involving the local authority and the CPT).

4.7 Give every front line police officer a smart phone or tablet, enabling mobile policing, so they can reduce time spent on paperwork and have more time on patrol.

At the time of writing approximately 2300 front line officers have phones or tablets as per the allocation policy. Essex Police continues to deliver against this objective all the new probationers are issued phones before leaving training school.

Benefits realisation is only available for 2018-2019 as that is the time period when most of the functionality has gone live. The chart below shows the hours that Essex Police has saved; with continued growth in some areas e.g. hours saved by officers completing PNC checks in Q1 was 3507, rising in Q2 to 6424, and FCR PNC hours saved for Q1 was at 5261, rising to 9635 in Q4.

The time saved has allowed officers to spend more time out of the station, on patrol, investigating crime and engaging with local communities, residents and businesses.

Growth will continue as new functionality is added; traffic tickets (TOR) and medical consent forms went live on 29th May 2019, and Stop and Search and contemporaneous interview are scheduled for release in August, providing they pass testing. Further modules will increase officer efficiency and reduce the time they spend in the station completing paperwork include community resolution, sudden death and a tasking and briefing module.

Essex Hours saved over 2018/2019

Hours saved per quarter					
2018/2019	Q1	Q2	Q3	Q4	Total
Athena (Officer)	2714	2691	2512	2689	10606
Athena (IMU)	4071	4037	3768	4034	15909
PNC (Officer)*	3507	4886	5161	6424	19978
PNC (FCR)*	5261	7329	7742	9635	29967
STORM (Officer)	335	491	385	415	1625
STORM (FCR)	335	491	385	415	1625
Use of Force	70	70	868	870	1877
MG11	-	17	198	280	495

Total hours saved: **82,082 = £2,015,092**
 Equivalent to **9,120** nine hour shifts



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4.8 Help the rural communities by preventing rural crime, including strengthening Farm Watch, working with the Rural Crime Forum and recruiting more Rural Specials.

A new Rural Crime Strategy, developed with partners was launched in 2017 to build on the work of the Rural Crime Forum, this included creating a new definition of rural crime in Essex;

“Any crime committed in a rural location, or where the victim is specifically targeted because of their connection to, or involvement in, the rural community, economy, or area”.

In November 2017, the Gypsy Traveller and Rural Engagement Team (GTRET) were established to deliver the primary mechanism for delivering the aims of the Rural Crime Strategy. The GTRET currently represents an investment of £273,330.

The GTRET are supported by the services of a dedicated Essex Watch Liaison Officer who administers Farm/ Rural Watch across the force area, this post represents an investment of £29,111.00, increasing the total investment dedicated to rural crime issues to £302,441.00.

The GTRET focus on 4 key areas of most concern to the rural communities of Essex;

- Rural Engagement
- Hare Coursing
- Fly Tipping
- Unauthorised Encampments

From 1st October 2017 to 31st September 2018 (the first year of the strategy and GTRET activity) reported rural offences increased by 2,233, with 15.6% (22,480 offences) of the total crime in Essex occurring in areas classified as rural.

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This was in line with the increase seen in all crime, both in Essex and nationally, however, Essex Police via Farm/Rural Watch and the other media, including via the PFCC's Rural Crime Forum conducted an intensive campaign to deter historically under-reporting of rural crime, which may, partially, account for this increase.

LPSU has worked with the Force Control Room (FCR) to introduce a system of tagging rural crime incidents on STORM Command and Control system which alerts all members of the GTRET via e-mail (emergency calls/ crimes in actions being allocated by FCR to local teams or the GTRET if available). The Watch Liaison Officer reviews all tagged incidents and makes contact with the informant to ensure all opportunities for intelligence gathering have been explored, including offering crime prevention advice or a follow-up visit by a Designing out Crime Officer, a member of the GTRET. The GTRET has also provided inputs to FCR Supervisors to raise the issues associated with rural crime.

The GTRET responds to all hare coursing incidents either via direct allocation by FCR (when on duty) or by follow-up visits as outlined above. Essex has seen a substantial increase in reports since November 2017 (N.B; please see the comment above about addressing under-reporting) and the team has responded with Days and Nights of Action to deter, detect and disrupt activity, issuing Fixed Penalty Tickets (60 in the first year), seizing vehicles, issuing warnings or seizing vehicles for causing Anti-Social Behaviour and issuing Community Protection Warnings or Notices (50 in the first year) to deter further offending.

The Team has worked closely with the Essex Rural Partnership's Task and Finish Group (now replaced by a sub-group of the PFCC's Rural Crime Forum), local authorities and the Environment Agency to tackle the issue of industrial scale fly-tipping, this included chairing an "Enforcement sub-Group" of relevant agencies where more sensitive information and tactical options could be shared. This resulted in key intelligence sharing between Essex Police and the Environment Agency which contributed to the conviction of 2 Organised Crime Groups involved in industrial scale fly tipping.

The GTRET aims to attend every Unauthorised Traveller Encampment (U/E) in the county or be in a position to provide specialist advice to local officers if committed elsewhere. The use of Section 61 of the Criminal Justice and Public Order Act (CJPOA) is considered in every instance but is only used when lawful, necessary and proportionate and in keeping with national guidelines. A flowchart explaining how and when powers will be utilised has been created and is in the public domain. The introduction of the GTRET has coincided with a consistent reduction in the number of UEs across the force area.

The GTRET reports that the biggest reduction is UEs connected to reports of serious issues, which is reflected in the fall in use of Section 61 powers, year on year. 2017-18 saw a 20% reduction in the number of UEs across Southend, Essex and Thurrock compared to the same period 2016-17 (before the GTRET was formed) and these numbers have continued to fall, by 45% 2018-19, with 2019, to date, showing the largest decrease;

The rationale for this could be that those Travellers who are not willing to abide by the law have chosen not to come to Essex due to the low tolerance and robust policing of crime and ASB and the consistent application of legislation and national guidance by the GTRET.

Additionally the levels of engagement with landowners and target hardening advice outlined above has led to a greater sharing of intelligence and fewer opportunities for crime and disorder.

The success of a small team in addressing the 4 core areas of focus has been the subject of significant attention from a variety of partners and in a variety of media. An increase in resources in this area would see an increased in the amount of activity undertaken. The uplift in resources provided by the increase in the police precept has is detailed in Section 6.8 Future Work.

4.9 Strengthen engagement with local businesses to prevent crime and to help the local economy to thrive.

The OPFCC, Essex Police and the Strategic Board are now working together to refresh the Essex Police Business Crime Strategy, with a view to re-launching this in September 2019. The revised strategy will align with the [Modern Crime Prevention Strategy](#) and [the Policing Vision 2025](#), meet stakeholder needs and expectations and will be used as an engagement tool with business.

The Strategic Board has met 3 times and some of the issues raised include;

- a perceived lack of understanding of business crime by the police
- a lack of engagement at local level (particularly regarding local Business Against Crime Partnerships)
- a lack of police resources
- a perceived failings in the criminal justice system

Businesses also cited that crime prevention measures such as target hardening could be an intensive investment and that businesses were prepared to accept a level of loss.

The development of the strategy will be a key driver in developing the remit of the Business Crime Unit which is referred to in Section 6 and which will be the key delivery mechanism for the strategy.

The investment in the Town Centre teams described in section 4.1 will further support this area of work.

4.10 Support increased participation in Neighbourhood Watch, Street Pastors, Active Citizens and Volunteer Cadets.

The Citizens in Policing Team, works in partnership with other agencies and Community Safety Partnerships (CSPs) to boost community volunteering, encourage the Active Citizen Programme and grow the police family.

The aim is to double the size of the Special Constabulary, with a Special Constable in every community and details of this initiative can be found in section 4.3 of this document. This section focuses on the support and increased participation in Neighbourhood Watch, Street Pastors, Active Citizens and Volunteer Police Cadets.

The Citizens in Policing Team is based in the Local Policing Support Unit at Police HQ. The team is managed by a Citizens in Policing Manager with responsibility for the Community Safety Accreditation Scheme, Volunteer Police Cadets, Active Citizens/Police Support Volunteers, and Essex Watch (including Neighbourhood Watch). This represents a total investment of £230,976 PA.

The Citizen in Policing Team increase our capability to build social capital delivering:

- A greater community involvement in policing
- An increased support for neighbourhood policing and demand
- Giving communities an opportunity to share responsibility for community safety outcomes
- Information and intelligence exchange between agencies and communities

Additional resources in this area would allow the team to improve the support and deployment of cadets as we now have 354 student officers and one coordinator post. In addition it is clear that our performance programme requires additional support to measure the impact our volunteers are having on the communities they serve.

Volunteer Police Cadets (VPC's)

The Volunteer Police Cadet Scheme is a uniformed voluntary youth organisation for young people aged 13-18 irrespective of their background or financial circumstances, especially those vulnerable to crime or social exclusion. The VPC Scheme aims to reduce youth offending and vulnerability to crime via effective police-led diversion and engagement. Access to the VPC Scheme is prioritised to young people who have previously offended through partner agency referrals.

The aim is to prepare young people for their future by providing varied activities and opportunities to develop qualifications, enhance inter-personal skills and confidence, and achieve a sense of pride through supporting community policing.

In addition, the programme is intended to enhance Cadets' opportunities for further education, employment and training.

The VPC Scheme started in Essex Police in 2015 with 5 Cadet Units comprising of Epping Forest, Harlow, Colchester, Chelmsford and Maldon and Braintree with 100 Police Cadets. In 2016/2017 5 other Units were opened and now to date in 2019 the scheme currently has 13 Cadet Units, 354 VPC's and 80 VPC Leaders.

In comparison to our Eastern Region counterparts Essex has the most number of Cadet Units.

Active Citizens and Police Support Volunteers

Active Citizens (AC) and Police Support Volunteers (PSV) are volunteers who work with the police to provide a deterrent, raise crime prevention awareness and reduce the fear of crime. They provide a link between the police and the public interacting with members of the community and enabling more active participation.

Active Citizens have a uniformed jacket so they are recognised in the community and are involved in Community Days of Action, working with local Police Officers and Police Community Support Officers' or helping administrative responsibilities.

All Police Support Volunteers and Active Citizens are vetted and trained around giving crime prevention advice. To date we have 128 Active Citizens and Police Support Volunteers within our 10 districts. Historical data is not available to compare numbers from 2016 to the present. This issue will be addressed as part of the new volunteer performance programme planned for 2019/20.

Essex Watch Schemes

A Watch Scheme prevents crime by providing the community with the opportunity to work alongside Essex Police to share its intelligence and information and reporting of crime. This is achieved through the Essex Watch Liaison Officers. It serves to enhance communication between Essex Police and our communities.

The four Essex Watch Liaison Officers (EWLO) link in with Neighbourhood Watch to disseminate key messages, crime prevention advice and receive information and intelligence.

The Essex Watch Liaison Officers are able to update key systems with information received from the public to improve the police response.

To date we have a total number of 15 Watch Schemes which reach out to 80,000 members. Along with our Neighbourhood Watch Partners who have 105,000 members this allows us to contribute and send messages out to over 185,000 people to our community that we serve.

Street Pastors

Street Pastors are a charitable organisation independent of Essex Police made up entirely of volunteers led by Phil Norton who heads the charity and they are an integral partner that assist our Community Policing Teams around reducing Night Time Economy and low level Anti-social behaviour and vulnerability.

Community Safety Accreditation Scheme (CSAS)

The Community Safety Accreditation Scheme (CSAS) was created under section 40 of the [Police Reform Act 2002](#) and enables chief constables to accredit employed people already working in roles that contribute to maintaining and improving community safety with limited but targeted powers.

These roles include local authority neighbourhood wardens, hospital security guards, park wardens, shopping centre security etc.

The scheme creates a framework for public and private bodies to work in partnership with the Police, providing additional uniformed presence in communities and capitalising on the skills and information captured by those already engaged with the community.

Essex Police has the largest scheme in England and Wales with 53 Accredited Organisations and 538 Accredited Persons (with 94 more awaiting Vetting clearance).

Of the 53 Accredited Organisations, 40 have been granted ASB powers, totalling 350 Accredited Persons with ASB powers.

5.0 Performance

The two main data sources for this Police and Plan Crime priority which are used to both monitor Force performance and assess the effectiveness of initiatives are the Essex Police Public Perception Survey and to a lesser extent the Crime Survey for England and Wales (CSEW) .

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The overall performance measure from the Essex Police Public Perception Survey is based on the local confidence question as measured by the percentage of residents agreeing that the police in their local area are doing a good or excellent job.

Due to the CSEW small sample size (900 responses per year from Essex residents) its reliability at force level is limited as the margin of error (at 95% confidence level) is plus or minus 5.6 percentage points. This is well recognised and why the CSEW is used predominantly to reflect national patterns.

The Essex Police survey was deliberately introduced in April 2017 to provide a more reliable measure of local perceptions in Essex and the impact of initiatives. The sample size of 7,700 Essex residents, compared to 900 in the CSEW, has only a small margin of error of (plus or minus 1.1 percentage points versus plus or minus 5.6 percentage points respectively).

Consequently, the Essex Police survey is the more reliable of the two particularly when asking respondents about local policing as insufficient sampling at a local level can mean that any result does not represent the views of all local communities. In addition, the sample size of the Essex Police Survey allows results at district level (margin of error at plus or minus 4.2) to be used by District Commanders and local partners to inform engagement plans and activity.

The results from the Essex Police survey show that nearly 7 out of 10 respondents think the police do a good or excellent job in their local area. This has been broadly stable over the last 2 years and is significantly higher than the less reliable results from the CSEW (see tables below).

SMSR / EP Public Perception Survey		Year Ending March	
		2017/18	2018/19
Confidence in the local police 'Taking everything into account, how good a job do you think the police in this area are doing?'	% Agree	69.0%	67.0%
	Confidence Interval	1.1%	1.1%
Community understanding 'They (the police in this area) understand the issues that affect this community'	% Agree	54.0%	59.0%
	Confidence Interval	1.1%	1.1%

Note: Percentages are rounded to the nearest percentage point.

CSEW Public Confidence		Year Ending December		
		2016	2017	2018
Confidence in the local police 'Taking everything into account, how good a job do you think the police in this area are doing?'	% Agree	53.6%	52.6%	48.1%
	Confidence Interval	4.0%	5.2%	4.2%
	MSG Position	8	8	8
	National Position	39	38	42
Community understanding 'They (the police in this area) understand the issues that affect this community'	% Agree	66.1%	59.2%	61.4%
	Confidence Interval	3.9%	4.9%	3.9%
	MSG Position	6	8	8
	National Position	38	41	41

Essex Police survey data show that the public consider us to have improved at listening to, and understanding local concerns (59% versus 54%). The main focus of our Engagement Strategy to date has been to understand local community concerns. The results show that this is having a positive impact.

The Force is now focusing more heavily on how it responds to these local concerns and then feeds back to the public what has been done together with promoting our increased visibility and work of the CPTs, including the launch of the new Town Centre Teams as described in section 4.1. Taking action and then telling communities about the action that has been taken will help improve public perceptions.

For example, the District Commander for Uttlesford District has proactively used and shared the results and insight from the Essex Police survey with their local officers and partners to inform local engagement and public awareness activity to improve public confidence. This has included the introduction of:

- Designated geographical areas of responsibility and a designated police sergeant for the Uttlesford District in response to community feedback for the police to better understand their concerns.
- New Face Book and Twitter accounts for Uttlesford Community Policing which were previously included with the Braintree District accounts.
- A regular District Commanders blog / news article in local printed and online press.
- Two new partner funded PCSOs receiving a personal input by the District Commander on the survey results, the insight and action to be taken, in response to feedback about police visibility.

This activity has resulted in a significant increase in local confidence in Uttlesford with 62% of residents saying that the police in their area do a good or excellent job (year ending March 2018/19) compared to 52% for the previous year.

Essex residents continue to place significantly higher levels of importance in having a regular uniformed police presence than that found in other Forces (63% of Essex respondents believe this is very important compared to the latest national average of

47%). However there are early indications that the increasing number of officers is being felt with 7% of respondents saying that compared to the last 12 months they had seen an increase in the level of policing in their area versus only 4% who said the same a year earlier.

A new question will be included in the Essex Police survey in Q2 2019/20 to monitor respondent's awareness of the investment in Community Policing Teams (including own Centre Teams), an increase in volunteers and greater partnership working and the impact this may have on confidence. This will be monitored closely by the Force and regularly reported to the OPFCC.

It should be borne in mind that perceptions are difficult to influence and change in a short period of time. Anglian Ruskin's view is that that public perception takes at least one to two years to change.

A new Communications Strategy outlined in section 6 is currently being developed using insight from the survey and feedback from residents in Essex. This new strategy will build on the achievements from the local implementation of the Force Engagement Strategy.

6.0 Future Work / Development

6.1 Deliver a more visible police presence, in crime hotspots, town centres and around the night time economy and through targeted patrols to address burglary.

2019/20 Essex Police Growth Programme:

The Force Growth Programme is now carefully tracking each officer and staff post, ensuring that each phase of the recruitment cycle is progressing in line with the planned implementation timeline. This is scrutinised at the Resource Deployment Meeting and then presented to the Force Growth Programme Board. The Force Growth Board next meets on 22nd July 2019.

The first substantial investment of police officers (68) to be implemented was the Town Centre Teams launched on 22 July.

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 February 2020, CPTs will have had a net investment of 127 Constables over two years.

6.2 Improve communications and contact between the police and local communities, so the public have access to information and advice on crime and anti-social behaviour in their area

The ability to provide information to the public will be enhanced via the Single Online Home platform and new neighbourhood pages will:

- Improve the digital interaction between the public and CPTs.
- Improve the flow of local information to communities.
- Allow easy access by public to information about their local area.

- Identify locally responsible police officers and PCSOs.
- Aim to increase confidence and satisfaction by showcasing the work of local CPTs, highlighting opportunities for local engagement

The Force is planning to launch a School's Open Day event in the summer of 2020. Invitations will be sent to all primary schools in Essex for Year 6 children (Age 10/11) to visit Essex Police and see the diverse work of the Force.

The wider Force Communications Strategy to March 2021 is being developed by the recently appointed Head of Corporate Communications in line with the usual Force budgeting process between now and the end of the calendar year 2019.

The Strategy will focus on three themes:

- Building Trust and Credibility
- Proving Value
- Uniting our Communities

There will be significant investment in the following areas (not exhaustive):

- Content creation training/ CPD for Communications Staff, Support Staff and Police Officers
- Updated content-gathering equipment
- Development of new platforms to carry high-quality content to hard-to-reach audiences
- Investment in Business-to-Business (B2B) Communications networks
- Recruitment and/ or retention of talented team members
- Performance measurement

The Force is working with Expectation Factual documentary makers on a six-part series called Murder Detectives for BBC2.

The Objectives are to:

- Educate the public on the reality of a murder investigation and open a window in to the unseen but vital elements of policing
- Counter myths arising from American TV dramas which give an unrealistic view of the skills and expertise required to investigate and solve serious crime
- Encourage more applications to join Essex Police as a Detective (regular or special)

A film crew has been embedded with Detectives to get real-time footage of their work to bring offenders to justice and to support victims of crime. We are working towards anticipated transmission dates for a 4 or 5-part BBC TV series in February 2020 (circa 9pm). The cases will have concluded in the courts before the series is aired.

6.3 Boost community volunteering, encourage the Active Citizen Programme and grow the police family – doubling the Special Constabulary, with a Special Constable in every community.

Support for increased participation in Neighbourhood Watch, Street Pastors, Active Citizens and Volunteer Cadets is described in section 6.10 of this report.

Community Special Constables (CSC) has been a successful initiative with 48 parish/town councils committing to funding Specials in their ward. Within the legal

agreement, councils commit to recruiting the Specials for their area and this has proved to be challenging. Currently the conversion rate is low and no further applications will be accepted from councils until this ratio has improved through targeted support from the CSC Coordinator and Essex Police. By March 2020, there will be approximately 15 CSCs in post and other staff in the recruitment pipeline or foundation/post foundation training.

Looking forward to 2020 based on current turnover, maintaining a headcount of 600 or more Special Constables beyond 2020 is likely to require recruitment of 180 new Special Constables per year. Based on current recruitment attrition, 800 applications a year would be required to achieve these 180 new starters. This is equivalent to the number of applications received in 10 months between April 2018 and January 2019.

Special Constabulary Recruitment Campaign, My Other Life launched in 2017 to raise the profile of the Special Constabulary and increase headcount. Headcount has grown from 350 to 513. We are now currently the fastest growing Special Constabulary in the UK and the second largest after the Met.

- Whilst still ongoing, the county-wide campaign has used social media, radio, cinema, television and print advertising, reaching over a million Essex residents.
- The brand is now established both internally and externally with officers using the dedicated hashtag to promote good work on their force Twitter accounts.
- More recently My Other Life is being promoted to encourage local councils to recruit 'Community Specials' to police their local areas.
- In addition, Employer Supported Policing is being actively encouraged with local, regional and national businesses to allow staff a number of hours each month to undertake Special Constabulary policing duties.

6.4 Make it easy to contact the police through 'Do It Online' and improvements to 101 ensuring that the public get a swift and responsive service from the police.

Single Online Home (SOH) remains on schedule for go-live in August 2019 and once fully introduced it has been accepted that this is likely to increase the number of online reports of crime. This increase may bring a challenge to Crime Bureau. The primary mitigation to address this increase in demand will be additional functionality delivered with Athena Connect Express, it is understood that this new platform will ultimately provide an interface between SOH and Athena. The interface will enable the direct transfer of crime reports from one system to the other, without the requirement for any manual inputting. At this time there is not a confirmed go-live date for Connect Express so in anticipation of this increase and to address any short term additional demand the Crime Bureau have implemented a training programme for CCAs working in Police Station Front Offices, who will be able to support Crime Bureau recording online reports.

Live Chat capability will be a future development in this area and will provide further options for public contact. This options is expected to further support a demand shift from 101 calls allowing a more flexible approach.

The Resolution Pathway project in South LPA is progressing very well. 1st June-30th June saw 593 reports of crime referred to the central investigation team at HQ for investigating. Only 107 reports were identified as requiring action by officers on South LPA. Overall, 81% of crimes referred to the Resolution Centre are being resolved at

HQ rather than sent to LPA. This offers an improved 1-stop service for the public and reduces substantially LPA workloads. A full Resolution Centre will be established for the whole Force on 1st December 2019.

6.5 Expect every Community Safety Partnership to set local priorities for their local Community Policing Team to ensure community confidence in the police.

There is a growing expectation from the public that a joined up approach to local issues will be taken and that organisations will communicate effectively. It is unlikely that the public will expect the focus on partnership working and information sharing not to continue after 2020, so the development of the project is expected to remain a priority.

6.6 Working with our partners we will establish Community Safety Hubs in every policing district with police co-located with local community safety partners to deliver joined up responses to tackle locally defined priorities.

Co-located hubs have yet to be established in the Harlow and Thurrock districts, the Steering Group will continue to work closely with both authorities to explore viable options.

As stated above, the outcomes from the OPFCC commissioned audit of the Community Safety Hubs project is still awaited, but one of the findings that can be shared at this point is the recommendation for the creation of a new series of success measures to enable performance to be measured. This will be a piece of work for the Community Safety Hub Steering Group once the audit report is published.

6.7 Give every front line police officer a smart phone or tablet, enabling mobile policing, so they can reduce time spent on paperwork and have more time on patrol.

Growth and hours saved will continue as new functionality is added; stop and search, and contemporaneous interview are scheduled for release in August, providing they pass testing and a new module –Tasking and briefing will change and improve how tasks are allocated to front line officers and how they are briefed. The functional specification has been written for this module and awaits final approval from senior colleagues. Further modules that will increase officer efficiency and reduce the time they spent in the station completing paperwork includes community resolution, sudden death, restorative justice and Compact (missing people)

New phones are required to replace those purchased at the start of the programme – Samsung Note 4's and also the Samsung A5/A6s which were purchased afterwards. The current phones are becoming obsolete, no longer able to be updated to the latest versions of Android and will eventually become unsupported, meaning security patches will be unavailable and apps may stop working. Their functionality is also becoming less reliable due to age. The upcoming Tasking and Briefing module will also require much greater processing power and battery life than our current devices offer. About 2300 phones are required for Essex under the current allocation policy. A paper has been written by Supt Simon Morris (Mobile First programme manager) for JCOG, presenting various options. The cost is estimated to be between £560k and £648k depending on the phone, and a budget of £760K is available.

Progressing with technology ensures efficiency and effectiveness, which ultimately leads to a better service to the public and delivers more visible, local and accessible policing and will undoubtedly remain a priority

The future programme was agreed at the MF strategic board in June 2019, points to note are attached at appendix 2.

6.8 Help the rural communities by preventing rural crime, including strengthening Farm Watch, working with the Rural Crime Forum and recruiting more Rural Specials.

Three quarters of Essex is defined as rural with 25% of the working population resident in that area. The Rural Crime Prevention Strategy details future challenges that will contribute to rural crime remaining a concern and priority beyond 2020;

- Population growth, It is anticipated that Essex will experience a population growth of 17% by 20364 the housing demand this will generate, coupled with the establishment of Garden Communities presents a significant rural policing challenge
- Ageing population, In rural areas social isolation adds to feelings of vulnerability and the elderly can become targets for criminals meaning that reassurance and communication are key to any strategy to support rural communities
- Diversity and complex needs, A diverse community means complex needs, particularly mental health needs and a wide variety of cultural differences, this is as relevant in rural areas as in urban
- The changing nature of crime, As violent crime, cyber-crime and fear of terrorism are all predicted to rise, ways of preventing and addressing these and providing reassurance in rural areas must be considered.

The uplift in resources provided by the increase in the police has identified the ability to expand the GTRET with an additional 7 officers being scheduled to join the team; 4 will join the team in September 2019 with the remaining 3 joining in February 2020.

At full strength, and including the dedicated Essex watch Liaison Officer, this represents a total investment of £679,179.00.

This, coupled with the uplift in Community Policing Teams across the force area will increase our capacity to deal with the issues outlined above.

The team is working with the Special Constabulary Command to recruit more Special Constables to support the team, with an aspiration to have 3 more (4 in total) by September 2019.

The LPSU has worked with the Essex Rural Partnership to attract funding for dash-cams to record offences and are now devising a roll-out plan.

The GTRET has led a number of multi-agency Nights of Action to deter and detect offenders and are using our drone technology to identify offending.

The response to Fly Tipping is now coordinated by the PFCC's Rural Crime Forum and we will work closely with them to drive future activity.

The decision to expand Farm Watch into Farm and Rural Watch is bringing in more members but more needs to be done to identify rural businesses which would benefit from the scheme. The development of the Strategic Business Crime Board and the introduction of the Business Crime Unit detailed below will assist this piece of work.

6.9 Strengthen engagement with local businesses to prevent crime and to help the local economy to thrive.

The same challenges identified for rural crime above, apply to business crime, particularly the growing population of Essex and the changing nature of crime, this, combined with the wide reaching scope of business crime will undoubtedly see this remaining a priority area beyond 2020.

As stated above, the uplift in resources provided by the increase in the police has identified the ability to create a Business Crime Unit, comprising 1 sergeant and 3 constables, representing a total investment of £221,626.00. The aims of the Business Crime Unit will be;

- to reduce the volume of crime and ASB being committed against business
- to continue to bring offenders to justice
- to increase public confidence in Essex Police

The creation of the unit will meet all 6 of the [Modernising Neighbourhood Policing Guidelines](#) being developed by the College of Policing and the Home Office for which Essex was a pilot force (engaging communities, solving problems, targeting activity, promoting the right culture, building analytical capability, developing officers, staff and volunteers).

The funding for the unit means that they will not Go Live until early 2020, however, the LPSU is in discussion with the Force Growth Programme regarding the feasibility of recruiting the Sergeant earlier (possibly late 2019) in order for that officer to assist with the development of the Business Crime Strategy and the recruitment and training of the remainder of the team.

The primary function of the unit would be to work closely with police departments (particularly the Town Centre Teams being established from Summer 2019) and other agencies tasked with the reduction of crime and disorder (including counter terrorist protective security) in order to support the delivery of the Essex Police Business Crime Strategy by developing and implementing tactical options, interventions, projects and initiatives to address criminality, crime and disorder issues.

It is anticipated that the continued development of the Strategic Business Crime Board will result in a greater exchange of intelligence with the extensive business communities across Southend, Essex and Thurrock, particularly national and local developments of good practice and target hardening methodologies.

6.10 Support increased participation in Neighbourhood Watch, Street Pastors, Active Citizens and Volunteer Cadets.

CYBER Volunteers - Potential for Volunteers to support and work with our Essex Police Cyber Department. This is currently in the infancy stages with the Digital Unit who are finalising the Volunteer Role Profiles. Work has begun around this new role and we have received around 50 applications of interest some of whom are existing volunteers.

Essex Watch - Further planning to source consistent training across the force for officers to have an overview of the farming calendar, to understand the impact of the various types of rural crime. The training should be an ongoing requirement. To raise confidence levels with our rural communities which can be achieved through improved engagement and crime reduction.

To look to improve feedback, the key focus placed on reporting the outcome of investigations back to those who made the initial report, in line with GDPR regulations.

Volunteer Police Cadets - Future plans within the VPC Scheme will ensure that all the Cadet Units continue the opportunity of completing the Duke of Edinburgh Awards at Bronze, Silver and Gold Levels in which Essex Police now have their own License to operate the scheme.

The opening of Maldon cadet Unit for winter 2019 - Introduction of Junior Volunteer Police Cadets (age 10-13 year old) by Summer 2020 to be piloted in one district and reviewed after 6 months with a view to force-wide roll out.

Liaising with all Districts around future deployments for Cadets so we can keep a record of their achievement and compare year on year going forward.

Community Safety Accreditation Scheme - To continue our accreditation training by offering organisations the opportunity of refresher training for accredited persons that have been accredited for more than 3 years.

To increase our CSAS cohort and ensure that they are supported by their Community Policing Teams and work with the Home Office on the change in legislation around CSAS Powers.

7.0 Risks/Mitigation

A risk relating to public confidence is recorded on the force risk register.

In addition, each area of work maintains its own operational and management risk registers to ensure mitigating actions are captured and progress monitored through the relevant ACC led Board.

8.0 Equality and/or Human Rights Implications

The public sector equality duty 2011 requires the force to have due regard to the three general duties.

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard means consciously thinking about the three aims of the equality duty as part of the process of policy development and decision making. **This means that consideration of equality issues must influence the decisions made by the organisation for example how we design, deliver and evaluate services.**

There is some good evidence in this report of how consideration is being given to equality issues across the ten areas of delivery, for example;



- Ensuring additional resources remain local, visible and accessible.
- Publication of a Public Engagement Strategy that has regards to meeting diverse needs
- Gathering of diversity data through the Public Perception Survey
- Recruiting a record number of women to the force
- Expanding online service making the service more accessible
- Essex Police is attracting increasing numbers of recruits from BAME backgrounds, which is great (6.6% of current applicants are from BAME background vs 3% of current workforce)

Essex Police will continue to build on this good work by developing an overarching Equality Impact Assessment (EIA) for this priority.

9.0 Health and Safety Implications

None

10.0 Appendices

Reference	Description	Document
Appendix 1	CPT Priorities	 CSP priorities 18-19.xlsx
Appendix 2	Mobile First Future Programme	 The Mobile Fir: -