

Performance and Resources Scrutiny Programme 2022

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

Title of Report:	Deep Dive: Police and Crime Plan Priority: <i>OPERATIONAL POLICING</i> <i>COMMAND</i>
Agenda Number:	8
Chief Officer	T/ACC Glen Pavelin
Date Paper was Written	4th September 2022
Version Number	1
Report from:	
Date of Meeting:	28 September 2022
Author on behalf of Chief Officer:	Ch/Supt Anslow (and contributors)
Date of Approval:	7 September 2022
COG meeting date / date of approval (Please indicate whether paper presented to COG or not)	

1.0 Purpose of Report

This report is designed to provide a brief overview of Operational Policing Command (OPC); how it delivers against the Force Plan and Police and Crime Plan, current resourcing, finance, areas of responsibilities, performance and future plans.

2.0 Recommendations

The board are asked to note the performance

3.0 **Executive Summary**

Operational Policing Command covers a wide range of policing responsibilities which provide support to local policing and other commands and which delivers specialist and niche capabilities in support of the force plan. The contribution of OPC is presented by each team/unit in turn.

Operational Planning support the planning of operations, sporting events, and large music events that require either Public Order or some form of specialist support. Between 01/04/22 and 01/09/22 the unit have been involved in the planning of 266 operations. The safe delivery of policing operations and events supports many of the current police and crime priorities. Demand on the unit is increasing and becoming increasingly complex, particularly with the requirement for specialist capabilities such as working at heights. Looking ahead we anticipate a prolonged period of increased civil unrest and protest, particularly environmental protest. This will place considerable pressure on the unit to assess, coordinate and deliver the right resources.

The **Resource Management Unit** are responsible for the maintenance of duties and rosters for all personnel in the force, including managing leave, training and other abstractions. Force growth has seen an increase in SAP transactions (750,000 annually), despite no investment of additional personnel into the RMU itself. In summer '22, Operation Hazel and Union exposed systemic challenges in meeting the requirements of Gold commanders to effectively arrange resource over a prolonged period. The team are exploring the working practices of other SAP forces to improve and an Strategic Change review has been commissioned.

The **Resilience Department** oversee 118 tracked emergency plans and 97 tracked business continuity plans and arrange testing and review of these plans. Testing has fallen behind over recent years, but imminent growth in the department will give additional capacity to deliver. Ensuring effective business continuity and emergency plans is essential in the context of the recent pandemic and global uncertainty.

The **Public Order Training** team are responsible for the training and continued accreditation of Essex Police's Public Order assets, ensuring the Strategic Policing Requirement of level 2 officers has been maintained. Demand for specialist assets such as working at heights teams has surged with the advent of Extinction Rebellion and Just Stop Oil environmental protests and the team are working to meet the increased training and CPD requirements this attribute brings. The force faces challenges with maintaining sufficient accredited POPS commanders over the coming years and limited national availability of command courses. The challenge over the next few years will be maintaining a suitably trained and resilient cohort of public order specialists to meet a likely prolonged period of protest and civic unrest.

The **Operational Support Group** (OSG) are the main public order and tactical asset in the force. In the last year the OSG have made a total of 1,553 arrests, with 224 relating to Operation Sceptre (knife and violent crime) deployments and 113 arrests relating to drink or drug driving offences. The team have carried out 1,153 Stop and Searches, 411 of which had positive outcomes. The OSG have been heavily abstracted to Operations Hazel and Union over the spring/summer period and

looking ahead we can expect to rely heavily on the skills and flexibility of the unit to meet the threat of increased protest and unrest as well as to support variations in seasonal demand.

The **Force Support Unit** provide the majority of the firearms capability in Essex Police. They undertook 449 firearms deployments to spontaneous incidents and 120 planned deployments last year and outside of deployments provide support around hotspot patrols (e.g. Op Grip) and targeting high harm offenders. The FSU face challenges with maintaining sufficient resource to meet the STRA requirements, resulting in additional overtime expenditure. The unit is carrying 11 vacancies, with turnover from more officers looking to move onto other specialisms or promotion anticipated. **Weapons Training** are charged with providing the necessary courses to train direct to ARV profile or convert from the AFO profile so that we can achieve establishment. Given the UK terror threat and levels of deployments in the county we are likely to seek to maintain existing STRA levels.

The **Stansted Airport** policing team are funded by the Manchester Airport Group to provide dedicated policing. Following a two year period of reduced passenger numbers due to Covid, we are seeing a return to previous volumes. This is likely to lead to further discussion on appropriate resourcing. Airport policing delivers activity against a number of Police and Crime Plan priorities, including preventing violence against women and girls, protecting vulnerable people, preventing crime and supporting victims of crime.

Roads Policing responded to a total of 21,228 calls for service between 1st January and 31st July 2022 and made a total of 864 arrests. The number of people killed following a road traffic collision has remained high throughout 2022 with the force has recorded far higher road deaths relating to motorcycles than in previous years, with rider error being a main contributory factor. Roads Policing Units face challenges to reach areas of the county furthest from their operational bases, particularly Basildon, Southend and Uttlesford and with greater roll out of mobile technology we will look at how the team can most effectively be deployed. Looking further ahead considerable planned growth in housing and infrastructure is likely to bring increased traffic to the road, with associated risk of collision. New transport links and developments also bring with it the threat of greater use of the road by organised crime, gangs and county lines.

Within the Serious Violence Unit (SVU) the **Op Raptor and Op Orochi** are responsible for enforcement action against our county lines. Between January and June 2022, these teams arrested 298 suspects, executed 202 warrants, charged and remanded 214 offenders, seized over £192,000 in cash, took 72 different weapons off the streets, safeguarded 37 vulnerable adults and children and seized over 10kgs of various types of Class A and B drugs. Looking ahead the team will need to continue to develop and evolve enforcement tactics as we see greater use of encrypted apps and criminal innovation.

The SVU's **PPP (Prevent, Protect, Prepare) Team** works in partnership to reduce exploitation, harm and violence emanating from Gangs and County Lines. The team

have been piloting the Knife Crime Violence Model (KCVM) which is an Essex Police information generated database that proactively identifies offenders and victims involved in Knife enabled crime (KEC). The PPP team are engaging with around 25 of these individuals at different levels. This kind of initiative is part of a public health approach to reduce serious violence. Given the increase in violence and the potential for of social unrest, financial pressures and community and family breakdown in the coming years, investment into these initiatives is going to remain an area for development, whilst ensuring the investment is against core policing responsibilities.

Operational Policing Command also includes the **Marine Section, Serious Collision Investigation Unit, Firearms Licensing, Drones, Specialist Operations, Dog Unit, Drug Expert Witnesses**. Each of these units provide invaluable support to the force in and contribute to delivery of the Police and Crime Plan, either directly or by enabling delivery of another policing function.

4.0 Performance

The following subsections set out how OPC units contribute to delivery of the Police and Crime Plan and Force Plan.

Operational Planning

The team are responsible for planning operations, sporting events, and large music events that require either Public Order or some form of specialist support. They attend Safety Advisory Groups (SAG) providing expertise and ensuring public safety. They carry out formal debriefs of incidents which enables the Force to 'learn the lessons'. The team also provide logistical co-ordination for major incidents. Currently the team consists of 1 Inspector, 1 Sergeant and 11 Constables including Dedicated Football Officers and a member of police staff. Within the team there are two Eastern Regional Coordination Centre officers who are responsible for Regional mobilisation. These officers are part funded by the region and coordinate all level of mobilisation, mutual aid and are a key link to the National Police Coordination Centre.

The Operations centre have been involved in the planning of 266 operations between 01/04/2022 and 04/09/2022. This is a slight increase in comparison to the preceding year which was at 259 operations for the same period.

Resilience Department

The team has responsibility to discharge the statutory obligations placed on Essex Police by The Civil Contingency Act (CCA) 2004 in terms of emergency and business continuity plans. They are also the operational representative for Essex Police in the Essex Resilience Forum working with partners to produce multi-agency plans for key sites. This is key to increasing collaboration with public and private sector partners and business.

The team provide support across Essex Police in ensuring business continuity plans are owned locally, tested and in a standard format for compliance with the ISO standard for business continuity. Essex Police have a rolling schedule of plans to be tested which are conducted within approved timescales. There are currently 118 tracked emergency plans and 97 tracked business continuity plans which are accessible to all staff via the intranet. The Resilience Department have tested a number of both types of plans during this year, however capacity within the team prevented adequate testing and exercising of plans required under the CCA. As such recruitment is underway for a dedicated training, testing and exercising officer for the department, this role will seek to mitigate this gap against predominantly the emergency plans but will assist with the business continuity plans. An annual business continuity plan test is sent out annually to all plan owners, in 2020 this achieved a 100% return rate.

Public Order Training

The team are responsible for the training and continued accreditation of Essex Police's Public Order assets, to meet the regional and national Strategic Risk Assessments. The Public Order Training Team consists of 1 Inspector (Ops Planning Inspector), 1 Sergeant and 2 full time Constables. Additionally, there are also a contingent of 6 associate Public Order trainers.

Over the last 12 months, the POT Team has ensured that the Strategic Policing Requirement (of level 2 officers) has been maintained. This was challenging during Op Hazel (Just Stop Oil protests) and the war in Ukraine has meant that the normal training venue (owned by the British Army) has been unavailable for use. The POT Team have overcome all these issues and ensured Essex Police has suitable numbers available for deployment.

The POT Team continues to contribute to regional training. Both full time constables now have a level 4 certificate in Education and Training and as such train and continue to develop regional commanders, advisors and specialist roles owned by the six forces. By performing this role on behalf of the region it saves money for all six forces, saving them from sending officers to other forces to receive training.

In addition to the above, the Public Order Training Teams ensures the force has sufficient officers trained in the below roles:

- Method of entry (basic, intermediate and specialist)
- Level 3
- Protester Removal - debonding, non-complex and complex (the latter from 11/2022)
- PO Medic
- Instructor First Aid
- Police Liaison Team
- PO AEP

The POT Team also contributes to force wide operations. During Op Hazel the team were deployed in either Public Order Public Safety Advisor roles or with the Protester Removal Teams.

New strands of work have been developed in the past year which are now coming to fruition, including the Protester Removal Working at Heights capability. This has been a needed skill driven by protest activity over the course of the past 12 months which have had elements of height, to disrupt and slow down the police response. We have 11 operators trained within this skill at present and will be training 4 team leaders in November 2022 to give us an operationally independent team (i.e. not required to deploy with team leaders from other forces).

Dog Section

The Section have attended 10,264 incidents over the review period which shows a 24% increase on the 7,807 attended last year. This is likely due to the increase in calls for service following the national lockdowns. In comparison with the last annual report, the team have increased arrests from 179 to 194 individuals and continue to support LPAs in locating and detaining subjects, they remain proactive in relation to stop searches and intelligence submissions although there has been a downturn in submissions – the increase in specialist search requests may be responsible for that.

The team have a Dangerous Dogs Manager who supports the section and wider force with the increasing risk and demand in this important area of work. To quantify that increase, 2019 saw 2,019 dangerous dog related incidents reported. There were 808 in 2020 and 1,388 in 2021, with 2022 figures looking likely to increase further. In 2021 there were 83 dogs seized which is similar to the previous year. It's assumed that the reason for this disproportionate number of seizures to offences is due to the education shared to the wider force by our DLO and better knowledge and practices being employed. As a result, our dangerous dog kennels are at critical levels with limited capability to seize further dogs due to the number that have been seized and the length of time the investigations are taking to get to court.

The Dog Section continues to have a high impact around local visible and accessible policing. Engagement through the Dog Section Twitter account has grown to 10.1k followers from 7419 last year and continues to attract good public interest with positive interactions. The section takes part in engagement events and offer displays, demonstrating the capability of the team that attracts positive feedback and attends a multitude of inputs and open days, delivering talks about the section to various areas of the community, partners and stakeholders. The section also supports numerous force operations with proactive visibility/reassurance deployments.

Resource Management Unit

The RMU has seen increases within demand over the past year with their role to provide administration of all duties for all police officers and staff. This includes a wide spectrum of work: operational duties; specialist rotas; training and skills; CPD events; public events; management of annual leave and the Chief's Roadshows. With an increase in the establishment of officers and staff across Essex Police, this has seen an increase in the volume of work conducted by the RMU. We have seen the Number of SAP transactions rise to around 750,000 annually. In addition, the

average outstanding weekly email and leave applications has risen from 1,534 in 2021 to 2,202 in 2022.

The RMU continue to gatekeep resources for Essex successfully, whilst making provision for mandatory and non-mandatory training. Over 90% of training course spaces were filled by the RMU, however attendees on training courses are on course to exceed capacity of the team.

The SAP system is utilised to administer duties for Essex Police. However, issues have been identified with the system in respect of the mobilisation officers and staff over multiple days which have been highlighted in respect of large scale protests seen within Essex. This has impacted the efficiency and accuracy of RMU to plan duties for officers with the correct skills. A wide ranging review will shortly be undertaken of the RMU by Strategic Change regarding structure, processes and staffing.

Force Support Unit

The FSU continues to provide the service level agreement as dictated by the Armed Policing Strategic Risk Assessment (APSTRA). Currently this is the provision of 6 ARV vehicles 24 hours per day, 7 days a week, 52 weeks of the year. During 2021, the FSU undertook 449 firearms deployments to spontaneous incidents and 120 planned deployments.

When not deployed on firearm incidents, the FSU are tasked with the undertaking of the arrest of individuals wanted for High Harm Risk offences. Furthermore, all Officers undertake a patrol strategy which maximises their coverage across the Force, including supporting Op Grip.

FSU continues to bring offenders to justice through targeted police enforcement with armed officers deployed in both covert and overt activity. County lines and exploitation in Essex and across borders is a large focus of the work carried out by firearms officers

FSU continues to support NCA, ERSOU and SCD targeting offenders and vehicles involved with serious and organised crime is another area of police work linked FSU are heavily involved in.

Road Policing Unit

Roads Policing provides a reactive investigative response and proactive contribution to improving the safety of all road users, alongside a focus upon disrupting and detecting criminality.

During 2022, Roads Policing has responded to a total of 21,228 calls for service between Jan 1st & July 31st, compared to 22,648 over the same period during 2021. A total of 864 arrests have been made by Roads Policing between January 1st & July 31st compared to 938 over the same period during 2021.

In partnership with The Safer Essex Roads Partnership, Essex police has made progress in reducing deaths and serious injuries on its roads; in 2021, some 784 deaths and serious injuries were recorded by Essex Police and whilst this figure represents a 49% reduction from the average value for the period between 2002 and 2009, it demonstrates how much work remains, especially to achieve the aspiration of Vision Zero road death and serious injuries by 2040.

The number of people killed following a road traffic collision has remained high throughout 2022. The force has recorded far higher road deaths relating to motorcycles than in previous years, with rider error being a main contributory factor.

Year	Fatalities	Serious Injuries	KSI Casualties	KSI Collisions
2017	46	880	926	850
2018	49	882	931	854
2019	42	832	874	817
2020	47	675	722	668
2021	45	739	784	704
2022	25	530	555	510*

*(1st Jan – 31st July)

Stansted Airport

Performance metrics for 2021 are not typical of policing at Stansted Airport. Due to the travel restrictions imposed during the COVID-19 pandemic.

At Stansted we are seeking to reduce violence against women and girls by working in collaboration with partner agencies to identify those who are vulnerable to offences of trafficking/ human slavery and FGM under the titles of Op Aidant and Op Limelight.

We are improving support for victims of crime by ensuring that the victim care code is applied and managed effectively.

We are breaking the cycle of abuse by attending reports expeditiously and ensuring the correct referrals are completed, including notifications to other force areas due to the transient nature of the airport community.

We are improving safety on our roads by patrolling the strategic networks and utilising vehicle check points under Op Parkin to identify offences and locate offenders.

We are preventing business crime by the patrol strategy implemented and identifying a business liaison officer within the tactical team, utilising all systems available within the environment to prevent and detect crime.

Serious Violence Unit (SVU – Op Raptor and Op Orochi)

The Serious Violence Unit (SVU) is the strategic response to targeting Drugs lines and Exploitation.

Success is measured against a reduction in the number of active drugs lines, reduction in violence associated to those lines, better protection for those exploited by drugs lines and improvement of investigations resulting in higher conviction rates. This contributes to the PFCC priority area – Reduce Drug Driven Violence.

SVU – Op Raptor and Op Orochi provide a Force-wide response in preventing, dismantling, and disrupting violent street gangs who cause harm to communities, in line with the Force Control Strategy (Drug Driven Violence). The SVU seeks to identify those who present the most harm and undertake enforcement activity to disrupt and deter. This activity is completed by the Op Raptor Teams who work throughout the county. Within each Raptor team there is a safeguarding Officer who is part of the multi-agency 'Violence and Vulnerability Unit', supervised by a central Detective Sergeant working with partners in a 'public health approach' to try and prevent violence and young people from joining or being affiliated to gangs through active community engagement and partnership working.

Pursue: The enforcement structure is designed to target the 'middle' and 'upper market' within gangs and County Lines, using a model known as the 'Orochi Model'. This approach has proven successful in other forces and works by looking to dismantle entire criminal enterprises by several methods, thus tackling the violence and exploration their existence causes. Between January and June 2022, teams have achieved the following: arrested 298 suspects, executed 202 warrants, charged and remanded 214 offenders, seized over £192,000 in cash, taken 72 different weapons off the streets, safeguarded 37 vulnerable adults and children, seized over 10kgs of various types of Class A and B drugs.

The Pursue business model continues to evolve with the use of new phone technology, teams' skills and examination. The teams are increasingly targeting those individuals who are both in possession of a drugs line phone and those who play a part in the controlling the supply of Class A drugs to that line holder. These longer-term conspiracy investigations are more complex, sentencing guidelines provide a greater ability to achieve longer sentences for defendants playing a significant or senior role (more recently a suspect was sentenced to 14 years with this type of investigation). This also allows on convictions to achieve civil orders under the Serious Crime Prevention Orders act, allowing monitoring of the individuals key lifestyle points on release – other civil orders are also considered.

More suspects are remanded upon arrest than ever before (rather than bailed or released under investigation), 6 monthly figures show 71% are remanded compared to 21% in the last three years. The team continues to utilise other methods to disrupt, making use of gang injunctions, including Drug Dealing Telecommunications Restriction Orders Regulations for shutting down mobile numbers associated with drug dealing.

Since January we have introduced the SVU bi-weekly tasking process, this incorporates all SVU teams and has focused the Command to drive the high risk and

harm investigations, including safeguarding, incorporating partners like Justice and Care. It is planned to review and further enhance this process, to include the wider partnership safeguarding forum and multi-agency approach.

SVU – Op Raptor and Op Orochi were recently highlighted at the National Homicide Review Board by DAC Graham McNulty (NPCC Lead for County lines) as being an outstanding Force in tackling Gangs and County Lines and had dismantled 125 London based lines in Essex in the last year. Essex is seen as the Force that sets the highest of standards, other regional Forces now come to us for advice and look to aspire to the same successes.

Operational Support Group (OSG)

The OSG establishment is two inspectors, nine sergeants and 63 constables. Between July 2021 and June 2022, the OSG have made a total of 1,553 arrests, with 224 relating to Operation Sceptre (knife and violent crime) deployments and 113 arrests relating to drink or drug driving offences. This compares to 1,855 arrests in the same period the previous year.

The OSG have assisted the Mental Health Teams across Essex with 88 Section 135 Mental Health Act warrants, which supports the LPA's, the health trusts and most importantly the vulnerable individuals who needs support at their time of crisis. The team have carried out 1,153 Stop and Searches, 411 of which had positive outcomes. The OSG provided the main Public Order response to many Unlicensed Music Events (UME) throughout the COVID pandemic and have been instrumental in continuing to deliver a highly visible policing presence in support of the LPAs. The Operational Support Group are currently focussing their activity on the following work streams:

- Operation UNION – supporting the South LPA in tackling serious violence across the Southend and Leigh-on-Sea areas. The OSG will be committed to this area from 26th July until October 2022. This is the second year of sustained support.
- Operation HAZEL – Between March & May this year, Thurrock district was subjected to sustained protest activity targeting oil refineries & the vehicles that service them. A group named Just Stop Oil, used a variety of tactics to disrupt the workings of the site, including those that form part of national infrastructure. Across a 6 week period 461 people were arrested for a range of offences, including criminal damage, obstruction of the highway & conspiracy to cause public nuisance. OSG provided a variety of support including POPS Command, Protest Removal, PSU Capability & other support roles. OSG have trained a number of officers in working at heights in preparation for the groups announced return in the autumn. At the time of writing OSG have been providing a significant commitment to the ongoing Just Stop Oil protests in Thurrock that started on 23rd August 2022.

Drone Team

The team establishment consists of two constables and one Specialist Operations Co-ordinator member of staff at 1 x FTE. The primary function of the team is to support LPAs and other departments in operational delivery. This is through conducting thermal imagery flights to identify cannabis factories, to use in Public Order and firearms deployments to support command functions.

Last year the Drone Team obtained funding of £83.5k to use over a 3 year period and revenue costs of £19.5k over the same period to ensure the existing aging equipment is replaced and updated. The bulk of the fleet has now been updated.

Between July 2021 and June 2022, the Drone Team have deployed 597 times, which is a similar amount to the previous year. The Drone Team are currently focussing their activity on the following work streams:

- Providing all planned flights to support intelligence development and firearms/public order deployments.
- Where practicable supporting requests for spontaneous deployment of drones to support operational policing thus reducing the use of NPAS

Marine Unit

The team is at full establishment of one sergeant and five constables and provide seven days a week patrol coverage thanks to the additional support of 14 dedicated Marine Reserve Officers, with an annual budget of £15,000 for equipment. The team are also supported by one Special Constable.

The partnership with Maldon District Council has successfully continued with the Personal Water Craft (PWC) being used to tackle ASB around the coast and inlet water areas, which have previously been inaccessible to the team. Maldon DC have since purchased a 2nd PWC, also available for our use, to enable both vessels to be deployed together without requiring an additional crewed boat with them.

ASB continues to be an issue for the Marine Community across the entire Essex Coast. Operation Wave Breaker patrols are conducted throughout the summer and in 2021 our efforts saw a slight overall reduction in reports. This year we have continued our efforts and increased the number of prosecutions submitted to the local authorities for breaching the speed limit byelaws.

The team have recently joined forces with the Tilbury Border Force Team to share training, knowledge and crews which will allow a joined up approach to the recently refreshed national Op Kraken as well as Op Corpusty which targets 'insider threat' relating to people and prohibited item smuggling on shipping entering UK waters, particularly the River Thames.

The Marine Unit continue to support efforts by the NPCC to improve marine policing nationally and are the national lead around the *Safe Use of the Water* which is one of the five strands of the National Policing Maritime Strategy.

The Marine Unit have fully embedded the community policing ethos, including a quarterly marine newsletter which is circulated across the marine community and a well-supported Twitter feed. Each officer on the team has responsibility for a particular stretch of coastline and as such has ensured that the Marine Community

know who their local officer is through organising and attending community engagement events and conducting joint patrols with partner agencies such as Harbour Masters and Fisheries Protection.

Last year it was identified that the Launch vessel was nearing the end of her working life. Options, including a significant refit or a full replacement are still being explored.

Specialist Operations

OPC coordinate the Chemical, Biological, Radiation 7 Nuclear (CBRN) and Search (POLSA) response for Essex Police.

With regards to CBRN, Essex currently has 2 Strategic, 4 Tactical and 6 Operational Commanders, who are in turn supported by 5 Tactical Advisers. The Department manages the annual CBRN training and is about to commence the refresher and upskill training of the Nx Generation PPE to 50 General and 75 Enhanced Officers based in the Operational Support Group (OSG). Essex continues to maintain the Enhanced CBRN support capability for the Region through the OSG. The department has just completed two Advanced CBRN Responder initial/upskill courses bringing the Advanced team numbers to 16.

The department is currently involved in the National CBRN Armed Policing Project and has delivered CBRN training of the Nx Generation PPE to 120 Armed Response Officers.

The department continues to deploy in support of Chemical Suicides, Illicit drugs factories and white powder incidents and either participated in or advised on over 80 incidents between July 2021 and June 2022.

Essex currently deploy 11 Police Search Advisors (PoISA) and 107 Licenced Search Officers (LSO) against a STRA of 14 and 130. A PoISA course is booked in November 2022 with Essex Police having reserve places on a further two PoISA courses in financial year 2022-23. An LSO training course has been authorised in March 2023 to generate the necessary uplift in LSO's to meet the STRA. There have been 888 requests for advice or deployment between July 2021 and June 2022, in comparison to 864 requests for the same period the year before

5.0 Assessment of the Priority Area

Operational Planning

This calendar year there have been 390 Operations of varying size from small single location warrants requiring specialist resources to our largest operation which was saw the mobilisation of 250 officers per day, both internally and on mutual aid. This was extremely challenging to deliver and stretched the unit beyond business as usual capacity.

Data is not held on the number of mobilisations managed by ERICC for the region however on average it is estimated at 1 a day. Larger events (Commonwealth

Games, Essex Op Hazel) saw multiple and sizeable requests on single days. This has involved surge staffing from elsewhere in the force on occasion.

Football Officers have deployed around twice weekly to both home and away games throughout the season utilising support from other officers in the role of Operational Football Officers in addition to their day jobs as well as international deployments abroad, the management of football banning orders and oversight and involvement in crime investigations linked to football. This has involved some hate crime matters.

Resilience Department

The department have a schedule of work over the next 2 years to ensure that all plans are tested in accordance with their review requirements. At this time the department have 77 emergency plans, 17 of which have already been subject to testing and exercise. For this financial year the team have a further 15 exercises scheduled to test existing emergency plans, 9 of which have been completed at the time of writing. The team also have oversight of 94 Business Continuity plans, 50 of which have been tested in respect of Op Blackstart (response to national blackout) with 44 outstanding.

Testing of plans and contingencies is being supported through the 4 full time staff within the department, with the addition of a Police Officer post to undertake the role of Testing & Exercise officer to progress and drive the schedule of work. This will bolster the capacity of the team back to pre-austerity levels and provide the team with the capability to deliver their responsibilities under the testing and exercise regime.

The department have a small budget which is necessary to facilitate the purchase of necessary PPE in respect of visitation to hazardous sites, in addition to costs incurred through the running of testing and exercises.

The department has a large volume of work and for a number of years demand has outstripped capacity, however through the addition of a police officer post into the team will help to redress this balance. The department provide good value for money ensuring that Essex Police and partners meet their statutory obligations in respect of their response to civil contingencies and emergencies, whilst ensuring business continuity for Essex Police as an organisation.

Public Order Training

All areas of Public Order have been reviewed and it is understood where additional skills are required either to maintain current capabilities or to develop others. Since May 2022, both Protester Removal Teams and Evidence Gatherers have increased in number, with more Police Liaison Team officers and PSU Commanders being trained in September. Further Public Order Medics will be trained in early 2023.

The past nine months has seen considerable time and resource invested in a working at heights project. Before this, Essex did not have any form of working at

heights team and relied on other forces sending teams to assist; at considerable expense. Now Essex has 11 rope access operatives trained who can perform the role of protester removal team at height (PRT Complex). After November, Essex will have its own Rope Supervisors in force so will be fully autonomous.

This project has not been without challenges and as the team moves forwards these challenges will continue, in particular around ensuring all operatives remain in licence and are able to deploy operationally. This is also true of Protest Removal Team officers. This is due to the number of hours required to ensure operatives complete their continued professional development. The concern is that this commitment will have an impact on other areas of Public Order Training due to the level of abstraction this will require.

Dog Section

The team provides 24/7 support to front line policing, targeting active and organised criminals together with providing specialist search dog support to the wider force and region. The section attends LPA team briefings to maintain strong relationships with LPAs and supports planned operations. Within the Dog Section there are both 'Operational' and 'Training' departments.

The operational side consists of 22 Operational general purpose handlers (22 PCs and 2 Sergeants) along with 3 specialist search dogs. Attached to the section are also 5 special constables.

The training section comprises of a Sergeant and 3 NPCC approved trainers (PCs), responsible for all training across the section (n.b. one handler has recently been trained to support the team due to a long-term injury and rising demand). There are 3-kennel staff, of which 2 are full time staff and one part time who provide kennel care to police dogs when housed on site.

The section deploys 4 Digital Detection Dogs and has supported 83 planned operations, recovering key evidence including micro-sim cards and other concealed materials. This is up from 27 operations covered last year.

The section deploys 4 Forensic Recovery Dogs trained to detect bodily fluids and body recovery. The team have assisted investigatory departments in conducting 48 searches. This is down from 74 searches last year. Efforts continue to improve the section's capabilities to keep meeting demand in this area with opportunities for improved training being considered.

The section deploys 8 drug trained handlers deploying in a proactive capacity to planned warrants supporting Raptor teams and community policing to target OCGs throughout the county. The team has assisted with 362, up from 321 in the last period, recovering large sums of cash, weapons, and drugs.

The section has 5 Explosive trained dogs embedded on the training team, servicing both planned and spontaneous deployments for suspicious packages and venue

searches. The team have performed 77 searches over the review period, up from 37 in the last period.

Resource Management Unit

The team have faced significant challenges this year due to disruption to Essex caused by environmentalism protest group Just Stop Oil. This saw the deployment of circa. 250 Essex Police Officers and Staff per day over the month of April. This had a large impact on business as usual for the team, in addition to providing the resourcing requirement to the operation. Due to this the RMU have relied on overtime throughout the period to be able to better meet demand and indicates that an increase in resource is required. RMU have also resourced Op Union (Southend summer), Op Unity (Commonwealth Games), Op Tetra (World Cup 2022), ensured high attendances on the Chiefs 6K Conversation tour and planned the attendance for the Diversity, Equality and Inclusion training.

Following learning from the scale and intensity of operations over this past year, RMU have proactively looked to best practice in other forces that utilise the SAP system. Good engagement and liaison with colleagues from Kent Police has identified methods of utilising SAP to extract the required data for skills and duties, and then utilising spreadsheets to construct duties. Although this is utilising SAP otherwise than intended, but a more efficient method of resourcing operations.

At this time the RMU are over capacity in respect of their ability to manage the pressures within the team. A review by Strategic Change has been commissioned in order to make appropriate recommendations about the RMU's structure and resourcing to meet the increasing demand on the department.

Force Support Unit

In recent times, the FSU has experienced unprecedented difficulties in fulfilling our staffing commitment to the APSTRA. The shortfalls are attributed to two main factors:

1. Officer numbers
 - a. FSU currently has 11 Constable FTE vacancies.
 - b. As a department we have lost officers on 167 days due to covid isolation.
2. Increased training commitments - The total number of additional training days completed as a department has risen by 987 days in 4 years, with many training events being run simultaneously.

To fill the gaps created by the above, a number of options are undertaken, one of which is the payment of overtime. As such FSU has seen its overtime budget (Op: demand) reach £236K for 2021/22.

With the assistance of Firearms Training, there has been one completed Initial Firearms Course (IFC) in April 2022. This yielded a further 14 Authorised Firearms Officers. Such a positive result has contributed to full establishment at both Stansted

Airport and Firearms Training. A second IFC is due to commence in September 2022.

The demand for AFOs is unlikely to relent in the coming years, with an unprecedented number of officers either looking to progress into other fields within policing or working to promotion away from Firearms (10x FSU constables have been assessed as 'ready now for promotion' in the latest succession planning exercise).

Road Policing Unit

Roads Policing budget for 2022/23 covers £6.9m for police officers, £823k for staff employed and funded by Essex Police and £1.3m for police staff employed by Essex Police, but funded by the activity of The Safer Essex Roads Partnership.

An establishment of 144 Police officers perform roles within roads policing, an increase of 7 compared to 2021/22. 92 Police Staff perform supporting roles across several back-office functions including Vehicle recovery, Criminal Justice (minor traffic offences), Traffic offence processing, CRaSH investigations and Extra Eyes, an increase of 8 compared to 2021/22.

2022 has brought about a number of challenges to Roads Policing, losing officers to other commands in order to deal with force priorities, such as call handling and mutual aid requests to out of force areas & force wide investigations.

The increase to operational policing has focused upon providing an enhanced level of capability within the road crime team, providing 1 additional Stolen Vehicle Investigator, 1 Police Inspector, 1 Police Sergeant and 3 Police Constables.

Organised vehicle crime remains a priority for the unit, and to date a total of 3,370 vehicles have been recorded as lost or stolen by Essex Police which compares to 2,550 over the same period last year.

Operation Vision Zero – Since 2006, known as Operation CALYPSO, this funded additionality will now be maintained and delivered by the Road Policing bases as opposed to being centrally managed. Road Policing Inspectors will have ultimate oversight on operational activity supporting Operation Vision Zero in line with analytical data highlighting locations and routes where additional enforcement will benefit road user behaviour.

This operation is supported by a monthly intelligence pack linked to RTC casualty data alongside force wide taskings.

Operation TALON – Commercial Vehicle safety within the haulage industry remains a priority for Essex Police. Frequent operation at MOTO services, Boreham Services & J7 M11 focus upon mechanical and drivers' hours offences for commercial vehicles. The team provides specialist advice the Haulage Industry and works closely with partners from National Highways, DVSA and local authority licencing teams.

One additional officer has been provided to the team reflecting the specialist nature of the work and their additional focus upon Organised Immigration Crime (Operation MELROSE, Operation Bluebird and Operation Buffalo). The team provides a proactive and reactive response to incidents of people smuggling on those conveyed into the UK via Heavy goods vehicles and works closely with Serious Crime Directorate.

More recently the team has trained colleagues from Bedfordshire, Hertfordshire, and Cambridgeshire Roads Policing Commercial Vehicle Team, whilst developing ever closer working relationships with Kent, Norfolk and Suffolk teams.

Operation CALLA – This operation focuses upon mitigating the risks identified through non authorised car meets. Greater Essex remains a hotspot for activity covering our urban and rural locations. Street racing is common practice alongside other antisocial road use causing nuisance to residents and a high risk of harm to those who take part or remain as a spectator. Frequently other parts of the country report fatal and life changing collisions involving young people at car meets.

Roads Policing will continue to respond and mitigate that risk using new speed detection devices, Lazar Cam 4, which can be operated during the hours of darkness.

Operation GAMBLER – Focusing upon high harm road traffic offences and cross boarder criminality, Operation GAMBLER acts upon those who use the road network at the highest level of risk, often through the identification of multiple drink/drug drivers, disqualified drivers, and road crime. This cross-border operation with the Metropolitan Police has arrested over 700 people since it started back in 2019.

Stansted Airport

The current PSA agreement budget is £6,169,573 agreed in April 2022 between Manchester Airport Group and Essex Police. This allowed for an increase of 5 x Authorised Firearms Officers (AFO).

The operational policing plan is led by a Chief Inspector with two Inspectors overseeing the armed assets – 5 PS and 50 PC's and the tactical and intelligence teams along with police staff support - 2 PS, 10 PC's, field intelligence officer (FIO), intelligence support officer, admin support and a supervisor with 10 PSE operating the standalone communications room.

Since Q1 of 2022/2023, passenger numbers have significantly increased following the removal of travel restrictions following the COVID-19 pandemic, returning to pre-pandemic movements over the summer period.

Deportation flights have increased and there are additional responsibilities in relation to VVIP movements.

Stansted is the national lead in planning and response to drone incursions and recently took part in an exercise to test the operational and emergency planning. Op Pegasus, the operational name for any drone incident has been developed at Stansted and there are approximately three deployments every week.

Op Aidant is conducted to identify those who may be victims of modern slavery and human trafficking, in recent months, although passenger numbers have been vastly reduced, these deployments have continued.

Op Shortfall targets the movement of cash out of the UK.

Stansted Airport Policing regularly takes part or instigates live training exercises and works collaboratively with the UK Airport Commanders forum.

Serious Violence Unit (SVU – Op Raptor and Op Orochi)

Prevent, Prepare, Protect – Project Grip

Project Grip is the forces response to hotspot policing, this is joint approach with the Home Office. Essex Police have successful bid and been approved for £2.14 million worth of Grip funding over the next 3 years.

The purpose of Project Grip is to reduce serious violence in those high harm areas identified through data modelling and then placing resources at peak times into those areas to reduce violence. For 2022 we have identified 34 Hotspots across the Force, these will be patrolled by all Force resources, through the introduction of briefing packages on the hand-held mobile first devices. It is incorporated into the VVU to ensure multi-agency engagement and activity in the harm spots. This approach has Home Office approval backed with academic support (Cambridge) for measuring effectiveness.

Officer growth - To further enhance the next 3 years activity and compliance, Home Office funding has provided for dedicated roles across the Force, this will include a Sgt in each LPA to manage the Grip activity, a central Insp who will oversee supervision of those Sgt but also to develop the wider Grip implementation of how the Force transitions from funding to Grip being business as usual patrols, it is hoped that this will include training to all new Officers joining the Force.

Serious Violence Unit (SVU – DEW, SCIU, ORS, PPP)

Drugs Liaison officers - Provides a professional and expert response to controlled drug evidence for Essex Police. The team provide, manage and review all incoming requests for Drugs Expert Witness (DEW) statements. On average they receive 60 to 70 DEW statements per month. The team have completed 1,213 DEW statements since March 2020 and 533 over the last 12 months. The team heavily support “part time”/Volunteer Drug Expert witnesses who work in other commands in a different role. These part-time DEW’s completed 176 statements over the past year. These have been boosted this year by the introduction of Drug Expert Witness statement intensification weeks where we have directly supported the part time DEW’s through their commands.

The DLO's have completed over 200 statements to support remand applications by OIC's, their work has had a direct contribution to convicting individuals involved in drug supply, exploitation and violence. Each DLO (there are five in total) has had around 3-5 court appearances in total for DEW work. This is an amazing ratio compared to the number of statements completed and indicates that they produce high quality work through a lack of challenge at court of the evidence they provide. This year the backlog of DEW statements has reduced from around 120 to 40, thus considerably reducing wait times for evidence being presented to CPS.

The DLO's have attended around 60 Cannabis cultivations since they began to record this in October 2020. They have also completed 1,264 Cannabis identifications and statements since they began in March 2020. The Cannabis work prevents many plants and quantities of drugs having to be sent off to laboratories for identification. The team have also re-written the Cannabis Cultivations policy for Essex Police.

The DLO's have provided Flex training to around 1000 officers, regarding Cannabis identification, Cannabis packaging and Cannabis Cultivations.

We have a Controlled Drug Liaison Officer (CDLO) who carries out investigations and partnership working, in particular with health as well as representing Essex Police at meetings and horizon scanning for new trends and emerging threats.

A new drug drying and examination facility is expected for early to mid-2023. This is expected to enhance Essex Police's response to cannabis production giving courts more sentencing power's through more accurate yield estimates. It should also increase POCA seizures and removes the ad-hoc and largely ineffective way that Cannabis is dried and stored around the County.

This team is fully staffed and this is expected to remain the case for the near future, though the current CDLO (there is only one in force) is due to retire in 18 months so succession planning will be started late 2022.

Serious Collision Investigation Unit (SCIU) - investigate road traffic collisions where serious injury or death occur, working in partnership with Forensic Collision Investigation Unit (FCIU), based at Boreham.

SCIU are led by a Detective Inspector with four Detective Sergeants, and a number of Pc/Dc's on each shift, (A, B & C), coupled with two Police Staff investigating officers.

Since the start of 2022, SCIU have dealt with 34 fatal road traffic collisions, involving a variety of drivers', motorcyclists, pedestrians and cyclists. This is compared to 29 fatal collisions in 2021. Of the 34 since the start of this year 14 of these are being dealt with as prosecution cases with the others being a mixture of coroner's investigations and natural causes. This is in addition to the team having 26 live investigations from 2021 and 7 investigations as far back as 2020, still awaiting a resolution at court. In addition to managing these investigations the team have

supported the Force with regards to Op Hazel, providing interview teams to help deal with the backlog of defendants in custody during the height of the incident.

The SCIU is a detective posting and at the time of writing 75% of the team have achieved PIP2 accreditation, with the remaining 25% at various stages along the pathway. Between the Inspector and the 4 Sergeants we also provide the majority of the RPU Lead Investigating Officer (LIO) cover, ensuring 24-hour attendance of a qualified RPU LIO at every fatal and the majority of life-threatening road traffic collisions.

The SCIU have a number of vacancies currently and some temporary abstractions.

Violence and Vulnerability Inspector - The Violence, Vulnerability Unit (VVU) continues to have a dedicated Det Insp, overseen by a DCI to assist in driving the partnership in working to reduce knife enabled crime in the under 25's across Essex. The multi-agency approach assists in delivering significant amounts of activity and project work, supported by the Home Office, the PFCC, Essex County Council, Youth Offending Service, Probation, ECVYS and Essex Police. The DI utilises Essex Police, partner and community information to partner and lead on various work streams also assisting in managing the allocation of funds to support different initiatives in reducing hospital admissions from sharp object assaults, knife crime and non-domestic homicide. This activity is concentrated especially on the under 25's. No growth or vacancies are expected in this post.

PPP Team - The Prevent, Prepare, Protect team (PPP) team, which works in partnership to reduce exploitation, harm and violence emanating from Gangs and County Lines, was established in October 2021. The team consists of a Sergeant, three Constables and one Gangs and County Lines officer staff member. The team operate county wide with the aim of engaging with individuals who are involved in Gangs or County lines, drug driven violence or knife enabled crime or exploited through the same and look to divert them way from the lifestyle or situation at "reachable moments".

The PPP started with the Knife Crime Violence Model (KCVM) which is an Essex Police information generated database that proactively identifies offenders and victims involved in Knife enabled crime (KEC). The algorithm scores individuals based on the risk of being engaged in KEC. It is a pilot scheme concentrating on three districts – Braintree, Chelmsford and Maldon. There are around 130 individuals identified on this KCVM, the PPP team engaging with around 25 of these at different levels.

The PPP team also attend MAPPA meetings at level 2 and 3 where individuals are engaged in the core remit of the team. There the team will pick up and work with partners to divert and manage offenders away from Drug driven violence or exploitation from the same. The team have around 25 individuals that they have worked with or tried to work with.

The Gangs and County Lines officer is responsible for the education side of the team, spreading learning and messages and ensuring support through the media and other channels. This staff member also represents Essex Police at several

partner and other agency boards, sharing and collecting information and connecting different agencies for that joined up response to issues. They scan for emerging trends, recently leading on raising awareness of the dangers of Cannabis edibles, targeting schoolchildren just before the summer holidays.

Whilst there are no current vacancies on this modest sized team It is anticipated that there will be a bid for growth once a suitable evaluation of the effectiveness of the team so far has been carried out, including a review of the KCVM.

Op Raptor Safeguarding - This is a team of officers, one at each Raptor hub (two at Colchester covering Tendring, Colchester, Braintree, Uttlesford and Chelmsford/Maldon), who work to mitigate the effects of proactive policing and enforcement from the Op Raptor pursue teams and look to suppress any consequential violence and harm. Typically, this will involve attending search warrants and ensuring the immediate safeguarding of all individuals the teams come into contact with and completing the most appropriate referrals and signposting as required. They create safety plans for individuals in order to protect them in the short to medium term, accepting that longer term risk will need to be passed professionally to other organisations / agencies. They maintain good working relationships with Community Policing Teams and Missing and Young Persons Officers, to promote sharing of information and to assist CPT Officers in the reduction/detection of crime. The team assist in executing the warrants, searching, exhibit handling and supporting enquiries for the Raptor teams.

The Raptor safeguarding officers also lead on reports of cuckooing where gangs and county lines are suspected and will attend incidents directly from STORM as well as conduct welfare checks on addresses and individuals.

The team works closely with other agencies and share and collect information to ensure the most appropriate lead on issues and the most effective response. Both Justice and Care and the Youth Offending service, as well as local community groups, are often engaged with Op Raptor safeguarding officers. They are all trained in motivational interviewing, Adverse Childhood Experiences and are Trauma informed.

There are 5 safeguarding officers, led by a DS. There is currently one vacancy in this team, but this is expected to be filled by late 2022. No extra resource is anticipated to be needed.

Operational Support Group (OSG), Marine & Spec Ops

Priority areas include responding, preventing and investigating. Spec Ops support all these areas and the key areas have been Op Union - supporting the South with their summer violence campaign as well as Operation Hazel - the fuel protesters being involved in the Policing and investigation and responding to the issues faced such as at height protest removal and now having a team trained.

There have been no staffing uplifts to these departments during the time period. Budgets for equipment has been granted to the search team and also CBRN for a 2 year period which has helped secure new equipment for both teams.

6.0 **Forward Look**

Operational Planning

There is an increase in protest activity that involves advanced tactics by the protesters, there is a need to move with the ever-changing requirements created by this.

There are a significant number of roles that are required to service operations these are often fulfilled by a limited number of individuals all of whom often have multiple specialities which restrict availability, whilst not our direct area of business, the fulfilment of personnel requirements in conjunction with RMU for the operation is a core function, heavily impacted by the availability of commanders and specialists.

The impact of Op Hazel (Just Stop Oil protest) caused business as usual for the team to cease which had impact on other key operations and areas of work. Plans and processes are in development to prevent this happening with the emergence of the levels of protest and complexity seen. In addition, Op Hazel exposed the lack of a logistics contingency within Essex Police (a function the force had some years ago), placing additional strain on this small department and adversely impacting on the deployment and welfare of officers engaged on the operation.

Additional resource would increase capacity within the team to support logistics and the kind of larger scale and protracted protests we are now experiencing. Any reduction in staff would create critical shortfalls in our ability to support and resource safe events and operations.

Resilience Department

There have been a few key risks identified within this area of work including:

- Testing of emergency plans – progression of works to test and exercise as many plans as possible;
- Command training - Introduction of a module on the FDO course has been successful but this is at the tactical level and the OPC Command are looking at how to integrate within wider command training.
- JESIP training – changes to the curriculum and delivery necessitates a renewed programme of training from operational to strategic level. This is being reviewed with L&D

These areas will remain a priority over the next 2 years, through delivery of the schedule of testing and exercising, and working with partners to deliver training staff. This will ensure Essex Police meets its obligations to work collaboratively with external organisations, and that an appropriate level of preparedness is maintained. It is critical that key learning from COVID-19, Grenfell and the Manchester Bombings are put into place through training and testing of plans.

Public Order Training

Ensuring Essex Police maintains its Strategic Policing Requirement is the primary focus over the coming years. If the British Army are unable to allow us the use of their sites, then an alternative will need to be found. The current site being used in Cambridgeshire will not be available after the middle of 2023.

The requirements of the Public Order Training Team have increased significantly over the past few years. With the introduction of Command Training and Rope Access training as well as the increase of both Protester Removal Teams, this has caused an additional 139 officer working days per year. This equates to 37% of the team's working time. The next 12 months will judge if this level of training is sustainable with the current level of resourcing in the team. Kent performs the same level of training and service this with 1 PS and 5 PCs.

Dog Section

An area of concern, as per last year, is the rising kennel costs for seized dogs, these are dogs that are seized by officers following reports of dangerous dog incidents. The resulting costs of housing dogs whilst the investigation continues are increasing with demand and fall to the Dog Section. Often these dogs have significant welfare needs.

2020/21 budget was £191,500 with a total spend of £222,160 and we retained the same budget for 21/22. The final spend for that period was £250,000. Additionally, it is worthy of note that in that period, £18,102 was recovered from court proceedings – Something that prior to the implementation of the DD manager, we never sought to achieve which brings the spend back in line with what was spent in the previous year. Expenditure in this area is being managed well and is consistent despite the increased demand.

The other area of business that is proving challenging is around our capability to supply specialist dogs. These are our search dogs and they cover the areas of Weapons/Firearms recovery, Drugs, Cash, Digital, Explosive detection and Forensic recovery.

There were a total of 651 requests through Ops Planning for dog support in 2021. There are 501 requests this year to date (as of June 9th). These are planned deployments and do not take into account spontaneous incidents. We able to facilitate about 80% of these requests but this is only achievable through good will and voluntary shift adjustment in the most part.

There is a piece of work currently been undertaken to understand the requirements, and benefits of developing a dog breeding programme to minimise the cost to the force in buying dogs and generate income through the sale of dogs.

The shift pattern is currently being reviewed to identify a more effective and efficient pattern to support operational policing.

Resource Management Unit

Through continued increase in the Police Officer establishment the demand for the RMU has grown. There is a risk that unless there is growth within the department demand will outstrip the capacity of the team. An uplift in resources would enable the RMU to keep pace with the increase in force growth and departmental demand for admin of duties and training. These would be targeted to areas where the dept would struggle to meet its SLA.

RMU face a risk in respect of having a relatively high turnover of staff due to relatively low scale pay on for the administration roles. A new resource manager role has been put forward which is envisaged to own training course admin and skills records on SAP, linking in with the other areas of business to oversee operations planning.

The RMU have been working effectively with the business areas across Essex Police to look at new opportunities to drive efficiencies. An example of this includes the development of new systems to manage Contact Management duties which should reduce the administrative burden on the teams, thus driving efficiencies and capacity within this area.

RMU have continued to work with other forces to mitigate some of the issues presented through the use of SAP as a duties administration system. Through ongoing work within the RMU and the impact of large operations within Essex this year, the use of SAP as a duties administration tool creates significant delay in planning duties for officers and staff. Due to this RMU have had to explore methods of working which do not involve SAP to conduct the administrative function required.

Strategic Change have been commissioned to review the RMU in terms of its structure, staffing levels, process and systems to make appropriate recommendations to ensure it is future proofed to meet the increasing demands place upon it.

Force Support Unit

The primary plan over the next 12 months will be to reduce the number of vacancies within the FSU. Plans have been commenced to remove the AFO role profile from Essex Police, with all Officers undertaking the ARVO course. The removal of the AFO role profile should assist with progression of Officers from Stansted Airport to FSU. The initial course will therefore last 14 weeks (as opposed to the 11-week AFO course).

FSU will continue to work towards the optimum position of full established, resulting in no requirement for paid overtime to meet the APSTRA.

The following 12 months should also see the completion of all ARVO's completing the National CBRN program.

Firearms Training

Within Firearms training, the challenge will be to continue to deliver training with limited access to suitable venues and training facilities. Further consideration should

be given at a strategic level to investment within the firearms training infrastructure. The ability to train locally within a suitable environment would lead to substantial financial and time savings, and further alleviate training pressures felt by the Operational teams.

Taser Governance

The new College of Policing CED licencing process came into effect on 1st April 2022 and includes the requirement for the designation of Chief Taser Instructor(s) (CTI) and Deputy Chief Taser Instructor(s) (DCTI). CED is now a CoP licensable activity, forces and collaborations will be expected to have systems and structures in place in addition to a Police Service Quality Management System (PSQMS) submission ahead of a CED inspection by CoP for CED accreditation. As such the immediate future will be working towards an independent Taser training licence. Further decisions will have to be taken at a strategic level, supported by evidence presented with the CEDSTRA, as to where and what teams will hold Taser capability.

Road Policing Unit

The housing and infrastructure development of Greater Essex will provide some of the biggest challenges for Roads Policing seen over recent years. With several significant and strategically important infrastructure projects, the policing of new and existing roads will require additional resource to mitigate risk to public safety. The creation of a Free Port Trade Zone within Thurrock will continue to recognise opportunities for Organised Crime Groups to operate alongside to operate as well as increased commercial vehicle Traffic operating to and from the port area. New roads will simply afford far better connectivity or criminality to take advantage of these improved travel links. The construction phases, which will last over several years, will also provide challenges in responding to road related incidents and previous similar size projects highlight an increase in calls for service on roads policing matters.

A far greater roads policing presence is required to mitigate and respond to harm and criminality on roads within the South Local Policing area, acknowledging the existing demands the Chigwell base faces policing the M11, M25 and cross boarder criminality.

The Chigwell base will continue to face issues relating to the recruitment and retention of police officers, acknowledging the unique geographical location, which presents financial challenges to officers working at Chigwell.

Where possible, using Automatic Number Plate Recognition (ANPR) operations focus upon criminal use of the road network with a high degree of success using the existing static ANPR infrastructure and with the enhanced ability of Roads Policing officers having access to personal laptops, their ability to react and respond has been significantly increased.

Recent Increases to establishment within the Road Crime Team will enable a greater focus upon Organised Vehicle Crime, where its widely acknowledged, that the proceeds from Organised Vehicle Crime support other criminal activity.

A project, undertaken by the Serious Crime Directorate, will look to evaluate the most appropriate options for an in car ANPR solution and to be achieved within the next 12 months.

Vision Zero is the ethical position that deaths and serious injuries are not acceptable consequences of human error on public roads. This means the aspiration that there should be no deaths or serious injuries on the roads by 2040.

Traditional road safety approaches tend to focus on the responsibility of individual road users. Vision Zero expands this responsibility to include all people involved in designing, building, operating, maintaining, and using the road network. However, Vision Zero does not diminish the responsibility of individual road users to comply with road traffic laws but builds upon this by adding layers of prevention and protection to account for human error.

The benefits to the public through achieving Vision Zero would be significant, preventing 14,000 deaths and serious injuries that will occur by 2040 if the current rate continues, reduce delays caused by collisions, reduce congestion, improve air quality, and allow for more reliable journey times. More importantly, we would prevent the heartache and distress of families being torn apart by the sudden unexpected trauma of a collision and its long – term consequences.

The Government will introduce specific legislation under a new Transportation Bill regulating the use and purchase of e scooters, acknowledging a new vehicle type, registration, and safety measures, placing increased responsibility upon businesses at the point of sale.

Efforts will continue to skill and further develop officers and staff within Roads Policing acknowledging challenges currently faced by Essex Police Learning and Development. The department is subject to continued risk of further experienced roads policing officers retiring within the next 24 months.

The skills include practical driving & specialist roads policing skills.

Technology will continue to play a significant part in protecting road users, whether through innovation in enforcement technology, manufacturer improvements to new builds, encompassing improved collision avoidance systems, and a continued move towards driverless vehicles.

The Roads Policing fleet will need to meet the needs of modern-day policing of the road network, reflecting those existing vehicles used to police roads are becoming more and more reliant upon collision avoidance systems which is coming into conflict with police use and where tactical contact is involved.

Moving forward, consideration will need to be given by force fleet managers to source and develop appropriate vehicles, suitable to disrupting criminality and responding to major road incidents.

This will include the future use of electric vehicles within the fleet, and how our operating model, including current operational bases, enables the roads policing fleet an ability to cover extended miles over a wide geographical area.

Current Road Policing estate will change over the next 18 months with the disposal of further force estate. The first transition, during winter 2022/23, will result in the closure of Stanway Roads Policing base move to Boreham complex.

Stansted Airport

The current strategic risk assessment highlights a need for an increase in driving authorities to support the ARVO role profile both at Stansted and to support the wider organisation.

There are current building plans and the sale of Manchester Airport Property Group estate. There is likely to be a requirement in the coming financial years to review the operational policing structure in line with change of estate and proposed passenger number increase. Those plans are largely unknown currently but close liaison with MAG as the airport operator is key. This will be monitored by the airport commander and the finance and procurement departments of Essex Police will assist in negotiations around the PSA agreement and any additional funding requirements.

Serious Violence Unit (SVU – Op Raptor and Op Orochi)

The continued proliferation of county lines means the challenge of tackling these and the associated crime continues to be an issue. Teams have and will continue to adapt to the changing landscape and increasing demand whilst continuing to be proactive, prioritising those high harm lines which have the biggest impact on the most vulnerable and communities. By nature of the role, the proactivity produces its own demand, but this assists with the primary aim of reduction.

Over the last 12 months with the success of the Op Orochi attribution modelling, we have seen a shift in the drugs line management and controlling of high harm lines. With this in mind we have reviewed our working practises and looks to develop a new strategy to be one step ahead of those who use telecommunications to target those vulnerable drug users. This strategy moves away from the lower-level vulnerable drug user who on occasions is exploited by those high harm lines and focuses on the upstream supply or those who are in controller of the commodity or finances of the drugs line and violence. This step change will focus our resources higher in the drugs lines and have greater impact on those controlling, allow user or the vulnerable to be provided help, support and reduce the violence that comes with this type of criminality. We expect this to have a greater impact on the local community, reducing the criminalisation of drug users, through targeting those who exploit the vulnerable, we expect this to reduction of drug supply and violence in local areas.

Op Raptor is the force's response to tackling Gang and County Lines high harm drug driven violence, the team are specialist in both targeting, pursuing and dismantling

drugs lines and are seen through the Eastern region as being the highest performing and standard set which other Force aspire to achieve. Reducing the resources available to these teams would see a significant impact on the availability of drugs within community, and evidence tells us that when local areas see an increase in the availability of drugs in their areas, this creates competition between drug dealers, who use serious violence to suppress other lines infiltration their customer base.

The SVU Strategy looks to develop key areas over the next 2/3 years:

- Take an intelligence and threat-based approach to targeting individuals involved in gangs, county lines and organised drug supply, using specialist resources and a combination of innovative and fundamentally sound investigative techniques to bring offenders to justice and mitigate the threat they pose.
- Develop a strategy and approach identify and tackle online drug supply in Essex.
- Work with HMP Chelmsford to understand the threat and opportunities arising from drug supply and use within the Prison.
- Ensure relentless enforcement and pursuit against county lines operating in Essex (Crime Prevention Strategy)
- Break drug supply chains – (within 3 years close 2,000 county lines, disrupt 6,400 OCG activities and deny more criminal assets)
- Working in line with the Government 'From Harm to Hope' 10-year drug strategy and Essex Police Crime Prevention Strategy to continue closing down drugs lines by investigating and prosecuting the line holder
- To expand the use of preventative orders (gang injunction, SCPO etc)
- To maximise the use of charge and remand when dealing with prisoners in custody
- Work with partners to focus efforts on addressing those individuals who are the most problematic users of alcohol and drugs
- Develop a shared partnership understanding of how and where young people are victims or perpetrators of drug and alcohol-related crime and harm, to inform future service provision and diversionary activity
- Establish clear multi-agency intelligence requirements and sharing protocols to identify those individuals who are victims, or most at risk of, drug-related criminal and/or sexual exploitation and modern slavery.
- Work with statutory and third sector partners to provide effective and sustained safeguarding to those at risk of harm from drug and alcohol-related criminal activity.
- Work with partners to develop a Drugs Death Panel and establish improved links to the Early Warning System
- Ensure the Violence and Vulnerability Unit takes a collaborative public health approach to reducing serious violence through intervention, diversion, prevention and education.

Serious Violence Unit (SVU – DEW, SCIU, ORS, PPP)

Drugs Liaison officers - Demand is expected to remain high in this area, especially as the focus and priorities remain on Drug driven violence and high harm offences.

The team need to maintain CPD to keep that expert witness accreditation and ensure that requests for evidence are both proportionate and met in a timely fashion. There is likely to be ISO 17025 accreditation for Police forces and the new drug examination and drying facility to be placed at Boreham will put Essex Police on the front foot around that. This will be supported by a new procedure for the benefit of all commands. Part time DEW's have lots of time pressures with their current roles and Commands need to be encouraged to continue supporting these officers in their specialist skill. It is important that overtime budgets are protected due to DEW officers being on different commands and the increase in remands for this crime type. A new drugs death procedure is being written and the DEW team are likely to become more involved in reviewing these investigations and enhancing the EP response. A good performance from this team will see minimal waiting times for DEW statements and increased POCA seizure potential from Cannabis production. This will reduce the time it takes for people to appear before courts and therefore the public should see faster disruption to those dealing drugs. This area will remain a priority as part of the government's 10 year drug strategy and likely continuance of the Force plan.

Serious Collision Investigation Unit (SCIU) - There are currently some resourcing gaps due to retirements, new roles and temporary secondments, but it is felt that these can be filled and resolved by the end of 2022/23. Death and Serious injury on the road rates have increased so it is expected that this area of work will remain a priority in and beyond 2024. Clearly there continues to be an opportunity to work with other organisations and internally to support schemes to reduce road death. As the team is a reactive capability they can continue to support the RPU garages and SERP's with the various schemes and ideas around messaging and other action. A good performance for this team will see a reduction in road deaths and an increase in positive outcomes where death has occurred, and individuals are criminally liable. The public would expect to see those causing death on the roads prosecuted and for these deaths to reduce in line with the anticipated fall in traffic as people work from home more.

Violence and Vulnerability Inspector - This post is funded to 2023-24 through the Home Office and the VVU. There is not expected to be any changes to this in this period. The objectives of the VVU are likely to remain as they are through this period. Good for this post would be delivery of some of the work streams in the VVU business plan. The VVU support the objectives of Essex Police in reducing drug driven violence and knife enabled crime, particularly. The VVU will remain funded by the Home Office after 2024 so there will continue to be support for this role.

PPP Team - Understanding the impact of this team is essential in order to be able to predict how important it becomes as we get to 2024. Anecdotally the interventions appear to be reducing the crimes committed by those that are engaging with the team. Some small quantitative work has been undertaken showing that intervention has likely reduced offending by 3 crimes per annum per individual successfully engaged with. Where engagement has not been that successful, the extra partnership working has suppressed the criminal behaviour. Data sharing and partnerships have been key to this, the Police often bringing parties together and identifying individuals and driving their needs. This team very much fits into the governments "public health" approach to serious and drug driven violence and gives

Essex Police the ability to reduce and prevent high harm offences. The team is small and will likely need to grow to start to have further impact, potentially with expansion of the KCVI and offering more and more assistance to LPA's in targeting hot spots and hot people. Good for this team would be to reduce or maintain KEC and serious violence across the county, but more specifically with the individuals they engage with. There is no overt impact to the public, except an expected reduction in harm/offending through the engagements. This should maintain or raise public confidence. It is vital that the force continues to understand the value of prevention and intervention at a strategic level and that it looks to get closer to the resources devoted to pursue elements, accepting they will not be at the same level. Evaluation of prevention work is hard to measure and will only be reflected in a reduction of crime/harm, but as we cannot be sure what harm would be caused without the intervention or prevention, it becomes more difficult to justify the spend. There is a clear case for expansion of this team and a modest growth bid is in currently. However, lack of resource for analysis makes an effective evaluation very difficult.

Op Raptor Safeguarding - Currently a single Raptor safeguarding officer per hub is sufficient, with safeguarding picked up by the other safeguarding officers or the pursue teams when they are not available. This will clearly remain a priority into 2024 and beyond. As the work of Raptor pursue increases then this team will grow to support them. At this time it is not believed that an increase in officers or resource is required. There will be continued closer working with partner agencies and the PPP team described above and work with the LPA CPT's in particular. They share the same goals as the PPP team and the result of their work can be measured as the PPP team. As they carry out immediate safeguarding then metrics are easier to understand to some extent. The vital work around cuckooing and drug deaths will continue and their role will continue to shape and enhance the force responses in these areas.

Operational Support Group (OSG), Marine & Spec Ops

Last year it was identified that the Launch vessel was nearing the end of her working life. Options, including a significant refit or a full replacement are still being explored but without her we would not be able to Police efficiently the Essex coast line, dealing with incidents, mitigating terrorist and OCG threats, preventing crime and tackling ASB.

A CBRN Liaison Officer is available 24/7 along with a marked CBRN van to attend CBRN incidents such as cannabis factories, chemical suicides, white powder incidents and illicit laboratories. Police Search Advisors (PoISA's) are available 24 hours a day, 7 days a week carrying an on call capability. Search teams deploy to incidents under the direction of a PoISA when required, providing a visible presence at that deployment, particularly in the search for high risk missing people. The Search Reserve capability of search team members attending often deploy in marked vehicles providing an additional visible presence and increasing public confidence in light of the incident that has occurred resulting in Police attendance. Following the CBRN budget review an increase over a two-year period has been agreed that will ensure all existing equipment can be serviced and capital funding has also been secured that will allow for the replacement of ageing Chemical

detection equipment. To be reviewed in 2024. A review of the existing PPE has identified a capability gap within the Advanced Responder role and this comes following the National rollout of the Next Generation ensemble. Work has been done to identify a suitable ensemble that meets the safety requirements for dealing with Illicit drugs Labs and Chemical Suicides and the findings are due to be presented to the uniform board shortly.

A review into budgetary alignment within Specialist Operations identified the Search Team have not historically held their own budget, this was combined with other areas within the department which now have exclusive budgets. A ringfence allocation from the OPC equipment budget has now been identified for Search to assist in the maintenance and equipment purchase going forward.

Spring/Summer '22 has seen the Operational Support Group providing the majority of resource to policing the Just Stop Oil protest and additional support to Southend for Operation Union. These twin threats of increased protest activity and high seasonal demand to prevent serious violence and disorder are likely to continue. Protest in particular is likely to increase over the coming years, with the significant petrochemical industry base in Thurrock and some large infrastructure programmes, not least the Lower Thames Crossing. Public Order trained officers, with the associated specialisms (tactical advisors, liaison officers, protest removal teams, evidence gatherers) are likely to be increasingly in demand and called upon across the region and beyond.

The team are in the process of purchasing new drone equipment to replace ageing and obsolete equipment and this will future-proof the Drone Team capability for the next three years, providing Essex Police with an effective planned and spontaneous aerial capability. The focus of the Marine Unit over the next 12 months will be Operation WAVEBREAKER, an operation aimed at tackling ASB on the coastline and inlet water areas. Whilst an obvious objective of this operation is a reduction in ASB it should be borne in mind that monitoring ASB performance for water related incidents is challenging and this is something which the Unit are trying to develop.

With access to a second PWC to assist with ASB, the Marine Unit have become a CPT, serving the marine communities, providing a more visible and accessible policing provision within the marine community and with the RHIB and PWC in operation, they are now more visible in the community.

7.0 Impact Implications

- Equality implications
- Health and Safety Implications

Operational Planning

We have a mixed workforce. The team is a 50% male/female split. The team apply process, policy and consider DEI in relation to the functions performed. There are no specific H&S implications, most of the work conducted falls within standing generic risk assessments.

Resilience Department

The team conduct visits to COMAH sites and other hazardous areas which require PPE to be worn. All staff are issued with appropriate PPE in order to visit sites, which are reviewed in conjunction with each site’s safety team.

Public Order Training

The Public Order Training Team have had the additional of the working at heights skill added into the team. This presents a new area of risk for the team with Standard Operating Procedures and Health & Safety Risk Assessment being completed for this. Experience and expertise from across UK Policing and Industry is being drawn upon to put together best practice to ensure compliance with Health and Safety at Work legislation.

Dog Section

None identified

Resource Management Unit

None identified

Force Support Unit

Currently the team are working through the OPC D&I board and national working groups to improve the level of under representation within armed policing, with a particular emphasis on recruitment of female AFO’s. Within the last 12 months, Essex Police has increased female representation within the department from 3.5% to 9.5%. This has been achieved through a combination of increasing awareness of the role to underrepresented groups coupled with the introduction of A ‘Buddy scheme’ which pairs potential students with experienced AFO’s.

Diversity Groups	AFO	ARV	CTSFO	Instructors
Male	24	108	N/A	21
Female	5	9	N/A	0
Ethnic Minority	1	3	N/A	1
Ages 20-29	12	11	N/A	0
Ages 30-39	12	57	N/A	3
Ages 40-49	5	45	N/A	14
Ages 50-59	0	4	N/A	4
Ages 60 and above	0	0	N/A	0

Total Officers	29	117	0	21
-----------------------	-----------	------------	----------	-----------

Road Policing Unit

Equality implications

Road safety outcomes are generally worse for people living in more deprived areas. The direction of causation for this observation is likely to be complex; some of the things that cause a person to live in a deprived area (such as poverty or substance

misuse) may also cause them to have a higher risk of injury on the road, while deprivation is also likely to make affordability a bigger consideration than safety in travel choices and vehicle availability.

Some people with mental health issues can be at higher risk of injury on the road due to its effect on things like risk appraisal and intention to self-harm

Health and Safety Implications

RPU Uniform

The existing Roads Policing Uniform does not provide sufficient protection to officers working in inclement weather when operating on exposed parts of the road network for extended periods. In addition, access to emergency equipment, such as hand cuffs and asp, is restricted due to the wearing of a reflective coat over officer appointments.

A full review of uniform is being by the force under the direction of the DCC.

Stansted Airport

Equality implications are reviewed with regard to policy and protocols within the airport policing capacity.

Health and safety implications are managed by Essex Police and in conjunction with Manchester Airport Group who own the airfield and surrounding estate.

Serious Violence Unit (SVU – Op Raptor and Op Orochi)

The SVU strategy is focused on being cost effective across the population of Essex and is designed to provide capacity and benefit and/or access to care that may prevent those in need being treated differently or not being considered appropriately. It also allows for early assessment of any potential risks and identifies significant risk and hazards, it also allows the organisation to put measures in place to protect the employees and environment in the organisation, these vital steps are essential to reduce costs associated with workplace responsibilities.

Serious Violence Unit (SVU – DEW, SCIU, ORS, PPP)

None identified

Operational Support Group (OSG), Marine & Spec Ops

None identified