

Performance and Resources Scrutiny Programme 2020

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 an overview of the work conducted within the Crime and Public Protection Command (C&PP) for Q4 2019/20 (1st January – 31st March 2020).

2.0 Recommendations

There are no specific recommendations within this report but the board are invited to note the key areas of performance highlighted.

3.0 Executive Summary

This report provides a broad assessment of the work being undertaken within Crime and Public Protection. It details core performance and crime data, outcomes, achievements, issues and outlines ambitions for future work.

The report provides updates on some of the improvement programmes identified in the last report and includes detail on new work being conducted within the command.

4.0 Introduction/Background

C&PP is responsible for investigating some of the most serious crimes against the most vulnerable in our communities and tackling offenders posing the highest risk.

The six main departments are:

- **Public Protection Investigation Units (PPIU):** There are three PPIUs aligned to the Local Policing Areas of Essex Police; North, South and West. Each PPIU is overseen by a DCI and includes Adult Sexual Abuse Investigation Teams (ASAIT) and Child Abuse Investigation Teams (CAIT).
- **Quest:** investigate cases of non-recent child sexual abuse where the victim is now an adult, including inter-familial abuse, peer on peer abuse within an institutional or educational establishment, and, where the suspect held a position of public prominence or had responsibility over the child.
- **Management of Sexual Offenders and Violent Offenders (MOSOVO):** Consists of five teams based across the county with responsibility for Managing Registered Sex Offenders, Managing Violent Offenders, Multi-agency Public Protection Arrangements (MAPPA) and delivery of the Disclosure Barring Scheme (DBS).
- **Police Online Investigation Team (POLIT):** One team with responsibility for investigations across the county into offences involving indecent images of children and paedophilia material held on a computer. This unit respond to referrals from other agencies (most significantly the National Crime Agency) and provide a proactive capability utilising systems to detect those people in Essex viewing and distributing indecent images of children via the internet.
- **Operations Centre:** Based at headquarters, provide support to the whole Force and are comprised of:
 - Adult, Child and CSE Triage Teams who receive, process and respond to referrals from partner agencies;
 - Assessment Team who review and provide intelligence for all reported incidents handled by the Force Control Room that relate to any of the 14 strands of vulnerability;
 - Central Referral Unit (CRU) providing specialist safeguarding services to victims of High-Risk Domestic Abuse and Honour Based Abuse in support of LPA based Domestic Abuse Investigation Teams (DAIT).
- **Strategic Centre:** Based at headquarters, provide strategic capacity and capability for the command whilst supporting the whole Force around the 14 strands of vulnerability. Each strand has a subject matter expert responsible for maintaining relevant policies and procedures, coordinating the Force's response to national and local reports, reviews and inspections through the delivery of local action plans, and, sharing learning and best practice obtained through attendance at post incident statutory partnership reviews such as Domestic Homicide Reviews and Serious Case Reviews.

5.0 Current Work and Performance

5.1 Public Protection Investigation Units (PPIUs)

Core performance

Crimes recorded:

ASAIT RECORDED	Q4 2018/19	Q4 2019/20
Rape	260	319
Other Sexual Offences	47	40
Other Offences	71	76
Non-Crimes	96	142
CAIT RECORDED	Q4 2018/19	Q4 2019/20
Rape	120	158
Other Sexual Offences	190	185
Other Offences	387	392
Non-Crimes	200	140

Crime outcomes:

ASAIT SOLVED	Q4 2018/19	Q4 2019/20
Rape	1	8
Other Sexual Offences	3	1
Other Offences	12	17
CAIT SOLVED	Q4 2018/19	Q4 2019/20
Rape	2	8
Other Sexual Offences	8	17
Other Offences	30	27

ASAIT's case load is 22.7% higher in Q4 2019/20 when compared with Q4 2018/19. (This is overall across the sum of all crime types listed Rape, Other sexual offences, Other offences, Non-crimes). Volume wise this equates to 577 offences in Q4 2019/20 compared to 474 in Q4 2018/19.

Of all crime types rape accounts for the largest proportion of all investigation types in Q4 2018/19 accounting for 54.8% of investigations compared to all other types of investigation combined. There is an increase to 55.2% in Q4 2019/20.

Looking at criminal offences investigated by ASAIT, Rape had the sharpest increase in between Q4 2018/19 and Q4 2019/20 (22.7% increase) when compared to other sexual offences which decreased by 14.9%. Other offences investigated by ASAIT increased by

7% from the same quarter last year. Non-Crimes increased by 47%, the greatest increase of all of ASAIT's workload.

Crime outcomes suggest that the overall solved rate for all offences in the ASAIT case load has increased in Q4 2019/20 (5.97%) when compared with Q4 2018/19 (4.2%). Volume wise, 26 crimes were solved in Q4 2019/20 compared to 16 in Q4 2018/19.

CAIT case load has a 2.45% decrease in Q4 2019/20 when compared with Q4 2018/19 (This is overall across the sum of all crime types listed Rape, Other sexual offences, other offences, non-crimes). Volume wise this equates to 875 offences in Q4 2019/20 compared to 897 in Q4 2018/19.

Other offences are the most numerically acute investigation type in Q4 2019/20 accounting for 44.8% of CAIT's total caseload. This is slight increase from 43.1% in Q4 2018/19.

There has been an increase of 31.6% in the number of Rapes recorded in Q4 2019/20 when compared to Q4 2018/19.

Crime outcomes suggest that the overall solve rate for all offences in the CAIT caseload has increased in Q4 2019/20 (7.07%) when compared with Q4 2018/19 (5.7%). The volume of crimes solved is 52 in Q4 2019/20 compared to 40 in the same quarter 2018/19.

Solved rates for 'Other offences' accounts for 51.9% of the total solved outcomes within the CAIT caseload.

Upon reviewing Force Crime Tree data for the rolling 12 months to March 2020, the data highlights an overall improving trend in respect of solved outcomes. For all sexual offences there were 382 solved outcomes in the 12 months to March 2020, this is an increase of 157 solved outcomes compared to the 12 months to March 2019. Specifically, there were 29 more rape solved outcomes and notably for other sexual offences 128 more solved outcomes.

Key achievements

The Drink Aware initiative, jointly funded by the Police, Fire and Crime Commissioner, the NHS, and the Chelmsford Business Improvement Districts (BID), went live in December 2019. This project enables 'Nightlife Crews', teams of two people, located inside a select few venues in Essex to support the welfare and wellbeing of people on a night out. The project runs between 22:00 and 04:00 on Friday and Saturday nights. The crews, managed by Open Road in Chelmsford and Colchester, the SOS Bus in Basildon and Triple L Training and Medical Ltd in Southend, are specially trained to spot the signs that someone may be vulnerable or that someone is showing signs of predatory behaviour. They help prevent ASB and possible sexual offences. The presence of the crews provides an extra level of reassurance to customers and helps staff effectively manage their venues, reducing the number of calls to emergency services. February 2020 saw the first deployments in

Chelmsford and Colchester as part of their 12-month pilot. Whilst this project is in its early stages there are promising returns, there have already been examples of interventions at night time economy venues to protect vulnerable persons and prevent offending.

The first two multi-agency Rape Scrutiny Panels were held in November 2019 and February 2020. A number of key partners were in attendance, including mental health. The purpose is to work with partners to identify barriers and improve performance across agencies. The inaugural rape scrutiny panel focussed on Police Domestic Abuse Rape No Further Action (NFA) cases, with the board highlighting the impact on victims and issues regarding victim / survivor trauma. As a result, the Force arranged for panel members to attend a Force training day in March 2020 led by Zoë Lodrick, a Registered Psychotherapist and an experienced Trainer and Consultant who has over 22 years' experience of providing psychotherapy to women and men who have experienced rape, sexual assault and/or childhood sexual abuse; and provides training and consultation to professionals who work with victims/survivors of sexualised traumas.

The first Op Ratify Working Group Meeting chaired by D/Supt Investigations C&PP was held in March 2020. Op Ratify seeks to address repeat offenders of sexual violence, identified based on a set criteria, to prevent them from committing further offences. Eight offenders have been allocated to C&PP PPIU DCIs in March 2020, with each DCI tasked to deliver a 4P Plan against each perpetrator, using Force-wide assets to target individuals. Already, one offender, who was discussed at local tasking with LPT, has subsequently been stopped and searched and arrested for possession of a knife, removing that offender from circulation and being able to commit sexual offending.

5.2 MOSOVO

Core performance

Crimes recorded:

MOSOVO RECORDED	Q4 2018/19	Q4 2019/20
All offences	182	153
Non-Crimes	59	54

Crime outcomes:

MOSOVO SOLVED	Q4 2018/19	Q4 2019/20
All Offences	40	43

MOSOVO are currently managing 1675 Registered Sex Offenders (RSO) in the community, which is an increase of 69 since the last quarter. 399 Low Risk RSOs are subject of Intelligence Led Management. There are 85 active/overdue visits, which is a decrease of 29.1% since the last quarter. None of these active/overdue visits are High or Very High risk.

MOSOVO solved 43 offences in Q4 2019/20 compared to 40 in Q4 2018/19. The solve rate is 28.1% for this year compared to 21.9% for the same period last year.

Key achievements

There has been a significant reduction in outstanding visits over the last two quarters and MOSOVO have overall achieved a 53% decrease since Q2 2019/20, when there were 181 outstanding visits. This was accomplished by all 5 MOSOVO teams taking a measured approach as to how they managed RSO visits, working within NPCC guidelines as well as the most recent MAPPA guidance. It was identified that approximately 30% of visits had been scheduled with too high a frequency level, which took time away from the teams to effectively manage the higher risk RSOs under their control. Each team established an achievable visit frequency regime for those offenders with overdue visits and applied this to future visits as well, making a more efficient use of officers' time.

MOSOVO and Community Policing Teams are engaged in joint working processes, including home visits and identifying opportunities to bridge intelligence gaps as well as encouraging a culture of collaborative working, early indications are proving successful.

Active Citizens have been utilised across most MOSOVO hubs, assisting teams with tasks such as Athena and ViSOR checks as well as transporting items to the Digital Forensic Unit for examination. They will shortly be trained in digital online safety and will carry out online safety training and presentations across the county linking in with Community Policing Teams and the Local Policing Support Unit (LPSU).

MOSOVO have started to implement a new Violent Offender (VO) process for MAPPA which now consists of two dedicated staff administering and managing the Category 2 and 3 nominals. This is a separate team who are implementing a new process to ensure all VOs at Level 2 and 3 are captured on Athena and all MAPPA VOs have a flag added whilst they are MAPPA eligible. This will allow for smoother monitoring and information sharing with the National Probation Service (NPS).

Staff embedded within NPS are testing a new process to keep them focussed on policing priorities when working with Probation, there are plans to roll this out to further embedded staff in the future. Embedding is live in two NPS offices: Colchester and Laindon, which are the first in the UK, Chelmsford is next to go live. Embedding has enabled staff to forge a closer relationship with NPS in the management of RSOs on licence and provide more efficient joint working practices.

Three MOSOVO officers are now trained in using a polygraph. Essex are one of only seven forces using this vital risk assessment tool and have detected many offences through this technique. Officers are now also trained in the art of router downloads and each office has a laptop to facilitate this, upskilling staff to deal with the digital threat. In addition, the use of Magnet Outrider as a digital triage tool was successfully trialled leading to a bid for 16 devices. The Outrider is a way for officers and investigators to check devices for digital

contraband. It is an intuitive preview tool that quickly scans smartphones and computers to determine if there is illicit material present and to develop a risk profile of the target user.

5.3 POLIT

Core performance

Crimes recorded:

POLIT RECORDED	Q4 2018/19	Q4 2019/20
All Offences	89	81
Non-Crimes	2	1

Crime outcomes:

POLIT SOLVED	Q4 2018/19	Q4 2019/20
All Offences	21	73

In Q4, POLIT received 55 referrals from the NCA and executed 45 warrants, this is decrease in 36 referrals and 24 warrants executed compared to Q3 2019/20. The decrease in referrals is as a result of the National Crime Agency (NCA) triage response due to COVID-19. POLIT also currently have 26 low and medium warrants on hold due to COVID-19, high and very highs continue to be executed.

Key achievements

Over the course of the last quarter key cases to highlight include, following an investigation from a POLIT referral one male was sentenced in February 2020 to 17.5 years (12.5 years in custody, 5 years on extended licence) after pleading guilty to 9 offences ranging from rape, sexual assault and indecent images.

In addition, in March 2020, one male was jailed after a POLIT investigation, for 4 years and 8 months having sent sexual messages and images to young girls online, having pleaded guilty to 23 child sex offences. An RSO was also sentenced to 2 years custodial sentence having plead guilty to 3 counts of possession of indecent images, Breach of SHPO (Sexual Harm Prevention Order) and possession of Class B drugs. With a further male sentenced to 2 years custodial having plead guilty to 8 offences including making, taking and possession of indecent images, some of these images were of the defendant's stepdaughter's friend.

5.4 Operations Centre

Core performance

	Jan-20	Feb-20	Mar-20
Child Triage			
Meetings requested	188	139	155
Meetings Attended	185	139	155
Attendance Rate Strat Meeting	98%	100%	100%
Number of Referrals	244	177	187
CSE Triage			
Meetings requested	16	20	27
Meetings Attended	15	20	26
Attendance Rate Strat Meeting	94%	100%	96%
Number of Referrals	45	37	40
Adult Triage			
Meetings requested	1	1	1
Meetings Attended	1	1	1
Attendance Rate Strat Meeting	100%	100%	100%
Number of Referrals	241	259	275

When attendance by the Operations Centre Triage Team at Strategy Meetings is less than 100%, the core explanation is usually due to the subject living out of area so transferred to another force, another member of Essex Police may attend as they are more appropriate, or meetings called at short notice and a representative is unable to attend. In the latter scenario the triage team will follow up as soon as possible with the meeting chair for any actions and all relevant information.

Key Achievements

Op Enforce is in place, which proactively develops intelligence shared at the MARAC about any high-risk DA perpetrator. The CRU develop the intelligence and task proactive DA

teams across the Force to target those offenders. Since October 2019 there have been 37 referrals from the MARAC to the CRU, 17 have been developed for tasking to proactive teams, 10 have been arrested, of which 8 were wanted offenders at the time of MARAC and 2 of those arrested were arrested on further DA offences not directly linked to the intelligence provided. If an offender is outstanding and the victim is growing concerned, this can prompt a request to the proactive DA teams to prioritise that offender, providing reassurance to the victim.

The first Force-wide training session for Op Consider took place in February 2020, a Force-wide initiative to increase awareness of the use and application of Domestic Violence Protections Notices/Orders (DVPN/O) by all officers attending all incidents of Domestic Abuse. An increase in the use of this power has already been evident in Essex since the launch of Op Consider in February 2020.

Following a successful trial, CRU and MARAC processes have been streamlined to minimise duplication and maximise appropriate use of information sharing in safeguarding victims of DA and tackling perpetrators. This has led to greater efficiency in terms of officer time, MARAC consistency and information accuracy. Historically, this has been a labour-intensive exercise, taking an estimated 2-4 hours to complete by the Essex MARAC, the new automated process takes on average 15 – 20 minutes. The DA feed utilised is an Athena run product filtered on the basis of factors such as risk grading, district, pregnancy markers or whether children are linked to involved parties. It is then shared with partner agencies to enable those agencies to implement their own safeguarding procedures.

5.5 Strategic Centre

Key Achievements

The Strategic Centre continue to maintain all C&PP policies and procedures around the fourteen strands of vulnerability. These are reviewed annually and involve incorporating guidance from Authorised Professional Practice (APP) from the College of Policing, aligning with local SET procedures, alongside setting out clear local Force direction and processes. In Q4, 12 policies / procedures have been reviewed and updated, with a new procedure around Serious Crime Analysis Section (SCAS) created for Essex to capture the process for reporting to the National Crime Agency (NCA) regarding data collected by the Force to identify the potential emergence of serial killers and serial rapists at the earliest stage of their offending. Current work includes combining procedures for Domestic Homicide Reviews (DHR), Child Safeguarding Practice Reviews (CSPR) and Safeguarding Adult Reviews (SAR) with a Child Death procedure to streamline processes and reduce bureaucracy.

A number of DHRs and SARs have been attended by the Strategic Centre this quarter. These statutory reviews consist of multi-agency panels configured to identify organisational learning around specific individual cases that fulfil the terms of reference. Quarterly strategic and tactical C&PP DHR/CSPR/SAR Review Meetings were also implemented in

Q4, supported by the Strategic Centre, to enable senior command team governance and oversight of all ongoing DHR/SAR/CSPR cases and assigning action owners to all Individual Management Review (IMR) and final report recommendations. The actions from these statutory reviews are monitored by the Strategic Centre to ensure they are progressed by appropriate commands across the Force and incorporated where necessary into the relevant policies and procedures.

In March 2020, the Strategic Centre facilitated the launch of the C&PP Learning The Lessons (LTL) framework. Focussed on capturing and communicating successes, near misses and lessons learnt within the command, with the objective of identifying knowledge gaps, training needs and best practice to improve service to the public and to working environments. The information is collated by the Strategic Centre from the local departmental SPOCs in each area of the Command and circulated on the refreshed C&PP LTL News page via a monthly bulletin, outcomes from LTL can include training sessions, webinars and changes to procedures. The LTL framework development supports the wider C&PP internal comms strategy and engagement plan development undertaken by the Strategic Centre in Q4 to support the command team to effectively connect, engage and motivate C&PP officers and staff.

In Q4, the Strategic Centre collated the C&PP Command self-assessment of the Force's current position against the HMICFRS National Child Protection Inspections 2019 thematic report published in February 2020. Following which C&PP will undertake work to focus attention on those areas identified as in need of improvement.

In respect of national data reporting requirements to the National Crime Agency in respect of Serious Crime Analysis Section (SCAS), Operation Hydrant¹ and Operation Marshall², the Strategic Centre now produce a monthly management information report to the C&PP Command Team to ensure effective oversight and governance in these areas.

6.0 Implications (Issues)

Current issues relate to the effect of COVID-19 on the C&PP Command. The Command formed a Local Response Team (LRT) in response to COVID-19 in order to review the Command's Business Continuity Plan and coordinate requests for and guidance in relation to PPE, local and national guidance and sharing necessary comms with C&PP staff.

The Command continues to operate effectively, having effectively implemented new and virtual practices in some areas to enable staff to carry out daily business whilst keeping themselves and the public safe.

¹ non-recent child abuse investigations concerning persons of public prominence, or in relation to those offences which took place within institutional settings.

² a national database to assist strategic analysis and inform future prevention and detection initiatives in relation to intra-familial (carer and not stranger) child homicide or suspicious death investigation i.e. under the age of 18 years.

Staff attendance is monitored daily, focussing on sickness, self-isolation and those that are shielding, ensuring that sufficient staff are available to meet demand and provide a continued service to public protection. Partner meetings are also able to continue through the use of video conferencing. The mission and purpose of C&PP remains: Help people; Keep people safe; Catch criminals. In accordance with the Force Plan, the Command continues to focus the main effort on: victims, vulnerability, violence and visibility.

With regards to the impact on respective C&PP departments, DBS have been assisting with vetting checks for NHS volunteers in light of COVID-19. MOSOVO working practices, such as executing very high, high and medium warrants and visits, along with low risk in some circumstances, are continuing despite the current situation.

The proactive multi-agency safeguarding 'Street-Weeks' engagement initiative has been delayed due to the pandemic. The CRU coordinates the deployments, identifying repeat victims for joint visits and reviewing against the acute victim cohort those most vulnerable to escalating risk of domestic abuse. This proactive community engagement model has been endorsed by all 3 SET Adult Safeguarding Boards who support/would welcome deployments in their respective areas. The last one was completed in Basildon District at the end of 2019, organised by the CRU in conjunction with the District Community Policing Team. The next engagement was planned for March 2020 in Grays however has been delayed due to COVID-19. So far 11 Street-Weeks have been completed in Essex, with positive feedback around community focus/keeping people safe.

In addition, whilst Op Consider the Force-wide training initiative to increase awareness of the use and application of Domestic Violence Protections Notices/Orders (DVPN/O) commenced in February 2020, further training sessions are delayed due to COVID-19.

6.1 Links to Police and Crime Plan Priorities

The work of the Public Protection Command links to the following priorities in the Police and Crime Plan:

- Priority 3 – Breaking the Cycle of Domestic Abuse
- Priority 4 – Reverse the Trend in Serious Violence
- Priority 5 – Tackle Gangs and Organised Crime
- Priority 6 – Protecting Children and Vulnerable People from Harm

6.2 Demand

ASAIT have seen an increase of 21.7% (103 offences) in the number of investigations compared to Q4 of 2018/19.

CAIT have seen a decrease of 2.4% (22 offences) in the number of investigations compared to Q4 2018/19.

MOSOVO have seen a decrease of 14.1% (34 offences) in the number of investigations compared to Q4 2018/19.

POLIT have seen a decrease of 9.8% (9 offences) in the number of investigations compared to Q4 2018/19.

6.3 Risks/Mitigation

There are three risks currently being managed in relation to the C&PP Command:

Risk 1634

As proactive investigative tools are developed, the volume of potential offenders for Online Child Sexual Abuse (OCSA) and Online Child Sexual Exploitation (OCSE) is increasing. As a consequence, there is an increase in demand/workload specifically in relation to registered sex offenders. Crime and Public Protection need to identify/understand the current capacity and develop an approach to meet and deal with this emerging demand.

Mitigating actions are on-going:

1. Design, build and recruit to a POLIT structure that has scope and capacity to deal with:
 - a) All levels of IIOC referrals from CEOP / NCA; (Complete)
 - b) High and very high-risk grooming & incitement cases;
 - c) Online Child Activist Groups; and,
 - d) A strong proactive capability.
2. To ensure the Digital Forensics Unit capability and capacity is sufficient to meet operational demand.

POLIT will not be expanding to incorporate a separate grooming function. It will continue to service referrals from ROCUs and local ERSOU UCOL cases. These will be prioritised over CEOP referrals. The POLIT team currently do not have capacity to deal with all high and very high-risk grooming and incitement cases and as such these will remain with LPAs to allocate. The Proactive DCI is made aware of all OCAG cases that appear on the night and FCR briefings. The Intel is maintained and submitted within C&PP Intel cell. There is no capability for OCAG activity to be dealt with inside POLIT at the moment due to demand. The Athena tag for OCAGs has been approved and awaits activation after further questions were raised by AMOSA. The proactive team are still operating and continue to service warrants from ICACOPS and CPSYS but due to current staffing, have reduced the amount of cases they are taking from the system and are currently paused due to growing demand from CEOP work. The five POLIT posts that were due to start on 30th March 2020 have been postponed due to COVID-19.

Risk 1635

C&PP Command Recruitment Challenges: Crime and Public Protection are currently suffering from recruitment challenges including:

1. The inability to attract the appropriate staff/officers with the required skill set
2. Inability to retain skilled staff/officers
3. A low number of transferees from other forces
4. Delays within the recruitment process

There is one on-going mitigating action:

1. Create a mentoring programme to identify officers who have the potential to perform a detective role. This is currently being progressed through a review of the Investigative Development Module (IDM).

An additional 15 staff from the officer uplift plus the five already posted have been delayed due to COVID-19. There remains a challenge of additional spaces vacant however there is increased interest in the Command and the wider detective portfolio. Additionally, there are two intakes of 20+ in March and September 2020 who are part of investigate first programme. However, this may change due to COVID-19 affecting recruitment processes. The Police staff position is less affected as recruitment and vetting processes are continuing. It is anticipated the delay will be for 3-6 months. However, demand in this area has receded due to lockdown, the Force is still managing BAU activity relatively well and has seen improvement in clearing the backlog of investigations.

Risk 1823

Insufficient rape investigations result in injustice for victims. The quality and consistency of rape investigations and the development of the relationship with the CPS need to be improved to address the low levels of charges for rape.

Mitigating actions are on-going:

1. Develop a revised performance management framework to identify barriers to performance
2. Establish consistent application of investigation prioritisation using the SOP across all three PPIUs
3. Progress PPIU police staff business case to maximise deployment of resources
4. Agreement from Chief Officers to identify additional key performance questions and indicators to measure victim satisfaction with the service we provide in addition to measuring the crime outcome

6.4 Equality and/or Human Rights Implications

There are no identified issues in relation to Equality or Human Rights.

6.5 Health and Safety Implications

There are no identified issues in relation to Health and Safety.

7.0 Consultation/Engagement

This report has been written in consultation with the Crime and Public Protection Command Team. Data has been provided by the Performance Analysis Unit and individual C&PP teams for information held locally.

8.0 Actions for Improvement

POLIT

The Estates Board have agreed the POLIT move from Tilbury to Chelmsford Police station and requirements are in negotiation with Estates Services. In addition, recruitment to POLIT appears to be slightly more invigorated with applicants for this years' growth, plus the Victim Identification (VID) officer budget has been agreed and long-term plans for a new VID officer are being progressed.

OPS Centre

The CRU co-location team amalgamation with Essex MARAC had been anticipated for March/April 2020. The aim is to maximise collaborative opportunities between services sharing the same operating location. This method of partnership working would permit greater efficiencies in time-management and enhance current approaches and opportunities to increase our capabilities in tackling High-Risk Domestic Abuse and hidden harm. The project has been protracted due to on-going lease negotiations, however, the delay has had no impact on operational and partnership service delivery as it relates solely to intended co-location of teams. The lease and costings was agreed in December 2019, however, the location in Seax House has yet to be vacated by the current occupiers, with delays further exacerbated due to COVID-19. The current risk to delivery is one of delay/postponement until all operational services return to a state of normality.

Strategic Centre

An Op Hydrant training package is being developed to deliver to Contact Management Resolution Centre staff. This operation is a national endeavour concerning non-recent child abuse investigations concerning persons of public prominence, or in relation to those offences which took place within institutional settings. The training is being implemented to ensure no knowledge gaps exist, particularly with newer staff members to the Resolution Centre, and to support appropriate identification of cases for allocation and ensure data accuracy regarding the Op Hydrant return to the national team.

9.0 Future Work/Development and Expected Outcome

MOSOVO

MOSOVO are writing a review process for Intelligence Led Management to ensure checks and balances are in place for this low risk cohort, the process is anticipated to be implemented in spring 2020.

Operations Centre

The Ops Centre are currently reviewing the role and remit of teams within the department, this includes exploring opportunities for a central depository for all secondary DASH risk assessments, undertaking bi-monthly mandated safeguarding 'Street-Weeks' and conducting a dip-checking process for all non-police referrals into MARAC.

Alongside which the Ops Centre DCI is working with the Southend, Essex and Thurrock Domestic Abuse Board (SETDAB) to develop a proposal for a conditional caution project, Op Papillion. The working group established are exploring areas of best practice in other forces whilst engaging with the Crown Prosecution Service (CPS) in order to obtain the necessary Director of Public Prosecutions (DPP) permissions to proceed with the project.

CSE Proactive Team

Posts have been established to form the CSE Proactive Team. The centrally based headquarters team will provide a proactive capability to enhance investigative quality, target offenders, protect victims and prevent offences in cases of complex and organised CSEA where the victim resides within Essex or is classified as a looked after child by Essex, Southend or Thurrock local authorities. The CSE Proactive Team will respond jointly with multi-agency partners to reports and will gain training and experience dealing with CSE investigations and thus will be able to offer support and advice to other staff dealing with CSE investigations across the Force.

The go-live date is to be re-confirmed, however, the team will be comprised of a Police Staff Manager as team SIO, a Detective Sergeant and nine accredited Detectives Constables or who are on the Detective Pathway. The DS and constables will be Specialist Child Abuse Investigation Development Programme (SCAIDP) accredited. CSE Proactive Team investigators required to speak with and acquire evidence from victims or witnesses in accordance with Achieving Best Evidence (ABE) guidance will be Tier 3 ABE accredited. All officers required to interview suspects and witnesses will be Tier 2 interview accredited.

All staff have a responsibility to tackle CSE and make appropriate interventions and the effective tackling of CSE requires all staff within Essex Police to be aware of its indicators and the referral mechanisms. It also requires an acceptance that CSE is 'business as usual' for front line policing, Community Safety Hubs and intelligence departments. The CSE Proactive Team will be restricted by capacity and therefore offences or circumstances falling outside of their terms of reference will sit with Local Policing Areas and other

departments as is currently the case. CSE is often a community problem and it is expected that Neighbourhood Teams will play a key role in responding to CSE that is not assessed as complex or organised.

Rape Prevention Strategy 2020-25 updates

The Rape Prevention Strategy formalised in early 2020 is a five-year plan which sets out activity within Essex Police to prevent rape and serious sexual offences. The strategy highlights the partnership approach required to tackle repeat victimisation and offending and is based on current partnership frameworks to facilitate and encourage sharing of data, resources and expertise to deliver a coordinated evidence-based approach.

Following formulation of the plan, amongst other key achievements as set out throughout this report, the following key activity has been achieved in the last quarter, under the following five key areas of focus:

Victim Focus:

The C&PP Engagement Strategy seeks to set out the Force engagement and involvement with the public. It is the intention that the Command will work in conjunction with the LPAs to support, rather than duplicate, the public engagement activity. In relation to protecting vulnerable people, the Command are engaged with the ISVAs who form part of the Synergy First Responders project in order to obtain feedback and aid the development of services to inform the plans and delivery of policing in Essex Police.

Offender Focus:

The C&PP D/Supt Investigations now holds a monthly performance meeting with the PPIU DCIs to oversee and track demand, resourcing levels and the impact on officer caseloads, this includes scrutiny around outstanding suspects, repeat offenders, bail and RUI cases.

In instances whereby officers are observed to be retaining 15 or more ongoing cases, DCIs will report on these individuals, highlighting specifically the support being put in place to enable these officers to effectively complete investigations in a timely fashion.

Alongside which regular performance management dip-sampling reviews have been implemented, aligning with the reviews completed in the LPAs, resulting in each PPIU DI completing 10 dip-sample checks a month regarding the quality of investigations, following which the DCIs will also complete a monthly dip-sample.

The first Regional RASSO (Rape and Serious Sexual Offences) Tactical Governance Board took place bringing together operational colleagues, including a CPS representative, to discuss and explore operational decision-making around the quality of rape cases, in order to share ideas, feedback and best practice.

Partnership Focus:

Work with RASSO continues with an officer embedded within the CPS, to improve the average length of time for rape investigations, completion of EIA (Early Investigative Advice) Submissions and to support early case action plans. This approach will further support victims and improve the length of time victims are involved in the CJ process. From April 2020 the RASSO Gatekeeper role will also review penetrative offences.

Staff Focus:

In terms of training and skills, a C&PP Command skills profile is now available based on essential and desirable training to identify current and plan for future gaps – ensuring our frontline are equipped with the necessary skills.

The Command have commenced a Staff Welfare Project with Thurrock Clinical Commissioning Group (CCG) aimed at improving staff and officer health and wellbeing, a pilot involving POLIT officers is underway providing swift psychological support as required. The project further aims through reviewing of national research and documentation and undertaking focus groups with staff and clinical specialists to inform improved practices within the command. In particular recruitment in to high-risk roles, screening and coping mechanisms available to staff, and, guidance and training available for supervisors.

Innovation Focus:

In Q4, the Catalyst Project has been ongoing. This project uses extracted data from Athena to map and uncover patterns of offending in relation to Child Sexual Exploitation and Abuse (CSEA). This data can then be used to inform strategies for targeting perpetrators and safeguarding potential victims. The project will now start to utilise open source material to improve the current data and 'proof of concept' testing is underway.