

# THE FUTURE OF OPERATIONAL POLICING IN ESSEX

## Foreword from the Chief Constable

We have been undertaking a fundamental review of all aspects of policing in the county in order to build a capability and a capacity that will serve well the people in Essex and continue to reduce crime and anti-social behaviour in the years ahead. This review will culminate in the implementation of a new policing model for Essex, which we are calling our new 'Blueprint'. The changes will be implemented by March 2012.

A combination of cuts in our grant and other unavoidable financial pressures mean that recurring revenue savings of approximately £41m per year have to be made by 2014/15. We already have a strong record for saving money. Compared to all other shire forces in England and Wales we represent the second lowest spend per head of population on policing. Prior to 2011/12 we had already made savings of over £20m which we reinvested in the front line. We are also at the forefront of collaboration in our joint work with Kent Police – we have a joint IT department, a joint procurement team, a joint head of transport and plans for this to extend to other 'support services'. Further substantial savings will be made in 'non-pay' areas of the budget, for example our uniform and transport. However, savings on this scale do, unavoidably, mean a reduction in the number of police officers, PCSOs and police staff.

The policing mission has never been more challenging, indeed the threats and challenges of the modern world mean that we confront everything from global and domestic terrorist threats through to speeding offences and vandalism.

This document provides a useful guide to our new 'Blueprint'. We will continue to develop and strengthen neighbourhood policing whilst rising to all the challenges that policing faces.

Our vision, quite simply, is to be trusted to protect, help and serve everyone in Essex and make our communities even safer.

### **Jim Barker-McCardle**

Chief Constable



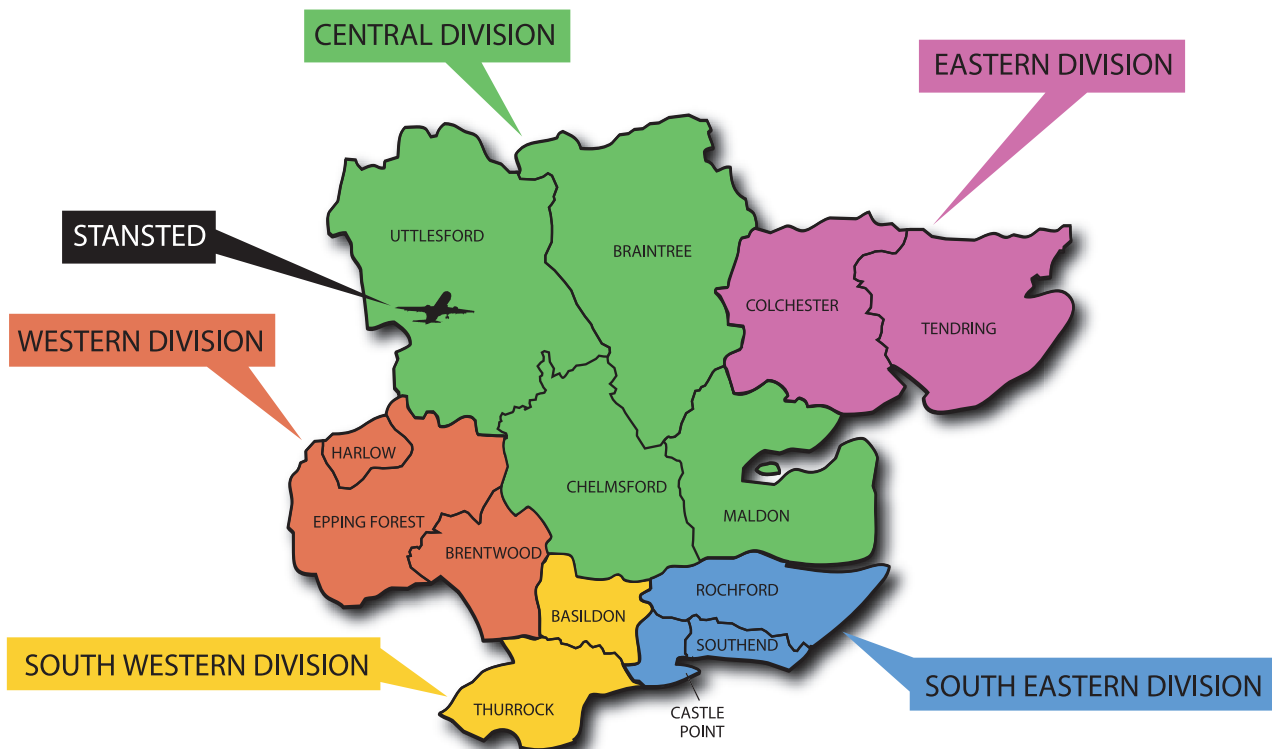
## Why do we need to change?

The significant challenges of providing effective policing in Essex can be clustered into five broad areas:

- Neighbourhood policing
- Investigating volume crime (e.g. criminal damage and car crime)
- Gathering and developing intelligence
- Tackling serious crime and terrorism
- Responding to emergencies



There are different ways of structuring a police force to deal with these areas effectively. Currently Essex Police uses a 'divisional' model where the resources used to carry out policing are geographically 'owned'. In this traditional structure the accountability for delivering most of the key policing services sits with Divisional Command Teams. For example each division has to independently staff and run its own custody suites, 24 hour emergency response teams and crime investigation teams. There are presently five divisions in Essex and the areas they cover are illustrated in the map below:



As well as owning their own police officers, the divisions each manage locally based teams of staff to provide support functions such as administration, finance and resource management.

Having conducted a wide ranging review of our force we do not believe that the current structure is viable in the face of the cuts.

The plan to reduce our overall budget by £41 million per year is summarised below:

- Police Officer Costs – approximately £17 Million
- Other Police Support Staff Costs including PCSOs – approximately £14 Million
- Other non-pay costs – approximately £10 Million

By 2014, Essex Police will see a reduction of approximately 388 police officer posts, from 3636 to 3248. This may be subject to minor changes, as further improvements are made to the 'Blueprint' during implementation and following a post-implementation review.



Police Community Support Officers (PCSOs) are an important part of our policing service and will remain so in the 'Blueprint'. However in order to make the necessary savings we will have to reduce the overall numbers from 465 to 362. We anticipate this will generally be achieved through PCSOs who naturally leave over the coming years. We remain committed to our current joint funding arrangements.

## The future of policing in Essex

The 'Blueprint' model consists of a number of functional 'commands', each responsible for delivering a specific policing service across the entire force area. The new commands are;

- Territorial Policing (delivering neighbourhood policing and community safety partnership working)
- Public Protection
- Investigations
- Operational Support (including Response & Patrol)
- Criminal Justice

Officers and staff working within the new commands will still be based in our police stations across the county so that they maintain important local knowledge and understanding of how their communities work. However, the simple structure of the functional commands will mean that all officers work to a common high standard across the county.

The nature of this policing structure also means we can ensure that officers working in a particular function can be given the most appropriate training and support to enable them to improve their service to the public.

The joint Kent and Essex Serious Crime Directorate will still provide our response for specialised investigations such as murders and proactive work against organised crime. This also provides Essex Police with an improved intelligence capability.

The new Operational Policing 'Blueprint' for Essex will deliver strong policing services with a reduced headcount of officers and staff by being more efficient. Significant improvements will include:

- **Borderless Policing** – operating some services, e.g. emergency response in a way which is not constrained by geographical boundaries and ensures that in every case the nearest appropriate officer is deployed.
- **Better use of technology** – by actively tracking our resources and by giving our officers better access to information when they are on the move they will work more efficiently.
- **Better use of intelligence** – being increasingly intelligence led in our fight against crime.
- **Better matching of resources to demand** – we have undertaken a detailed study to understand exactly when and where various teams need to be working in order to provide the best service. Our shift patterns will be changing and this will help us improve our service.
- **Reduced management costs** – we will reduce the number of senior police officers by 25%.



# Neighbourhood Policing

## What does Neighbourhood Policing in Essex Police look like before the 'Blueprint'?

Currently neighbourhood policing is delivered through five geographic divisions. Within that current structure we have 14 district commanders who oversee the delivery of neighbourhood policing within 14 policing districts (aligned with local or unitary authorities) throughout Essex.

## What will Neighbourhood Policing look like after the 'Blueprint' is introduced?

We are going to create three local policing areas (LPAs): LPA North, LPA South and LPA West. Each will be under the command of a Superintendent who will be responsible for neighbourhood policing, community safety and partnership working. This is intended to provide real focus, delivering high quality neighbourhood policing services and excellence in working with local authorities and other community safety partners.

Each local authority will be split into a number of District Policing Areas (DPAs), which will see some of the current policing districts joined together; where this happens we will still be able to service the individual needs of each authority when required. The 10 DPAs have similar levels of crime, incidents and staff.

LPA West will cover the following DPAs:

- Brentwood and Epping
- Harlow
- Thurrock

LPA North will cover the following DPAs:

- Chelmsford and Maldon
- Colchester
- Tendring
- Uttlesford and Braintree

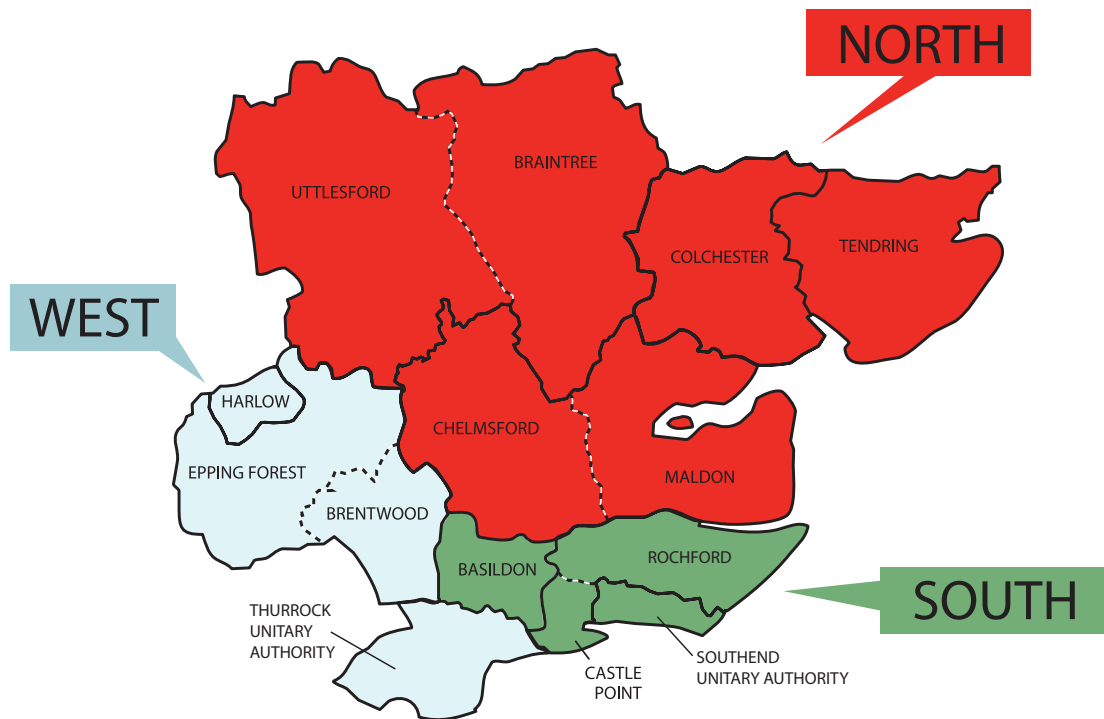
LPA South will cover the following DPAs:

- Basildon
- Castle Point and Rochford
- Southend

## Where can I find information about my local neighbourhood police officer?

Contact details about your local Neighbourhood Policing Team can be found on [www.essex.police.uk](http://www.essex.police.uk) Alternatively, call 101 or 0300 333 4444.





There will be a number of Neighbourhood Policing Teams within each district. In addition a Community Safety Unit will be created in each DPA and will be headed up by an Inspector with responsibility for youth officers, licensing, crime reduction officers, Essex Watch, anti-social behaviour officers and a number of other vital partnership functions.

We will be increasing the number of police officers that work within Neighbourhood Policing Teams from 472 to 527. 362 PCSOs and at least 300 special constables will also work in these neighbourhood teams.

### Will this mean that my Neighbourhood Policing Team will be changing?

Neighbourhood Policing and the delivery of local policing services is a very important part of the 'Blueprint' and we know it matters a great deal to our communities. With that in mind, we have altered very little in the way we deliver these services.

- Neighbourhood Policing Teams (NPTs) will continue to be led by a dedicated Inspector, who will manage a team of Sergeants, Constables, PCSOs and the local Special Constabulary.
- Dedicated Neighbourhood Constables will continue to take the lead for community engagement within their NPT area and will work with partner agencies to find solutions to community issues.
- Neighbourhood Constables and PCSOs will continue to be responsible for attending neighbourhood meetings and will be the identified points of contact for their community.
- The Special Constabulary will continue to play a vital role in Neighbourhood Policing and the majority will be based in this area.



## If I am a victim of anti social behaviour, how will Essex Police assist me?

We know that dealing effectively with anti-social behaviour is important to the community. Officers from Neighbourhood Policing Teams will be available to respond to calls about anti-social behaviour. They will work with our partner agencies, including councils, to find the best solution for each issue.

Dealing with and solving anti-social behaviour remains a key priority. Officers from NPTs, assisted by the Special Constabulary, will be available to respond to calls such as noise and nuisance calls, and other anti-social behaviour incidents. They will be out, patrolling your streets, attending your community meetings and dealing with your issues. With the victim's agreement we will continue to use Neighbourhood Resolutions to deal with offenders committing minor crimes where appropriate. This will provide victims with a straightforward alternative to a formal prosecution and in appropriate circumstances will give officers a flexible alternative to making an arrest. Resolutions are always based on an admission of guilt and typically will include reparation and voluntary work.

A number of officers in each district will be given a new wider role as youth officers. There is real benefit for police and partners in making interventions early to prevent costly enforcement later. Youth officers will continue to work with educational establishments but, under the 'Blueprint', they will also have a much broader approach to the youth community. They will develop and capitalise on a greater range of opportunities to engage with children and young people.

## Public Protection Command

Public Protection is responsible for a wide range of areas including domestic abuse, child protection, sex offender management and protecting vulnerable victims. In the 'Blueprint' this work will be managed within Public Protection Units based across Essex.

The Public Protection Command includes a new Sexual Offences Investigation Team, responsible for dealing with serious sexual crime. This is a positive development intended to improve investigation and enhance victim care. It will contain our existing officers who are specially trained to support victims of serious sexual crimes. They will work closely with the Sexual Assault Referral Centre (SARC) in Brentwood and two satellite units in the Colchester and Southend areas.



## Investigations Command

### How are investigations currently carried out?

At the moment investigations are allocated to a wide variety of officers, including neighbourhood officers and those on response shifts. This can create challenges for officers when balancing the demands of responding to urgent incidents with the demands of investigating crimes already within their case load.

### How will investigations be carried out under the new 'Blueprint'?

Under the 'Blueprint' there will be dedicated officers responsible solely for investigations. These officers will be based locally but operate within a single force wide command. There will be one Detective Chief Superintendent (Investigations Commander) responsible for all non-specialist criminal investigations.

Officers in this command will be based in police stations across Essex, in the following types of investigative team:

- Area Investigation Teams (AITs) will investigate offences such as criminal damage, theft and minor assault. These teams will also deal with the majority of missing person inquiries. AIT officers will normally be the first officers to support victims when they do not require an urgent response.
- Target Offender Teams will respond to and investigate burglaries and street robberies. They will also develop effective plans to tackle patterns of crime and will adopt a proactive 'offender focused' approach to crime reduction and detection.
- Serious Crime Teams will deal with a range of offences which fall outside the remit of specialist units, including for example more serious assaults, frauds and some unexplained deaths.

The 'Blueprint' will also see the introduction of the Crime and Incident Management Bureau (CIMB). It is a 24-hour service providing all crime administration services including the allocation of work to individual officers within investigative teams, recording anti-social behaviour and supporting searches for missing people. The introduction of this new bureau will ensure that victims receive the most appropriate level of support and investigation into their crime.



## Response and Patrol

The Response and Patrol function will provide the force's 24 hour response to emergency and priority calls. So, when a member of the public calls 999 or needs urgent police assistance it is this team who will be deployed to attend.

### How are emergency and priority calls dealt with currently?

At the moment when a member of the public requires urgent police assistance, response officers are deployed from locations within the district boundaries of where the incident is taking place. This could mean an officer who is closest to an incident, but in a neighbouring district, may not attend.

### How will they be dealt with under the 'Blueprint'?

Eight response 'hubs' will be strategically located around the county. Response officers will work in a borderless fashion rather than being restricted to geographical districts. So when a member of the public dials 999, officers who are closest will be deployed.

By operating a borderless response, response times will continue to be reduced and the public will receive a more efficient service.

The multi-disciplinary Response and Patrol function will include specialist Roads Policing officers and the Dog Section. Their deployment will be managed making best use of technology such as Automatic Resource Location System and Mobile Data Terminals (MDTs).

Response and Patrol officers will conduct the initial investigation of incidents and make early arrests where appropriate. They will also:

- Preserve the crime scene and secure evidence
- Deal with all Road Traffic Collisions
- Deal with incidents that can be resolved within their tour of duty (e.g. drink drivers and simple cautions)
- Conduct targeted, high visibility patrols
- Conduct proactive enforcement activity

Ongoing enquiries will be passed to the Investigations Command ensuring Response and Patrol officers' continuing availability.





## Integrated Offender Management (IOM)

The new Criminal Justice Command will manage police officers dedicated to working with partners on IOM. IOM provides all agencies engaged in local criminal justice with a single coherent structure for the management of offenders that cause the most damage to our communities.

IOM marks a change in the way some offending is tackled and aims to drive better working arrangements between the police, probation, prison and youth offending services, drug intervention programmes, local authorities, private and third sector (charity and voluntary) agencies.

## Collaboration

We have been working closely with Kent Police for a number of years to find opportunities to make best use of our resources through collaboration.

The Kent and Essex Serious Crime Directorate, established in 2010, leads on behalf of both forces in our response to:

- Major Crime (Deals with our most serious and sensitive offences, including murder)
- Intelligence (Gathers and uses information and intelligence about suspects and organised crime groups)
- Serious and Organised Crime (Tackles organised crime groups and deals with economic crime)
- Forensics (Scenes of Crime Officers use science, such as fingerprinting, to gather evidence)
- Covert Human Intelligence Sources (Officers working with individuals outside the force who provide us with information and intelligence)
- Covert Support including surveillance

In our support services, we have collaborated in a number of areas with our colleagues in Kent Police. We now have one procurement department, a joint IT department and one head of Transport for both forces. We will also be collaborating on other support services for example finance, HR and training.

We are also working with Essex County Council and Essex County Fire and Rescue Service on property sharing in locations including Tiptree, Wivenhoe and Mersea. More collaborative work like this will be carried out to ensure our budgets are being used most effectively, so that our frontline work can be preserved and officers remain based within local communities.

### What will happen when I dial 999?

There are no changes to dialling 999 in an emergency. You will be put through to a trained call handler at Essex Police headquarters who will assess your call and ensure that officers are able to give you the most appropriate response.



## Support services

We have already begun to make savings in our support service functions, by reducing the number of Police Support Staff working across the organisation in departments such as Media, Finance, Communications, Transport and Property Services. So far (by the summer of 2011), recurring annual budget reductions totalling £4.9million have been achieved through reducing the number of Police Support Staff across the force.

Essex Police has already made substantial recurring annual savings for 2011/12 of £3.5m from our non pay budgets. This includes uniforms and equipment, office supplies, and recruitment advertising. We will continue to reduce non pay costs.

## Police station front counters

In June and July 2011, Essex Police and Essex Police Authority engaged with local people through online and with face to face surveys. We asked the public what is important about the policing service they receive in their area. The results of this survey have helped shape how our new 'Blueprint' will look.

In the online survey, the majority of respondents, 62.6%, stated that they had not visited a police station in the last 12 months. In the face-to-face surveys carried out by our engagement teams, an even higher proportion of people, 76.2%, stated that they had not visited a police station in the last 12 months. When asked how they would report a crime, 94% chose via the telephone.

Having completed a review of public use of our police station front counters we have found that some are under utilised. We therefore plan to reduce the number of front counters to help us save money. We will also reduce and standardise the opening hours of those that remain. Where these plans affect our staff there shall be consultation before the plans are finalised.

As soon as a final decision is made on which front counters are affected more information will be made available. This will include other important ways in which people can meet officers face to face. For example:

- Mobile police stations
- Beat surgeries
- Neighbourhood action panels and other community based meetings

### Where can I find information about my local neighbourhood police officer?

Contact details about your local Neighbourhood Policing Team can be found on [www.essex.police.uk](http://www.essex.police.uk) Alternatively, call 101 or 0300 333 4444 and ask to be put through to the policing team for your area.



## Will I still see PCSOs walking in my neighbourhood?

Police Community Support Officers are an important part of our policing service and will remain so in the Blueprint.

## Technology

We will become more efficient by better exploiting technologies such as:

### **Automatic Resource Location System (ARLS)**

The ARLS will track the current location of an officer and their car. It will then identify its location in 'real time' on a computer based map used by the Force Information Room (FIR). The FIR operators will be able to view the location of all available officers and cars on the map and will be able to send the nearest one to an incident. This will improve both response times and the effective management of resources. Without this technology it would not be possible to implement effective 'borderless' functionality, which is a crucial part of the 'Blueprint'. Looking ahead, ARLS will also allow the improved management of our cars, by enabling the analysis of vehicle mileage and usage.

### **Automatic Number Plate Recognition (ANPR)**

ANPR cameras are used on our roads to catch criminals wanted by the police and to tackle dangerous and uninsured drivers. Under the 'Blueprint', we are investing further in this technology by fitting the cameras to more of our cars.

### **Mobile Data Terminals (MDTs) Vehicle Solution**

MDTs will enable officers to use our various IT systems without returning to the police station.

## What should I do if I want crime reduction advice?

You can contact your local Crime Reduction Officer on **101** or **0300 333 4444** who will be able to advise you on how to keep yourself, your home and your possessions safe. Alternatively have a chat with your local Neighbourhood Policing Team. Find their details on [www.essex.police.uk](http://www.essex.police.uk)



## Key messages about the new 'Blueprint':

- A borderless approach to response, investigations, intelligence and tactical support that is not defined by division or geographical area.
- A 25% reduction in senior police officers.
- An increase of police officers based in local neighbourhood areas by up to 12% (from 472 to 527).
- Collaboration with other forces, particularly Kent, to increase our capability and capacity. The Kent and Essex Serious Crime Directorate is just one example of how effective such a partnership can be.
- Better use of our estate by sharing office space with our partners.
- New technology designed to maximise the use of our resources.
- Being increasingly intelligence led in our fight against crime.
- Dedicated investigations officers, rather than officers having to juggle their case load with other duties.
- A partnership approach to tackling repeat offenders (Integrated Offender Management).

### Will the 'Blueprint' change the way I can contact the police?

A new national non-emergency number has been launched: **101**.

Our previous non-emergency number, **0300 333 4444**, can still be used for the next 18 months. Please note that if you are in another county and wish to contact Essex Police, the **101** number can only be used if that county has started to use the **101** number itself. Otherwise, **0300 333 4444** should be used until the end of 2011 when all police forces nationally have introduced **101**.

There are no changes to dialling 999 in an emergency. You will be put through to a trained call handler at Essex Police headquarters who will assess your call and ensure that officers are able to give you the most appropriate response.

