

# **Her Majesty's Inspectorate of Constabulary**



## **Baseline Assessment Essex Police**

**October 2005**

*Essex Police – Baseline Assessment*  
*October 2005*

**ISBN 1-84473-688-1**

**CROWN COPYRIGHT**

**FIRST PUBLISHED 2005**

## Contents

### Introduction to Baseline Assessment

### Force Overview and Context

## Findings

### Summary of Judgements

- 1 **Citizen Focus (Domain A)**  
Fairness and Equality  
Neighbourhood Policing and Community Engagement  
Customer Service and Accessibility  
Professional Standards
  - 2 **Reducing Crime (Domain 1)**  
Reducing Hate Crime and Crimes against Vulnerable Victims  
Volume Crime Reduction  
Working with Partners to Reduce Crime
  - 3 **Investigating Crime (Domain 2)**  
Investigating Major and Serious Crime  
Tackling Level 2 Criminality  
Investigating Hate Crime and Crimes against Vulnerable Victims  
Volume Crime Investigation  
Forensic Management  
Criminal Justice Processes
  - 4 **Promoting Safety (Domain 3)**  
Reassurance  
Reducing Anti-Social Behaviour and Promoting Public Safety
  - 5 **Providing Assistance (Domain 4)**  
Call Management  
Providing Specialist Operational Support  
Roads Policing
  - 6 **Resource Use (Domain B)**  
Human Resource Management  
Training and Development  
Race and Diversity  
Resource Management  
Science and Technology Management  
National Intelligence Model
  - 7 **Leadership and Direction**  
Leadership  
Strategic Management  
Performance Management and Continuous Improvement
- Appendix 1** Performance Tables  
**Appendix 2** Glossary

## Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of Essex Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and

Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good and Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

#### *The Future Development and Application of Baseline Assessment*

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

*Essex Police – Baseline Assessment  
October 2005*

*Conclusion*

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Sir Ronnie Flanagan, GBE, MA, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to Essex in terms of demography, policing environment and other socio-economic factors: Avon and Somerset, Cheshire, Derbyshire, Hampshire, Hertfordshire, Kent and Warwickshire. When making comparisons in this report, the average performance of this group, known as the most similar force (MSF) group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

*Essex Police - Baseline Assessment  
October 2005*

<b>Baseline Assessment 2005 Frameworks</b>			
<b>1 Citizen Focus (PPAF domain A)</b>			
<b>1A Fairness and Equality</b> <ul style="list-style-type: none"> <li>• Equality of service delivery</li> <li>• Community cohesion</li> <li>• Engaging with minority groups</li> </ul>	<b>1B Neighbourhood Policing and Community Engagement</b> <ul style="list-style-type: none"> <li>• Effective mechanisms for obtaining community views</li> <li>• Responding to local priorities</li> <li>• Effective interventions and problem solving with partners and communities</li> <li>• Community involvement with police</li> </ul>	<b>1C Customer Service and Accessibility</b> <ul style="list-style-type: none"> <li>• Quality of service to victims and witnesses</li> <li>• Customer care</li> <li>• Responding to customer needs</li> <li>• Accessibility of policing services</li> </ul>	<b>1D Professional Standards</b> <ul style="list-style-type: none"> <li>• Investigation of public complaints</li> <li>• Improving professional standards</li> <li>• Combating corruption and promoting ethical behaviour</li> <li>• Reducing complaints and learning lessons</li> </ul>
<b>2 Reducing Crime (PPAF domain 1)</b>			
<b>2A Reducing Hate Crime and Crimes against Vulnerable Victims</b> <ul style="list-style-type: none"> <li>• Partnerships on child protection, reducing race crime, domestic violence and homophobic crime</li> <li>• Performance in reducing these crimes</li> <li>• Multi-agency police protection arrangements (MAPPA) and sex offenders</li> </ul>	<b>2B Volume Crime Reduction</b> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Performance in reducing volume crime</li> <li>• Problem solving</li> <li>• National Crime Recording Standard (NCRS) compliance</li> </ul>	<b>2C Working with Partners to Reduce Crime</b> <ul style="list-style-type: none"> <li>• Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs)</li> <li>• Drugs prevention/harm reduction</li> <li>• CDRP crime reduction performance</li> </ul>	
<b>3 Investigating Crime (PPAF domain 2)</b>			
<b>3A Investigating Major and Serious Crime</b> <ul style="list-style-type: none"> <li>• Detection rates for murder, rape and other serious crime</li> <li>• Integration with overall crime strategy</li> <li>• Compliance with Association of Chief Police Officers (ACPO) murder manual</li> <li>• Early identification of critical incidents that may escalate into major inquiries</li> </ul>	<b>3B Tackling Level 2 Criminality</b> <ul style="list-style-type: none"> <li>• Crime that crosses BCU and/or force boundaries</li> <li>• Support for regional intelligence and operations</li> <li>• Asset recovery (Proceeds of Crime Act (POCA))</li> <li>• Effective targeted operations</li> <li>• Quality packages to National Criminal Intelligence Service (NCIS)</li> </ul>	<b>3C Investigating Hate Crime and Crimes against Vulnerable Victims</b> <ul style="list-style-type: none"> <li>• Investigation/detection of child abuse, race crime, DV and homophobic crime</li> <li>• Integration with overall crime strategy</li> <li>• Joint training (eg with social workers) and investigation</li> </ul>	
<b>3D Volume Crime Investigation</b> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Crime recording</li> <li>• Investigative skills, eg interviewing</li> <li>• Automatic number plate recognition (ANPR)</li> <li>• Detection performance</li> </ul>	<b>3E Forensic Management</b> <ul style="list-style-type: none"> <li>• Specialist scientific support</li> <li>• Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc</li> <li>• Integrated management of processes</li> <li>• Performance in forensic identification and detection</li> </ul>	<b>3F Criminal Justice Processes</b> <ul style="list-style-type: none"> <li>• Quality and timeliness of case files</li> <li>• Custody management/prisoner handling</li> <li>• Youth justice</li> <li>• Police National Computer (PNC) compliance</li> </ul>	

*Essex Police - Baseline Assessment  
October 2005*

<b>4 Promoting Safety (PPAF domain 3)</b>		
<b>4A Reassurance</b> <ul style="list-style-type: none"> <li>Operational activity to reassure communities</li> <li>Use of media to market success</li> <li>Uniformed patrol and visibility</li> <li>Extended police family</li> <li>Performance in reducing fear of crime</li> </ul>	<b>4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety</b> <ul style="list-style-type: none"> <li>Non-crime activities of CDRPs and other partnerships</li> <li>Use of ASB legislation, tools, etc</li> <li>Road safety partnerships</li> <li>Emergency planning</li> </ul>	
<b>5 Providing Assistance (PPAF domain 4)</b>		
<b>5A Call Management</b> <ul style="list-style-type: none"> <li>All aspects of call-handling and call-management</li> <li>Initial incident response</li> <li>Early identification of critical incidents</li> <li>Performance in answering and responding to public calls</li> </ul>	<b>5B Providing Specialist Operational Support</b> <ul style="list-style-type: none"> <li>Management of central operational support</li> <li>Police use of firearms</li> <li>Capability for policing major events/incidents</li> </ul>	<b>5C Roads Policing</b> <ul style="list-style-type: none"> <li>Effectiveness of arrangements for roads policing</li> <li>Integration/support for other operational activity</li> </ul>
<b>6 Resource Use (PPAF domain B)</b>		
<b>6A Human Resource (HR) Management</b> <ul style="list-style-type: none"> <li>HR strategy and costed plan</li> <li>Key HR issues not covered in 6B or 6C</li> <li>Health and safety</li> <li>Performance in key HR indicators</li> </ul>	<b>6B Training and Development</b> <ul style="list-style-type: none"> <li>Costed training strategy and delivery plan</li> <li>Key training and development issues</li> </ul>	<b>6C Race and Diversity</b> <ul style="list-style-type: none"> <li>Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability</li> <li>Performance in meeting key targets</li> </ul>
<b>6D Resource Management</b> <ul style="list-style-type: none"> <li>Resource availability</li> <li>Effective use of resources to support front-line activity</li> <li>Devolved budgets</li> <li>Finance, estates, procurement and fleet management functions</li> </ul>	<b>6E Science and Technology Management</b> <ul style="list-style-type: none"> <li>Information systems/ information technology (IS/IT) strategy and its implementation</li> <li>Programme and project management</li> <li>Customer service</li> <li>Adequacy of key systems</li> <li>Business continuity/disaster recovery</li> </ul>	<b>6F National Intelligence Model (NIM)</b> <ul style="list-style-type: none"> <li>Extent to which structures, processes and products meet NIM standards</li> <li>Integration of NIM with force planning and performance management</li> <li>Use of community intelligence</li> <li>Application of NIM to non-crime areas</li> </ul>
<b>7 Leadership and Direction</b>		
<b>7A Leadership</b> <ul style="list-style-type: none"> <li>Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce</li> <li>Effectiveness of succession planning</li> <li>Promotion of corporacy</li> </ul>	<b>7B Strategic Management</b> <ul style="list-style-type: none"> <li>Integrated strategic planning framework</li> <li>External communication/consultation</li> <li>Relationship with local police authority (PA)</li> <li>Police reform implementation</li> <li>Internal communication/consultation</li> <li>Programme and project management</li> <li>Management of reputation/public expectations</li> </ul>	<b>7C Performance Management and Continuous Improvement</b> <ul style="list-style-type: none"> <li>Effective performance management structures and processes at all levels</li> <li>Quality and timeliness of performance/management information</li> <li>Internal inspection/audit/quality assurance (QA) systems</li> <li>Effectiveness of joint force/PA best value reviews (BVRs)</li> </ul>



## **Force Overview and Context**

Essex has a population of just over 1.6 million people of which some 3.2% are from black and minority ethnic (BME) groups. Average earnings for full-time workers in Essex are slightly higher than across the eastern region and slightly lower than the UK average. Over the next ten years, significant changes are forecast for Essex, including the regeneration of the Thames and Haven gateways and the expansion of Stansted Airport, which is tied to extensive improvements in the road and rail networks in north-west Essex. Furthermore, central government has announced major new housing developments along the M11 and the Thames corridors. These are likely to impact heavily on the provision of policing services in the near future.

The force headquarters (HQ) is located in the town of Chelmsford. The Association of Chief Police Officers (ACPO) team is based there and comprises the Chief Constable, the deputy chief constable (DCC), the assistant chief constable (ACC) (crime), the ACC (operations), the ACC (personnel) and the director of finance and administration (DFA). The posts of the ACC (personnel) and the DFA were until recently combined as the assistant chief officer support (ACOS); however, due to an increased focus on developing the workforce and the need for enhanced chief officer team resilience the post was divided.

Essex has a county council, two unitary authorities and 12 borough or district councils served by nine basic command units (BCUs), which are predominantly coterminous with local authority areas (some serving more than one district). Stansted Airport forms the tenth BCU.

Essex Police is one of the lowest spending forces in the country per head of population. For the last five years it has established a programme of annual efficiency savings that has exceeded the 2% target set by government. Some £32.1 million has been saved between 1999/2000 and 2003/04 compared with a cumulative target of £19.4 million. Essex local authorities set some of the lowest council taxes in the country. Like other forces, Essex is dependent on central government for 75% of its funding; the remaining 25% is met by council tax. This means that a gearing effect arises, whereby council tax increases are high in percentage terms if the annual increase in government financial support is significantly less than the increase in the annual budget requirement. This forms the backdrop to what Essex perceives as an uncertain grant funding future. To address these uncertainties around the funding and expenditure, the force has devised a three-year, medium-term approach to financial and service planning to ensure delivery of operational goals.

Over the last few years, Essex Police has undergone an extensive programme of change, promoting a policing style built around community policing teams (CPTs), problem solving and utilisation of technology to enhance performance. CPTs provide a visible and accessible service, working closely with local communities to deliver crime reduction. Other initiatives focus on improving performance, reducing and detecting crime and a drive to improve leadership standards across the force.

Essex remains one of the safest counties in the country, as reflected in the findings of the recent British Crime Survey (BCS). Over the past ten years, there has been a 22% reduction in dwelling burglary and a reduction of 28% in vehicle crime.

*Essex Police - Baseline Assessment  
October 2005*

Summary of Judgements	Grade	Direction of Travel
<b>1 Citizen Focus</b>		
1A Fairness and Equality	<b>Good</b>	
1B Neighbourhood Policing and Community Engagement	<b>Fair</b>	<b>Stable</b>
1C Customer Service and Accessibility	<b>Good</b>	<b>Stable</b>
1D Professional Standards		
<b>2 Reducing Crime</b>		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	<b>Good</b>	<b>Stable</b>
2B Volume Crime Reduction	<b>Good</b>	<b>Improved</b>
2C Working with CDRPs to Reduce Crime	<b>Good</b>	<b>Stable</b>
<b>3 Investigating Crime</b>		
3A Investigating Major and Serious Crime	<b>Good</b>	
3B Tackling Level 2 Criminality	<b>Fair</b>	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	<b>Fair</b>	<b>Stable</b>
3D Volume Crime Investigation	<b>Fair</b>	<b>Improved</b>
3E Forensic Management	<b>Fair</b>	<b>Improved</b>
3F Criminal Justice Processes	<b>Fair</b>	<b>Improved</b>
<b>4 Promoting Safety</b>		
4A Reassurance	<b>Good</b>	<b>Improved</b>
4B Reducing Anti-Social Behaviour and Promoting Public Safety	<b>Good</b>	<b>Stable</b>
<b>5 Providing Assistance</b>		
5A Call Management	<b>Good</b>	<b>Improved</b>
5B Providing Specialist Operational Support	<b>Good</b>	<b>Stable</b>
5C Roads Policing	<b>Good</b>	<b>Improved</b>
<b>6 Resource Use</b>		
6A Human Resource Management	<b>Good</b>	<b>Stable</b>
6B Training and Development	<b>Good</b>	<b>Improving</b>
6C Race and Diversity	<b>Good</b>	
6D Resource Management	<b>Good</b>	<b>Stable</b>
6E Science and Technology Management	<b>Good</b>	<b>Stable</b>
6F National Intelligence Model	<b>Fair</b>	<b>Stable</b>
<b>7 Leadership and Direction</b>		
7A Leadership	<b>Good</b>	
7B Strategic Management	<b>Good</b>	<b>Stable</b>
7C Performance Management and Continuous Improvement	<b>Good</b>	<b>Stable</b>

## 1 Citizen Focus (Domain A)

The police authority (PA) and force are committed to providing a quality service and have embraced the area of citizen focus. The strategic independent advisory group (IAG) is fully engaged by regular consultation and is kept informed of police performance, especially in relation to stop and search and hate crime. Recognising the importance of this function at BCU level, the force is introducing IAGs for all its BCUs. Neighbourhood policing is delivered by CPTs of police officers and police community support officers (PCSOs) working closely with other partners. These arrangements are already providing positive results throughout BCUs.

### 1A Fairness and Equality

Good
------

#### Strengths

- The Chief Constable provides leadership for fairness and equality issues, chairing the equality of service strategy group and hosting an annual strategic diversity day for senior managers.
- All chief officers have a fairness and equality performance development review (PDR) objective.
- The ACC (crime) chairs the equality scheme steering group responsible for monitoring delivery of the race equality scheme (RES). Regular reports on progress of the scheme are provided to the PA equalities panel.
- The equality of service strategy was updated in November 2004 and re-launched at the strategic diversity day.
- Equality standards are developed and contained within local three-year plans and are subject to inspection and review.
- A strategic IAG has been established and two BCUs have local IAGs in place. All remaining BCUs will have an IAG in 2005. Stop and search figures and those relating to hate crime are regularly reviewed by the IAG. Extensive consultation was carried out with the strategic IAG prior to the introduction of the latest stops policy.
- Key recommendations from national reports, such as Macpherson and HMIC thematic inspections, and actions arising are entered onto a recently introduced database, which is used by the equality of service strategy group to track reports and check on progress.
- Essex won the Eastern Region Equality Award in 2004 for the Building Cohesive Communities in Essex project. The project, developed by the force, was supported by all districts, criminal justice agencies, the health service, fire service, Essex County Council and Essex racial equality council (REC). A significant outcome of this work is the development of a consultation network with BME groups and outreach events into communities.
- Of the buildings within the force open to the public, 58% are accessible to people with disabilities. A disabled access group presented an award for improvements made for disabled access to Chelmsford police station.
- Detainees in custody suites have access to food, taking account of religious and/or dietary needs and provision is made for interpreters.
- The force has adopted procedures as set out in the No Witness, No Justice

guidelines. All victims and witnesses have an initial needs assessment at the point of making a statement, with a follow-up assessment made if a not guilty plea is entered by a defendant.

- The witness care team ensures any intimidation fears, transport issues and disabilities are considered and appropriate action taken.
- The IAG is involved in the ongoing development of diversity training, which is provided to all police officers and police staff.
- The ACPO *Hate Crime Manual* is followed when making policy on the policing of lesbian, gay, bisexual and transgender (LGBT), gypsy and traveller communities.
- A new policy has been written covering the policing of public sex environments; this was developed with the co-operation of the LGBT subgroup of the strategic IAG.
- A joint protocol exists with local authorities dealing with unauthorised gypsy traveller encampments. The equality of service manager attends regular multi-agency meetings for gypsy traveller services. Gypsy travellers are represented on the strategic IAG and BCU IAGs and a best practice document for policing gypsy traveller communities has been developed.
- All papers submitted to policy and programme boards are assessed for potential adverse impact on any minority group. Where a grading suggests there is a moderate or significant risk, a more in-depth assessment is made by the diversity unit, which will in turn consult with the strategic and/or local IAGs.
- During the planning stage of operational orders, a community and race relations audit is carried out. CPTs, IAGs, Essex REC and representatives from the Building Cohesive Communities project are regularly consulted.
- All public complaints regarding unfairness and discrimination record self-defined ethnicity with reports regularly submitted to the PA complaints panel. Details are also collated within Section 95 statistics and presented to the strategic IAG for scrutiny.

### **Areas for Improvement**

- Staff within the diversity unit are working in different parts of the HQ site although plans are being considered for co-location.
- The managers within the diversity unit have recognised that now that policies and procedures have been written and are in place, they need to engage with BCUs and HQ specialist departments to assist with implementation/review procedures.
- The percentage of arrests emanating from Police and Criminal Evidence Act (PACE) stop and search of the white population has reduced slightly from 11.3% in 2003/04 to 10.7% in 2004/05.
- The percentage of arrests emanating from PACE stop and search of the BME population reduced slightly from 13.1% in 2003/04 to 12.8% in 2004/05.
- The number of racially or religiously aggravated offences per 1,000 population increased from 0.47 in 2003/04 to 0.50 in 2004/05, placing the force sixth in its MSF group and 22nd out of forces in England and Wales.
- The detection rate for racially and religiously aggravated offences reduced from 48.3% in 2003/04 to 42.4% in 2004/05, placing the force fourth in the MSF group.

**1B Neighbourhood Policing and Community Engagement**

Fair	Stable
------	--------

**Strengths**

- The Essex policing style, contained within the long-term strategy, is built around CPTs dedicated to geographical areas.
- By working with communities and partner agencies, CPTs are required to engage and respond to the community, provide a visible and accessible service, deliver crime reduction opportunities and solutions to community safety problems, detect crimes and respond effectively to calls from the public for assistance.
- There are 37 CPTs throughout the county with 380 police officers and 150 PCSOs delivering neighbourhood policing.
- Using the National Intelligence Model (NIM) the force has identified control strategy wards such as Greenstead in Colchester. CPT officers have used intelligence and information from analysts to inform multi-agency problem-solving teams in Greenstead, addressing community concerns around assaults, criminal damage and intimidation at retail outlets, student security at Essex University and crime and disorder issues within a local comprehensive school. Outcomes are a reduction in crime and positive feedback from the community.
- CPT officers and PCSOs receive problem-solving training and utilise a problem-solving database.
- Following suggestions from the teams themselves, a number of BCUs have co-located CPTs with partners; examples are Colchester police station accommodating the council community safety team and Southend council staff located with police officers at Westcliffe police station. In an innovative move, another team operates from the eighth floor of a tower block.
- Senior officers and members of the PA attend and contribute to the county strategic partnership and local strategic partnerships.
- At a strategic level, partners have signed up to the Essex Trust document; this records the commitment of partners to exchange data. At an operational level, there are crime and disorder reduction partnership (CDRP) and persistent and prolific offender (PPO) data-sharing protocols and multi-agency police protection arrangement (MAPPA) information-sharing declarations.
- The County Profiler is a partnership database holding demographic profiles, crime, incident, accident, health, education and other data sets. The data sets are regularly updated and utilised by analysts and CPTs to assist with problem solving.
- A joint police/PA strategy outlines the objectives, general principles and scope of consultation. BCUs are inspected by the inspection and review unit every 18 months to ensure minimum standards, including those for consulting with diverse communities, have been achieved.
- A community safety accreditation scheme has been approved and developed for Essex Police. In 2004, a number of staff from the vehicle inspectorate were accredited; a pilot scheme for borough wardens and hospital security staff is currently under way.
- Feedback is provided to communities by several methods including the force newspaper, advertisements in local newspapers, force and BCU websites and

letters for those who have attended police community consultative groups.

- The force performance framework measures the extent of community engagement. Effectiveness is measured by examining problem-solving scanning analysis, response and assessment (SARA) forms, which list the extent of community/partner engagement and success of activity.
- Contribution to community policing is recognised and given a high profile by the force through a number of awards, eg Millard trophy and ACTION leadership awards.

### **Areas for Improvement**

- Although a number of calls from the public are directed to BCUs for action by CPTs, neighbourhood policing is not mainstreamed into call handling. Work is under way within the contact management project (CMP) to introduce and develop processes to address this.
- Although published on the human resource (HR) intranet site, greater clarity needs to be provided and explained to staff as to the role and responsibilities of CPT officers.
- CPT officers are not 'ring fenced' and some are regularly abstracted from wards to staff response posts.

## 1C Customer Service and Accessibility

Good	Stable
------	--------

### Strengths

- The DCC is the ACPO lead for the £27 million CMP designed to: 'Ensure the force can continue to deliver high-quality services to the people of Essex while managing demand, developing the workforce for the future and maximising the use of technology'.
- The long-term strategy sets out the importance of customer relationships and is taken forward by the ACTION leadership programme.
- The force has implemented a communications and consultation strategy.
- To encourage greater use and access to the force website, the address is printed on a variety of giveaways, eg badges and pens, as well as on formal documents such as the annual report and leaflets. To inform the community, the website contains many strategies and policies as well as general information and requests for witnesses.
- Minor crimes can be reported online.
- Essex Police training centre delivers a range of customer care training modules.
- The Essex Police Charter sets out standards of service that the public can expect.
- Disabled access improvements at Chelmsford police station have been recognised by disabled groups and received an award.
- In response to feedback from victims, a programme of refurbishment is taking place within interview suites.
- Follow-up letters asking for feedback are sent to victims of crime who have not responded to an initial survey letter.
- Customer survey results are fed back to BCUs for action as appropriate.
- A number of groups make up the Essex Police access forum. All accessibility projects are placed before the forum as part of consultation and are reviewed by the group post-implementation.
- All station opening hours and timetables of mobile police offices, along with a list of stations with access and facilities for users with special needs, are published on the force website.
- BCU leaflets containing a variety of information such as policing services and opening times are distributed at police stations, meetings, road shows and mobile police stations.
- Local community officers hold surgeries in schools, church halls and community centres with times also published in local newspapers and libraries.

### Areas for Improvement

- Although victims and witnesses are kept well informed of case progress post-charging of an offender, those involved in cases where a decision is taken not to charge a suspect are not. The force is aware of the need for this to improve under the new victims and witnesses toolkits and the victims code. This work is being led

*Essex Police - Baseline Assessment*  
*October 2005*

by the criminal justice department with the involvement of other departments.

- The force currently has the services of 16 community volunteers in the form of the Southend street pastors. The use of volunteers could be extended to every BCU.



## **1D Professional Standards**

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, the Association of Police Authorities, the Home Office and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

## 2 Reducing Crime (Domain 1)

Essex is placed first in the MSF group for its fall in total recorded crime. Emphasis on crime reduction through a range of initiatives, such as the domestic burglary repeat victimisation guide and the joint agency work against artifice burglars/rogue traders, has assisted in the force being placed second in its MSF group for burglary reduction. Reductions in violent crime and vehicle crime are less pronounced. The force is currently graded Amber for National Crime Recording Standard (NCRS) compliance but intends to improve the position to Green during 2005.

### 2A Reducing Hate Crime and Crimes against Vulnerable Victims

Good	Stable
------	--------

#### Strengths

- The ACC (crime) is the ACPO lead for hate crime.
- Current policies are based on the ACPO *Hate Crime Manual* and are being revised into one document using the ACPO manual as guidance.
- Each BCU has a multi-agency race hate crime panel with information-sharing protocols in place.
- A new post of vulnerable victims co-ordinator has been created.
- Child abuse investigations are the subject of the ACC (crime)'s programme of work through the crime policy and programme board to ensure compliance with National Centre for Policing Excellence guidance on child abuse investigation.
- All officers on the child abuse investigation unit (CAIU) receive training under the initial crime investigators' development programme and participate in joint training with social services.
- Operational definitions and criteria for investigation are clearly set out under inter-agency guidelines and a joint working protocol.
- Force policy for domestic violence follows ACPO guidance.

#### Areas for Improvement

- The force is introducing domestic violence hate crime units for every BCU in July 2005. Staff within the units will be primarily responsible for liaison and domestic violence, hate crime and vulnerable adult investigations.
- Third party reporting is to be enabled through the True Visions initiative; information booklets will be distributed via a number of partners.
- A multi-agency racial and hate incident monitoring system database, known as RHIMES, is being developed to allow for individual cases to be monitored and to provide statistics, patterns and trends.
- The number of racially or religiously aggravated offences per 1,000 population increased from 0.47 in 2003/04 to 0.50 in 2004/05, placing the force sixth in the MSF group and 22nd out of 42 nationally.
- The detection rate for racially and aggravated offences reduced from 48.3% in 2003/04 to 42.4% in 2004/05, placing the force fourth in its group.

## 2B Volume Crime Reduction

Good	Improved
------	----------

### Strengths

- The force tactical group, chaired by the Chief Constable, monitors and directs resources for volume crime.
- Daily performance information is available through the management information gateway, enabling the early identification of deterioration in performance. Monthly analysis and review is provided as part of the comprehensive performance analysis.
- The community safety department has been reorganised into smaller more effective teams within the crime division. It is allocated tasks from the tasking and co-ordination group (TCG) and has hosted a number of crime reduction practitioner events including problem solving.
- A number of crime reduction tactics have been introduced by the force. They include robbery/mobile phone theft, artifice burglary and multi-agency action days with Trading Standards against rogue traders. The community safety department managed a joint registration scheme involving over 600 schools in Essex, enabling pupils to register their phones during school time.
- HQ community safety also designed the 'take your beer goggles off' binge-drinking campaign, supporting BCUs to reduce violent crime and anti-social behaviour (ASB) within the night-time economy. Posters were displayed and a DVD played at pubs and clubs.
- Essex was a pilot force for the police standards unit (PSU) sponsored *Domestic Burglary Repeat Victimisation Guide* and has now fully implemented working practices across the force and introduced a new burglary pack.
- There were 8.54 burglaries per 1,000 households in 2004/05, a reduction from 10.26 the previous year. This achievement places the force second in its group and 12th out of 43 forces.
- Violent crime per 1,000 population reduced slightly from 17.66 in 2003/04 to 17.26 in 2004/05, placing the force fourth in its group.
- Vehicle crime per 1,000 population reduced from 12.91 in 2003/04 to 11.51 in 2004/05, placing the force fourth in its group and 20th out of 42 forces.
- Total recorded crime per 1,000 population reduced from 88.68 in 2003/04 to 82.71 in 2004/05, well below the national average of 105.37, placing the force first in the MSF group and 11th out of 42 forces.

### Areas for Improvement

- The force has been graded Amber in the latest NCRS compliance audit but is confident that it will soon move to Green.
- For a six-month period the post of crime registrar was vacant. The new postholder, assisted by an inspector from volume crime review, is undertaking an NCRS audit due to report in June 2005.
- Robberies per 1,000 population reduced slightly from 0.91 in 2003/04 to 0.88 in 2004/05, placing the force seventh in its MSF group and 28th of 42 forces.

## 2C Working with Partners to Reduce Crime

Good	Stable
------	--------

### Strengths

- The ACC (crime) represents the force at the Essex chief executives crime and disorder steering group, Essex youth offending team steering group and the county strategic partnership.
- BCU commanders' engagement and contribution to CDRP activity is reviewed through the balance scorecard process.
- In partnership with Essex County Council, support is provided to CDRPs in the form of advice on audits and strategies. A crime and disorder practitioners' network has been established to share good practice.
- A dedicated post of external fund manager sits within the financial services department to co-ordinate and support bids for external funding. Successes to date include match funding of PCSOs from local authorities, reflex funding from the government for immigration crime, special constables' capacity building, sexual assault referral centres and J-track funding.
- There are signs of increasing engagement of partners at TCG meetings. Within Colchester BCU, the local authority community safety officer, Neighbourhood Watch co-ordinator and Ministry of Defence Police/Royal Military Police attend TCGs. During Operation Octane, both Neighbourhood Watch and the local authority accepted preventative tasks in tackling night-time creeper burglaries.
- Within Thurrock BCU, local authority staff attend TCG meetings and have participated in a joint exercise to tackle criminal damage using covert cameras, with the BCU obtaining the required surveillance authorities.

### Area for Improvement

- The force recognises the need to gather and analyse community intelligence to better effect and has set up a working group with partners including Essex County Council.

### 3 Investigating Crime (Domain 2)

Recognition is given that Essex Police not only contributes to assisting with the investigation of major and serious crimes committed within the eastern region, but also against a significant number of offenders who commit cross-border crime but reside within the Metropolitan Police area. Although significant work has been carried out in increasing sanction detection rates, the number of detections for racially aggravated offences decreased during 2004/05. The force will be introducing domestic violence hate crime units in July 2005 to reduce/detect crimes committed against vulnerable sections of the community. Within the area of criminal justice developments at a national level, the force takes a leading role through the effective trial management programme.

#### 3A Investigating Major and Serious Crime

Good
------

##### Strengths

- The ACC (crime) provides leadership and support for major and serious crime.
- The force has sufficient resources within its major investigation teams to meet current demand.
- Comprehensive policies and procedures are in place to identify critical incidents and ensure appropriate resourcing.
- During two recent critical incidents, Operations Terracotta and Moreton, a Gold group was established with an ACPO lead.
- IAGs are integrated into the major investigation process.
- All major investigations are led by suitably qualified senior investigating officers. These officers are mentors and a reference point for BCU investigative managers.
- Policies relating to the investigation of sexual assaults have been revised. This has resulted in the reinforcing of lines of accountability for dealing with sexual offences and the subsequent deployment of sexual assault trained officers and family liaison officers.
- In addition to examining unresolved homicide investigations, the major review team reassesses unsolved rape cases.
- In 2004/05, life-threatening crime and gun crime per 1,000 population reduced to 0.36 from 0.41 in 2003/04, placing the force second in the MSF group and 16th out of 42 forces.
- The number of murders per 10,000 population reduced from 0.074 in 2004/05 to 0.055 in 2004/05, placing the force top in its group and sixth out of 42 forces.

##### Areas for Improvement

- Major crime incidents are not included as part of the strategic intelligence requirement and there is no clear evidence to show it is included in the strategic assessment at force and BCU level.
- Formal agreements do not exist for regional collaboration in the event of exceptional demand for category A murders.
- There is a clear understanding of threats arising from risks such as drug markets, alcohol abuse and gun crime, but little evidence of proactivity within the major

*Essex Police - Baseline Assessment  
October 2005*

crime teams of strategies for analysing or preventing homicide.

- A number of patrol officers and control room staff still have limited awareness and knowledge of critical incidents.
- Attempted murders per 10,000 population increased slightly in 2004/05, placing the force seventh in its group. Of those committed in 2004/05, 73.9% were detected, a reduction from 100% the previous year and placing the force fourth in its MSF group.

### 3B Tackling Level 2 Criminality

Fair
------

#### Strengths

- The ACC (crime) is the level 2 lead.
- Intelligence regarding serious, organised and cross-border crime is considered as part of the force strategic assessment.
- There is a high level of NIM compliance with clear links between regional and force control strategies.
- Level 2 criminality is identified by the force intelligence bureau with effective sharing of intelligence between partner agencies such as the National Crime Squad, the Immigration Service and HM Revenue & Customs.
- The force is engaged with the eastern region TCG and provides analytical products as well as intelligence.
- The force has fully participated in joint operations with other police forces in the region, bordering forces such as the Metropolitan Police and Kent and the agencies listed above.
- Essex crime squad is a dedicated resource to deal with level 2 criminality. Surveillance capacity is available from within the squad and supplemented by officers from the special branch or the force tactical unit.
- The force monitors the success of its efforts to tackle criminality by measuring its performance through public satisfaction statistics, levels of arrests and successful prosecutions.
- The force is aware of the need to disrupt and dismantle criminal markets and organised crime enterprises and has been particularly proactive around the Class A drugs market.
- In the past year, Essex crime squad has been involved in 42 level 2 operations. The operations have included the supply of Class A drugs, organised vehicle crime and armed robberies. A number of these operations have already led to successful prosecutions.

#### Areas for Improvement

- Having recognised that full use has not been made of powers under the Proceeds of Crime Act 2002, a strategy and action plan has been produced. This includes a communications element to increase the levels of awareness among staff. Criminal Investigation Department (CID) officers have received input on the act; this will be extended to probationer courses and response shifts during training days. An additional two financial investigators have recently been appointed.
- The number of confiscation orders has increased from 11 in 2003/04 to 19 in 2004/05, although this is below the national average of 43. The total value of confiscation orders has decreased from £560,734 in 2003/04 to £125,972 in 2004/05.
- Although intelligence is regularly exchanged with adjoining forces there are no formal protocols in place other than with British Transport Police.

*Essex Police - Baseline Assessment*  
*October 2005*

- There is no interoperability of internal IT intelligence systems with adjoining forces.
- Links have been made between analysts from Harlow BCU and the Metropolitan Police Service. This has resulted in improved sharing of intelligence and greater collaboration; the opportunity exists to replicate this in Thurrock BCU.



### 3C Investigating Hate Crime and Crimes against Vulnerable Victims

Fair	Stable
------	--------

#### Strengths

- The ACC (crime) takes an active lead in relation to hate crime issues with overall responsibility for strategic and operational matters.
- Essex Police is represented at each of the hate incident panels. The Chief Constable chairs the equality of service strategy group, which also discusses hate crime issues.
- Senior officers attend quarterly Police and Communities Together (PACT) meetings. The ACC (crime) co-jointly chairs the IAG with the Essex REC. Targets are set for each BCU in relation to the detection of hate crime incidents.
- Current policies are based on the ACPO *Hate Crime Manual*; these are to be consolidated into one document utilising the revised ACPO manual as guidance, with tactical guidance being provided for all operational officers and staff.
- Targets and objectives for the detection of racially motivated crimes have been set for each BCU.
- Hate crime incidents are currently investigated by uniform officers or CID officers dependent on severity, with monitoring and guidance being provided by divisional hate incident liaison officers. All crimes are subject to a case action plan that has to be agreed by a supervisor.
- Victim satisfaction surveys conducted on behalf of the force by the Essex REC assist with the reviews into current policy and procedure.
- The force works with the Essex REC and PACT to ensure victim confidence is maintained. Both groups act as critical friends.
- Hate crime and football hooliganism are incorporated in the strategic assessment document 2005/06. Quarterly updates are provided for consideration by the force tactical group; this includes elements of public order and community reassurance.
- An example of planned action is the Basildon BCU, where regional media activity was focused on a series of criminal damage incidents at the home of a local Muslim leader. A Gold group formed that included the chair of the Essex REC and chair of the Essex IAG. A planned approach to community tensions resulted in the effective management of the community to ensure no escalation.
- Force policies and procedures are accessible via the force intranet. Guidance is also available from the BCU hate incident liaison officers. In addition to probationer training, hate crime training is provided to service desk assistants, newly promoted sergeant courses and all CID courses.
- All hate crime incidents are separately flagged within the initial report process (STORM – system for task and operational resource management) and a supplementary form to the crime report is mandatory.
- Each BCU has a liaison officer, of at least inspector rank, responsible for the quality of the investigation and for ensuring incidents are properly recorded. The hate incident panel and IAG monitor reports and investigations of hate crimes.
- The ACC (crime) is the lead for child abuse investigations. Essex Police is

represented on all area child protection committees (ACPCs) at all levels/subgroups.

- The CAIU in Essex is a separate department within HQ crime division with 50 or so officers. Terms of reference allow effective working relationships with mainstream policing and partner agencies. The PROTECT computer system serves as a nominal intelligence database and performance management database.
- A joint working protocol exists with social services for the investigation, jointly or otherwise, of all reported cases. Regular Essex area child protection conferences and also district child protection conferences, involving all agencies and the voluntary sector, are in place to ensure the referral procedure runs smoothly. The force intranet provides clear guidance to operational officers for referral to the CAIU. The MAPPA manager sits as a member of the ACPC and likewise members of this group sit on the MAPPA.
- A policy log is maintained for all offences of child abuse. A procedure is in place for dip sampling interviews to ensure quality and standards are being maintained. All cases are overseen by the unit's detective inspector.
- Systems are in place to ensure that checks are undertaken as a matter of course and are available to all operational staff via the force intranet. Guidelines for information sharing and appropriate protocols are well established.
- Each BCU has a number of domestic violence liaison officers (DVLOs) who provide advice and guidance to investigating officers and ensure incidents are properly recorded. DVLOs also dip sample submitted reports for quality and accuracy.

#### **Areas for Improvement**

- A review of child protection guidelines is under way examining management processes covering criminal investigations and multi-agency working.
- Terms of reference for the CAIU are being reviewed in light of the growth in demand from computer-related child indecency offences. A change of title from child protection unit to the CAIU is indicative of the reflection of the role.
- Access to the child protection register out of hours is currently via the social services emergency duty team; consideration is being given for direct access to the register via the force control room.
- The force does not have specialised domestic violence units; however, each BCU has DVLOs to co-ordinate the multi-agency approach, to provide support to victims and guidance to operational officers. DVLOs do not have consistent terms of reference or line management.
- Domestic violence incidents are investigated by response officers or CID with accountability through respective line managers to the BCU commander.
- The domestic violence strategy has been reviewed this year and the force will be introducing specialist vulnerable victim units to tackle domestic violence and hate crime more effectively. The review has produced recommendations for continuing to improve performance in the investigation and detection of domestic violence and hate crime and reducing repeat victimisation.
- Essex Police is not utilising the Centrex package; this is one of the aspects being

*Essex Police - Baseline Assessment  
October 2005*

considered within the force review of the response to domestic violence.

### 3D Volume Crime Investigation

Fair	Improved
------	----------

#### Strengths

- The force crime strategy has been updated and consists of a high-level strategic plan with a second tier containing five core elements. Each of these elements has a third tier of detail, ie process maps used by BCUs to check for quality and compliance.
- The ACC (crime) heads the sanction detections working group formed following recognition that the force was underperforming in this area. A sanction detections action plan was prepared and, during a three-month pilot in Harlow BCU focusing on the quality of investigations and maximising detection opportunities, a 6% increase in sanction detections was achieved. Performance improvements have now been replicated in this area force-wide.
- Strong partnership working arrangements exist at CDRP and county levels. Police are the lead on the Catch and Convict strand of action to target prolific offenders, with other partners leading on the remainder. A multi-agency information sharing protocol has been agreed to ensure effective action against PPOs.
- PPOs feature in district crime and disorder strategies and working groups are formed in each of the 14 CDRPs.
- Go East has nominated Basildon BCU as an area of best practice within the region for its work on PPOs.
- In addition to a crime registrar, the force has introduced a new post of force incident registrar. Both registrars dip sample crime and incident records daily to ensure compliance against standards. Resilience is provided in this critical area, as both postholders are trained to deputise for the other in the event of absence.
- A forensic intelligence unit, funded through the DNA expansion programme, has been introduced to fully exploit detection opportunities through the examination of suspects' footwear.
- In Braintree, a fingerprint pilot is under way; four uniform response officers have been trained in basic forensic techniques, increasing the number of vehicles being examined.
- Where reductions in crime have been achieved resources have been redirected using the TCG process. Examples are as follows:
  - Southend – reductions in vehicle crime have enabled the vehicle crime unit to focus on targeting packages towards other volume crime.
  - Basildon – following a reduction in theft of motor vehicles, the tactical team has refocused on burglaries. Previously, it had been tasked with actioning forensic hits from vehicle crime examinations and interviewing suspects.
- The total crime detected by the force remained static between 2003/04 and 2004/05 at 27.5%; this placed it fourth in the MSF group and 24th out of 43 forces.
- Although violent crime detections decreased from 64.8% in 2003/04 to 59.7% in 2004/05, this was above the national average of 49.5% and placed the force third in the group and 16th out of 43 forces.

### **Areas for Improvement**

- The force does not have minimum standards of investigation for offences of robbery.
- Prisoner processing units exist in all but one BCU. The potential for integrating these units with the emerging investigation support units is due to be considered by the force in the very near future.
- There is disparity between BCUs as to who deals with offences of robbery and suspects. Policy in some BCUs is that only detectives will investigate, whereas in others it is commonplace for uniform officers to deal with such offences.
- Detections for vehicle crime reduced slightly from 10.1% in 2003/04 to 9.9% in 2004/05, placing the force sixth in its group and 31st out of 43 forces.
- The percentage of burglaries detected in 2004/05 increased to 18.4% from 16.9% the previous year. This places the force fifth in its group and 18th out of 43 forces.
- In 2004/05 the force increased the detection rate of robberies to 22.8% from 20.9% the previous year, placing it fifth in its group and 31st out of 43 forces.
- The detection rate for racially and religiously aggravated offences reduced from 48.3% in 2003/04 to 42.4% in 2004/05, placing the force fourth in the MSF group and 20th out of 43 forces.

### 3E Forensic Management

Fair	Improved
------	----------

#### Strengths

- Investments have been made in the growth of scenes of crime officers (SOCOs) and fingerprint posts.
- Performance management within the scientific support department has improved with targets and performance indicators in place for all areas of the business.
- A monthly performance package detailing BCU, as well as scientific support, performance is prepared to assist with monitoring of performance.
- Specialist staff contribute during a twice-yearly scientific support conference where performance is discussed and best practice shared.
- The head of scientific support holds minuted monthly meetings with managers. These are replicated by managers with team meetings every six weeks.
- As a result of a review of processes, fingerprint turnaround times have been reduced to five days in most cases. DNA turnaround time has also been reduced to seven days for core crime and 14 days for non-core crime. Now that performance has improved in these areas, BCUs need to ensure that any hits are actioned without delay.
- Effective use is being made of the DNA expansion programme with significant costs in profiling DNA material being recovered from the Home Office.
- The percentage of burglary scenes examined by SOCOs has increased to 91.4% in 2004/05 from 79% the previous year, placing the force third in its MSF group and 15th out of 42 forces.
- The percentage of theft of motor vehicle scenes examined has increased to 55.1% in 2004/05 from 48% the previous year. This places the force third in its group and 14th out of 42 forces.
- The percentage of fingerprints recovered from burglary scenes decreased to 49.1% in 2004/05 from 51% in 2003/04, but this was still well above the MSF and national averages, placing Essex second in its group and seventh out of 42 forces.
- The percentage of fingerprints recovered from theft of motor vehicle scenes reduced from 72% in 2003/04 to 68.4% in 2004/05, but this was well above the MSF average of 53.7% and national average of 48.9%. This places the force a credible first in its group and second out of 43 forces.
- In 2004/05, the percentage of DNA matches from burglary scenes was 47.3% with the force second in the MSF group and fifth out of 42 forces.
- The percentage conversion of fingerprint identifications to total detections (including secondary) increased significantly from 34% in 2003/04 to 73.6%, but was below the MSF average of 91.8%, placing the force fourth in its group and 26th out of 41 forces.

#### Areas for Improvement

- The 2005–08 forensic management strategy is still awaiting completion, although a number of key components are contained within the scientific support element of

the crime division annual plan.

- A best value review (BVR) of scientific support will be conducted during 2005.
- Opportunities exist to further civilianise roles, at all levels, within scientific support. The ratio of police officer to police staff SOCOs is high with little difference between remuneration packages.
- Even though two SOCO officers are on duty overnight, the number of SOCOs on call and being paid a standby allowance is high.
- Recommendations from a recent review by the PSU of the fingerprint bureau are already being implemented with a planned completion date of July 2005.
- A further review of forensic processes is currently under way with a report due in August 2005.
- A collaborative approach is being taken with the forensic science service to maximise investigative opportunities from the recording of suspects' footwear.
- Although training on forensic awareness is provided to probationers and newly promoted supervisors, there are still more staff to reach, for example longer serving officers.
- The force has recognised that its arrangements for reporting the details of firearms recovered from criminals or others to central authorities so that national databases can be updated are not formalised in policy. The force scientific support manager has been tasked to draft a revision to current policy by April 2005.
- The percentage of DNA recovered from burglary scenes has reduced slightly to 5% in 2004/05. The percentage of DNA recovered from theft of motor vehicle scenes has increased from 8% in 2003/04 to 12.8% in 2004/05, but this is still well below the MSF average and national average placing the force bottom of the MSF group and 39th out of 42 forces.
- During 2004/05, the percentage of fingerprint identifications from burglary scenes remained at 13%, placing the force sixth in its group and 35th out of 42 forces.
- In 2004/05, the percentage of DNA recovered from theft of motor vehicle scenes was 38.1%, with the force fifth in its group and 20th out of 42 forces.
- The percentage of fingerprint identifications from theft of motor vehicle scenes was 19.3% in 2004/05, a reduction from 25% in 2003/04. The force was placed sixth in the MSF group and 37th out of 42 forces.
- The percentage conversion of fingerprints to primary detections increased to 44.5% in 2004/05 from 34% the previous year, with the force fifth in its group and 28th out of 42 forces.
- The percentage of DNA primary detections per match reduced in 2004/05 to 38.2% from 46% the previous year, with the force placed bottom of the MSF group and 39th out of 42 forces.
- The percentage of DNA total detections per match (including secondary) also decreased in 2004/05 to 43.5% from 50% the previous year, with the force again placed bottom of the MSF group and 42nd out of 42 forces.

### 3F Criminal Justice Processes

Fair	Improved
------	----------

#### Strengths

- The Chief Constable is a member of the local criminal justice board (LCJB) and the ACC (crime) is chair of the confidence action team.
- The LCJB strategic plan is supported by delivery plans for each of the five working groups.
- In 2004, the force introduced file management units. The units are staffed by 29 file adjudicators as well as 29 caseworkers – supplied by additional PA funding and responsible for file quality, statement taking, file upgrades and reducing the burden of bureaucracy on officers.
- The force has four criminal justice units (CJUs) and a trials unit. The CJUs are staffed by police staff in accordance with a resource allocation model developed by the criminal justice department to ensure appropriate resourcing dependent on workload. Internal training is delivered, from mentoring to formal input by a departmental training officer, and joint training with the Crown Prosecution Service (CPS) takes place.
- The ACC (operations) is the national lead on victims and witnesses with Essex being a pilot site for the No Witness, No Justice project.
- Essex has developed close operational working practices by being co-located with the CPS for four years.
- The Police National Computer (PNC) steering group has been reformed and is currently chaired by the ACC (operations). Consequently, there has been greater focus on performance issues, working towards compliance with the PNC codes of practice, and more effective marketing and use of PNC within the force.
- All telephone calls to and from the PNC bureau are recorded for quality and evidence purposes. A minimum of 10% of entries onto PNC is sampled with poor submissions returned for correction and either advice or training given.
- Every arrest/summons inputted is logged for statistics purposes and timelines.
- PNC transactions are monitored by the data protection team with a selection examined to ensure appropriate access to the system.
- Marketing of PNC is carried out via a PNC news page on the intranet and road shows.
- The DCC is the national lead for youth justice. The ACC (crime) leads locally.
- The proactive Essex Police youth strategy (PEPYS) has been developed in force and reflects ACPO youth strategy.
- The force has committed schools officers to work with ten schools.
- Trained staff are used to interview young victims or witnesses. Training is provided to custody sergeants on legislation and guidance relating to young persons in custody. Inspectors have received training in the delivery of reprimands and warnings.
- The number of sanction detections increased from 24,189 in 2003/04 to 29,384 in 2004/05. This work was led by a sanction detections working group, chaired by the



ACC (crime).

### **Areas for Improvement**

- The force is preparing a PNC strategy and a marketing strategy; these will be presented to the operations policy programme board in June 2005.
- A custody project, led by the ACC (crime), is currently reviewing custody provision.
- The force and PA recognise the pressing need to upgrade cells and increase capacity. Work is under way to upgrade cells at Basildon and potential sites are being explored for new purpose-built facilities.
- Although well below a target of 90%, the percentage of arrest summons entered on PNC in one day has increased from 65.3% in 2003/04 to 75.6% in 2004/05. The national average is 82% and the force is fifth in its group and 36th out of 43 forces.
- The percentage of court results entered on PNC in ten days reduced from 49.5% in 2003/04 to 36.9% in 2004/05, placing the force bottom in its group and 37th out of 43 forces.

## 4 Promoting Safety (Domain 3)

Effective use has been made of PCSOs and special constables to provide visible reassurance to communities, especially in the more rural parts of the county. The reduction of ASB and the promotion of public safety are tackled at a strategic level by the multi-agency Together working group. PEPYS is a well publicised and comprehensive piece of work designed to fully engage children and young persons. The force recognises the need to effectively measure performance against ASB and will introduce measures during 2005.

### 4A Reassurance

Good	Improved
------	----------

#### Strengths

- The lead chief officer for reassurance is the ACC (operations); the force long-term strategy and reassurance strategy promote close working with partners and the public.
- Although the force is not participating in the National Reassurance project, it uses findings to assist direction.
- The Essex policing style is built around CPTs delegated to geographic areas. BCU commanders are held to account for reassurance issues within the performance review process. This includes a monthly performance analysis report identifying performance against targets of crime reduction and a quarterly performance analysis report (QPAR).
- The force employs 195 full-time equivalent PCSOs. They are posted to BCUs in accordance with a resource formula and local partners match funding as appropriate. They are attached and managed by local CPTs. Their primary role is high visibility reassurance foot or cycle patrols, including problem solving and intelligence gathering. Activity analysis conducted in March 2004 recorded the average percentage of duty time spent on visible patrols at 62%.
- Supervisors from the Special Constabulary attend weekly tasking and co-ordination meetings held on BCUs to ensure specials are tasked in line with the NIM and local policing plans. Supervisory special officers regularly attend BCU command team and divisional management team meetings. There are regular meetings between chief officers and senior Special Constabulary staff.
- The Special Constabulary is well equipped with Airwave radios and personal issue of lightweight body armour.
- Patrol priorities and deployment, problem solving and reassurance are driven by the NIM. Impact assessments are used at a strategic and tactical level to determine appropriate police responses to community fears, tension and sensitive policing matters.
- All BCUs and partners have adopted the SARA problem-solving model. The force has a problem-solving database, accessed via the intranet.
- Reassurance issues are managed through the force media and public relations (PR) department and through BCU media and marketing officers. The media and PR department has developed an intranet site to improve communications. The media and PR plan includes monthly targets for 'good news' stories force-wide.

**Areas for improvement**

- By ensuring patrol officers double crew mobile or foot patrols only when appropriate, the force will increase police visibility.
- SOCOs, who are predominantly police officers, operate around 30 unmarked vans. An opportunity exists to increase visibility and reassurance by marking these vehicles in conspicuous livery.
- A three-year strategy for the Special Constabulary is currently being prepared. The commandant is leading on a project within the eastern region on employer support. The deputy commandant is undertaking a similar role on the recruitment process to ensure compliance with Home Office guidance.
- A review of the Special Constabulary is currently under way.

**4B Reducing Anti-Social Behaviour and Promoting Public Safety**

Good	Stable
------	--------

**Strengths**

- The chief officer lead for ASB is the ACC (operations).
- Community engagement informs force and BCU strategic assessments with BCUs incorporating ASB within their control strategies.
- A multi-agency Together working group has been formed, with representatives from all 14 CDRPs/local authorities, the police, the CPS, magistrates' court services, probation, youth offending teams, Connexions, victim support scheme and Essex County Council.
- The Together group links with the Essex chief executives crime and disorder steering group, where the ACC (crime) represents Essex Police.
- Problem solving is extensively used within all BCUs and features within the three Home Office ASB unit-backed ACTION zones at Harlow, Tendring and Southend BCUs.
- Within Tendring BCU, CPTs work closely with partners with 39 SARAs registered. These have included effective use of Anti-Social Behaviour Orders (ASBOs), Acceptable Behaviour Contracts, crack house closure orders and parenting orders, as well as joint visits with housing department officials for new tenants in local authority and/or housing trust accommodation.
- Within some joint-funded CDRPs, analysts provide assessments of ASB. Comprehensive data-sharing protocols exist at strategic and tactical levels between partners.
- A joint police and CPS working protocol for post-conviction ASBOs and the prosecution of breaches has been adopted. Essex CPS has a dedicated ASB lead prosecutor who works closely with the Together working group.
- ASBOs, post-conviction ASBOs, penalty notices for disorder (PNDs), vehicle seizure and closure of premises are all widely used within problem solving and are set out as tactical options within guidance available through a dedicated ASB intranet site.
- Policies on ASBOs and dispersal orders are in place. Advice and online application forms are available for all officers.
- ASBOs and Acceptable Behaviour Contracts are recorded on a web-based database accessible at all hours. All ASBOs are recorded on PNC.
- All CDRP crime and disorder audits identified ASB as a concern for residents and include tackling ASB within their three-year strategies.
- Essex is a lead force for PNDs, having been part of the original pilots, and is currently trialling the use of PNDs for young persons. Over 5,000 PNDs have been issued in Essex.
- The Behave or Be Banned scheme in partnership with Pubwatch, under age test purchasing with Trading Standards, youth diversion activity through Respect and the Essex Experience have all contributed to reducing ASB.

- PEPYS reflects the national police strategy for children and young people by mapping out activities for youth engagement, diversion and partnership.
- PEPYS contains six main elements covering: engagement with children and young persons; dealing with victims and witnesses; helping those in need; effective youth justice; tackling persistent offenders; and providing a workforce suitably qualified to deal with young people.
- Safer Schools officers have been effective in reducing ASB in and around schools. An example is Thorpe Bay School in Southend, a school that was on special measures. Following the introduction of a Safer Schools Partnership officer, the headmistress employed other police officers to patrol the school. The officer subsequently engaged 34 of the ringleaders in Acceptable Behaviour Contracts, improving conditions at the school.

### **Areas for Improvement**

- The need to measure performance against ASB has been recognised. ASB will be included in the force strategic assessment and become a force objective for 2005/06. It will also feature within LCJB targets for 2005/06.
- The force ASB policy was last reviewed in 2003. It is currently being updated to incorporate other force policies in relation to closure of premises, dispersal orders, etc.
- The Together working group is identifying minimum standards for local authorities, social housing landlords and other organisations as to how ASB complaints are recorded and resolved.
- Although there is evidence of local authority ASB co-ordinators participating in some BCU level 1 TCGs, this could be introduced force-wide.
- The force recognises links to business communities can be developed and is working with the British Retail Consortium to establish Safer Shopping award partnerships.
- The force does not have a road safety strategy agreed with partners; however, there are plans for a joint strategy to be written between the force and Essex County Council.

## 5 Providing Assistance (Domain 4)

Essex PA is investing over £29 million (one off and first year costs) in the CMP to improve call management throughout the force. This is a complex undertaking covering all aspects of the management of calls and the effective and appropriate deployment of resources. The project is due for completion in 2007; in the meantime, progress continues to be made in adjusting working patterns to match demand and reducing staff sickness to increase capacity.

### 5A Call Management

Good	Improved
------	----------

#### Strengths

- The DCC is the lead ACPO officer for the CMP, a significant piece of work highlighting the intention of the force and the PA in developing and improving services.
- The ACC (operations) is the lead for operational call management.
- As a result of robust as well as supportive management, sickness within the force information room (FIR) has reduced significantly from 21 days per police officer in 2003/04 to 11 days in 2004/05. Police staff sickness has also reduced to 11 days in 2004/05 from 19 days the previous year.
- A new shift pattern was introduced within the FIR in April 2004; this has helped to better match resources with demand. The new pattern has been welcomed by staff and is linked to the reduction in sickness.
- Formal complaints as well as reports of customer dissatisfaction are recorded; both have fallen from 2003/04 to 2004/05. Formal complaints reduced from five in 2003/04 to four in 2004/05. Informal complaints from both internal and external customers fell from 116 in 2003/04 to 76 in 2004/05.
- New recruits to the FIR receive comprehensive training from dedicated FIR trainers, including a five-week period under operational tutorship.
- Trainees are required to work to a PDR plan evidencing required competencies signed off by their tutor and supervisor. Recent recruits have taken part in a National Vocational Qualification trial that will be evaluated by the CMP team.
- Career progression is provided in the form of transition to dispatcher (following a successful six-month probationary period). Potential supervisors are required to become tutors before advancing to scale 4/5.
- Supervisors receive initial training for the role, including pursuit management, followed by refresher courses. All staff receive law courses.
- Individual and team performance is reviewed regularly, including qualitative dip sampling of calls. The FIR performance and review manager holds regular performance meetings with supervisors.
- The PA receives detailed reports on call-management performance. The authority has introduced an oversight committee to monitor progress of the CMP.
- The force has a demand management strategy; strands include reducing the need to deploy resources to every call, matching resources to demand within the FIR and using IT, such as mobile data terminals, to better effect. Response officers piloting these terminals in Braintree BCU were positive about the benefits of the

scheme.

- Short, medium and long-term plans deliver various pieces of work from the strategy.
- The FIR has a communications and marketing policy detailing how it markets itself internally as well as externally; this includes use of the force website, intranet and newspaper.
- Call-grading policy was reviewed and updated in April 2004. This has resulted in clarity as to who owns an incident as well as ensuring the caller is made fully aware of the grading of the incident and the level of service to expect.
- FIR operators are trained to re-contact callers if there is a delay in officers attending an incident; advice is provided to callers when necessary. All staff have access to a 'frequently asked questions' database.
- Within the FIR, the STORM (command and control system) user group has broad representation including staff representatives, service desk managers, FIR supervisors, FIR performance managers and senior managers.
- At a force level, the CMP has a number of representative groups, including the Police Federation and UNISON, contributing to various parts of the project.
- Staff consultative forums are held within the FIR.
- Disaster and recovery plans for the FIR, signed off by the DCC, are rehearsed every six months, a balance being struck between maintaining performance and testing business continuity. The force has adopted Airwave; in addition to other benefits, this provides resilience in the event of technical failure within the FIR.
- Incident management units are established on every BCU and 45 sergeants are in the process of taking up the new role of incident manager within the incident management unit to ensure incidents are being managed effectively.
- The service level agreement between the FIR and BCUs has recently been updated to reflect the introduction of incident management units.
- The FIR has a range of support functions including a dedicated HR specialist, training team, performance manager and resource management unit.
- The force has increased accessibility to services by introducing Minicom for the hard of hearing and a Language Line.
- Performance has improved in respect of answering 999 calls within the target time of 15 seconds. In 2003/04, 88.6% of calls were answered, increasing to 94.5% in 2004/05. The number of calls received during this period increased by nearly 10%. The percentage of abandoned calls fell from 2.2% in 2003/04 to 0.4% in 2004/05.

### **Areas for Improvement**

- While staff numbers have increased within the FIR to meet the increase in calls, some overtime is still used to provide flexibility and meet periods of high demand. The CMP will review processes and working practices to fully match resources to demand.
- The force does not have a single non-emergency contact number, although this will be achieved through the CMP.
- Despite improvements made in processes and working practices within the FIR,

*Essex Police - Baseline Assessment  
October 2005*

the turnover of staff is still high at 15%.

- The nine standalone switchboards in the force do not have the facility to take calls from others during periods of high demand.
- The FIR does not have a dedicated analyst; this function is owned in part by a nominated deputy room supervisor on each of the five shifts.



## 5B Providing Specialist Operational Support

Good	Stable
------	--------

### Strengths

- The ACC (operations) is the ACPO lead on firearms and chairs the firearms and policy review group (FAPRG).
- The force is nearing compliance with the Home Office *Code of Practice on the Police Use of Firearms and Less Lethal Weapons* and the ACPO *Manual of Guidance on the Police Use of Firearms*.
- A comprehensive strategic firearms threat and risk assessment has been completed and endorsed by the FAPRG.
- The FAPRG reviews the nature and numbers of firearms incidents and uses this information to determine the numbers of firearms trained officers.
- At a practitioner level, the firearms user group consults operational officers including authorised firearms officers (AFOs), armed response vehicles, dogs command team members and the Police Federation.
- Policy issues, debriefs and good practice are shared at joint quarterly meetings between the FAPRG and the user group.
- Less than lethal options are available to officers such as baton guns; officers are currently being trained in the use of Taser. Additional less than lethal support is provided by the dog section.
- Central tasking for force resources, including firearms and the mobile support department, is co-ordinated by Essex Police central TCG chaired by the ACC (crime).
- The duty Gold commander is readily identifiable and easily contactable by the force control room. Silver command is provided by a 24-hour on-duty Silver commander who is available with vehicle and driver.
- Silver commanders complete senior officer firearms training, which has recently been reviewed following the gap analysis for the codes of practice.
- All Bronze-trained officers receive regular refresher training in addition to AFO training.
- All AFO and Bronze selection is competency based and all chief inspectors and superintendents are required to pass firearms training and retain accreditation as part of the promotion process.
- A cadre of specialist firearms Silver commanders, resourced by officers from the mobile support division, complete additional training to take command of hi-jack, dynamic intervention, armed surveillance, chemical, biological, radiological and nuclear (CBRN) and water-borne operations.
- Force policy dictates that the Independent Police Complaints Commission be notified of relevant incidents. The procedure is incorporated within the firearms policy, which accords with the ACPO *Manual of Guidance on Police Use of Firearms* and the Home Office *Code of Practice*. The force has six trained post-incident managers with a further eight officers scheduled for training during 2005.

### **Areas for Improvement**

- One ACC has attended an accredited Gold commanders course with plans made for the remaining ACCs to receive similar training.
- The Home Office code requires that, where possible, community impact assessments should be undertaken and kept under review for each operation. Equally, the force should consider the involvement of community representatives in post-incident procedures. Assessments are carried out by the local division on behalf of the Silver commander and are kept under review during and after operations; however, the process is informal and, consequently, the force is considered to be Fair in these areas. The force is to review policy in this area and consideration is being given to a more formal process in which command logs contain a prompt relative to the assessment.
- In completing its threat assessment for the police use of firearms, the force has undertaken a great deal of work in ascertaining the level and nature of threats that the force may encounter. However, it is unclear how the link is made between the threats and risks identified and the provision of armed capability. In particular:
  - how the force arrives at the number of AFOs it currently has and their positioning within the force;
  - the rationale for the training in some tactics;
  - how the force arrives at the numbers it has in its tactical firearms team; and
  - the number of Gold, Silver and Bronze commanders and post-incident managers.
- The force does not have a system in place to reassess Gold or Bronze commanders.

## 5C Roads Policing

Good
------

Improved
----------

### Strengths

- The ACC (operations) is the ACPO lead for roads policing.
- Roads policing is a specialist activity but not the main priority of roads policing officers. The force approved enforcement strategy ensures only offences directly related to casualty reduction, ie drink drive, inappropriate driver behaviour and no seat belts, are targeted.
- The six roads policing units (RPUs) although centrally managed are coterminous with BCU boundaries. RPU inspectors attend local level 1 TCG meetings and take the lead on casualty reduction targets.
- Daily operational deployment for killed or seriously injured (KSI) activity is driven by the targeting of beats with more than seven KSIs within the review period; this has led to a reduction in the number of KSIs at hotspots.
- RPU officers are assessed monthly against force and local performance indicators.
- The casualty reduction unit (CRU) has recently acquired the ACCS MAP system to record accident sites along with causation factors.
- There is evidence of effective working between the CRU and partners. The unit, along with RPUs, contributed to an Essex County Council-led young driver campaign in February 2005.
- The force introduced its vehicle pursuit policy in 2004 and reflects guidance contained within the 2004 ACPO *Guidance for the Management of Police Pursuits*.
- The mobile support division has officers trained in pursuit management and Stinger deployment, with ten having received training as pursuit tactical advisers.
- All pursuits are reviewed by a practical skills wing to identify areas of weakness and good practice.
- The force has invested in 11 portable automatic number plate recognition (ANPR) systems, six vehicles (with cameras and speed devices) and eight vehicles assigned to BCUs. A further five systems are on order. The number of CCTV systems featuring ANPR is increasing throughout the force, with the most notable being a joint project with Kent Constabulary at the Dartford River crossing.

### Areas for Improvement

- There is not an overarching roads policing strategy. A joint operational and roads policing strategy is being written and will be produced during the summer of 2005. It will incorporate the National Strategic Statement and sit within the force long-term strategy.
- A scoping study on the intelligence requirements of the mobile support division is currently under way and will report on how to improve on an intelligence-led approach to roads policing in July 2005.

## 6 Resource Use (Domain B)

Essex is fast developing its HR function and has achieved Investors in People (iP) accreditation. There is strong leadership from the Chief Constable to ensure diversity is mainstreamed in all areas of business and the force is working hard to maximise opportunities for the recruitment and retention of under-represented groups within the constabulary. NIM processes are developing and the constraints of the crime recording system clearly evident. The force is confident this will be resolved within the CMP. The force has sound financial mechanisms in place and is a recognised lead in a number of areas such as transport fleet management.

### 6A Human Resource Management

Good	Stable
------	--------

#### Strengths

- The ACC (personnel) is the lead chief officer for HR and chairs the HR policy and programme board. The HR strategy contains a costed HR plan and performance against this plan is closely monitored.
- The PA is involved in developing HR strategy with a nominated member meeting regularly with the ACC (personnel) and the head of HR.
- iP accreditation was achieved by the force in July 2004.
- The health and safety plan is monitored and reviewed by the health and safety committee chaired by the ACC (personnel). Staff associations contribute to the committee.
- A health and safety 'near miss' report, available on the force intranet, has been introduced along with a reporting procedure. Analysis of reports will identify areas for proactive intervention.
- Focus is being placed on the completion and quality control of PDRs with BCU commanders and superintendents having a PDR completion target within their own PDRs. Quality assurance and completion rates are monitored and form part of the balanced scorecard process.
- All post-related processes are based on the integrated competency framework with all job descriptions available on the HR intranet website.
- The HR strategy review process, chaired by the ACC (personnel), predicts police officer vacancies and plans the deployment of officers to fill them.
- From discussions with focus groups and individuals, the majority of police officers and police staff are well motivated and feel valued. Special priority and bonus payments are paid in addition to informal means of recognition.
- The force has made good progress in reducing sickness through more effective health management and the investment of £0.5 million to secure fast-track medical assessment and treatment for those on long-term sick leave.
- The number of hours lost through police officer sickness reduced by 17.6% per officer in 2004/05.
- The number of hours lost through police staff sickness reduced by 27.1% per member of police staff in 2004/05 to 58.65.
- The number of police staff medical retirements per 1,000 staff decreased

significantly by 54.4% in 2004/05, placing the force fifth out of eight in the MSF group.

**Areas for Improvement**

- Every BCU has a uniformed chief inspector (support manager) performing a dedicated HR role with professionally trained HR specialists providing remote advice from HQ.
- Not all BCU support managers attend the HQ-based sickness management group meeting.
- Not all managers have been trained in health and safety, although the force has ensured that all BCU commanders have now received training.
- Although the force has a working time policy and active monitoring takes place of shift workers' hours, senior police managers regularly fail to take their full entitlement of annual leave or rest days.
- The number of medical retirements per 1,000 officers increased slightly by 0.5% in 2004/05 placing the force seventh in its group.

## 6B Training and Development

Good	Improving
------	-----------

### Strengths

- The training planning and co-ordination group monitors the plan every six weeks and regular updates are provided to the PA as part of the Essex best value regime. There is a dedicated PA member to oversee the output of the costed training plan.
- There is a clearly defined client/contractor structure in place within the force that is managed by the training planning and co-ordination group, with an ACPO representative to act as a final arbiter. The training providers appear to have a clear understanding of their role as the contractor and there are clear terms of reference. BCUs get the support and guidance of the training department to help identify the training requirement, thus reinforcing the responsibilities of BCUs.
- Existing training courses are subject to a scrutiny process that applies the best value principles and a relevance test. Initiated by the training department, the process requires the client side/sponsor to reconsider the value of the training course to current priorities.
- Recommendations from HMIC training documentation and *Foundations for Change* are supported by an audit trail of achievement. A diversity training board oversees diversity training ensuring integration with other strategic priorities.
- The PA has ensured that the improvement plan reflects the priorities within training, has clear targets, owners and milestones, and is effectively monitored.
- Good examples of community contact exist, with sound plans for further community involvement. There is evidence that effective collaborative arrangements are in place with public and private sector organisations.
- On a monthly basis, divisions and departments are required to provide completed statistical returns on PDRs. Support managers are required to dip sample divisional and departmental PDRs to check quality. Completion of PDRs is now part of the force inspection process where divisions are held to account on both numbers completed and quality.
- There is a strategic prioritisation model for training that engages both the client and contractor sides. A weighting is attached to the key force objectives enabling decisions to be made that will support force priorities.

### Areas for Improvement

- The planning process for training is intrinsically linked with the force planning process and is led by an ACC dedicated to personnel and training. The training strategy is compliant with Home Office circular 53/2003, but the links with the HR plan or with the achievement of wider force objectives are not clearly defined.
- The vast majority of training is captured in the costed training plan; however, some divisional training (being provided by divisional personnel) and some dog training continue to be omitted.
- While the head of training has full responsibility for all training conducted within the force, some specialist training (dogs, marine and air support) remains outside the professional management of the head of training.

*Essex Police - Baseline Assessment*  
*October 2005*

- Quality assurance (QA) across the training function is disparate and not defined in the training strategy or plan. A draft QA strategy is being developed.
- Other than level 1 evaluation, there is little evidence of higher level evaluation or an audit trail of resulting actions.
- The training management cycle in force illustrates the structured and systematic business planning process for training. There are sound connections with the corporate planning cycle at the strategic level.

## 6C Race and Diversity

Good
------

### Strengths

- The Chief Constable personally leads on diversity issues and is chair of the equality of service strategy group. The ACC (personnel) chairs the under-representation group and Gender Agenda subgroup of the equal opportunities committee.
- The equality of service strategy was revised in November 2004 and published force-wide. Positive action plans and force equality plans are regularly reviewed and scrutinised by the PA equality group.
- A revised RES and action plan was published in October 2004 and will be updated in May 2005.
- The force has appointed a positive action officer to maximise opportunities for the recruitment and retention of under-represented groups within the constabulary.
- This officer is working with BCUs to address under-representation in the police staff workforce and supports various community events focusing on police staff recruitment.
- Open days have been held and personal letters from heads of specialist departments sent to under-represented members of staff to encourage applications.
- Familiarisation days have been held to assist understanding of the recruiting process to potential BME recruits.
- The senior female officer forum offers advice on the recruiting of female officers to specialist posts, as well as holding practice boards for women applying for promotion. Women-only public order training days have also been held.
- The force had a retention rate of 100% of officers who took maternity leave in 2004/05.
- All police officers and police staff receive generic community and race relations training. Supervisors receive additional training regarding sexuality and transgender issues. A revised training plan has been introduced to ensure compliance with the Race Relations (Amendment) Act 2000.
- New policies and procedures are checked for impact against equality issues and existing policies are being reviewed by the equal opportunities adviser.
- Policies and procedures are in place addressing areas such as job-share, part-time working, flexible working and maternity leave and grievance handling. They are accessible for staff via the force intranet.
- All staff support groups are represented on the equal opportunities committee and are regularly consulted for policy development.
- Additional support to staff networks is provided in the form of a paid post to advance the work of the Black Police Association, time off for staff to attend meetings and costs paid to attend training and conferences. Financial support has been provided towards the Gay Police Association international 'Celebrate' conference.



*Essex Police - Baseline Assessment  
October 2005*

- A dyslexia staff support group was launched in 2004.
- Disability seminars have been run for all support and divisional administration managers regarding Disability Discrimination Act 1995 legislation and how it affects police officers.
- Within the ACTION leadership programme, emphasis is placed on supervisory processes and evidence of non-discriminatory performance.
- Systems have been put in place to monitor internal discipline cases and public complaints to ensure fair and appropriate application.
- A faith policy has been published and flexible working provided for staff wishing to observe religious festivals. Thurrock BCU and Essex Police training centre have quiet rooms available for prayer.
- Feedback was received from focus groups on the relevance of diversity training and on how the culture in the force is improving.

**Areas for Improvement**

- From April 2005 all training provided by the training centre will be audited, reviewed and monitored to ensure that diversity and responsibilities of the Race Relations (Amendment) Act 2002 are mainstreamed into training events.
- A new disability and religion audit is planned to take place in 2005.
- The grievance procedure is under review and additional grievance-handling training is to be delivered during 2005.
- A number of staff interviewed were unable to remember when they last had diversity training, with some saying it had been three or more years.

## 6D Resource Management

Good	Stable
------	--------

### Strengths

- The force finance director is a member of the ACPO team and works closely with the full-time independent treasurer to the PA.
- The force has a medium-term service and finance plan, which is updated annually and approved by the resource and finance committee of the PA. HMIC, in its finance and resource assessment in May 2004, commented positively on this. The PA members use the plan to frame medium-term options. The PA and force have a sound overall financial position with plans to utilise reserves for future strategic investment (eg contact management).
- Service plans and priorities are matched with the financial strategy. The force and PA have a well-established budget and objective-setting process using decision conferencing to agree priorities for investment and savings.
- In 2004/05, the force had the third lowest council tax of the 31 shires. It is 11% below the MSF average and 20% below the shire average.
- Essex has the second lowest spend per head of population, some 7% below the MSF average and 9% below the shire average.
- Appropriate committee structures are in place. Financial regulations and contract standing orders are regularly reviewed and updated.
- In September 2004, the financial director, treasurer and chief executive reviewed the force/authority compliance with the Chartered Institute of Public Finance and Accountancy/Society of Local Authority Chief Executives corporate governance framework and produced an action plan.
- All controllable budgets are managed by the relevant front-line or HQ budget holder; this includes most budgets apart from police pensions.
- Five professionally qualified accountants in finance manager roles support each of the BCUs, and other qualified and technician level staff provide finance adviser support to all other departments.
- The PA has in place a scheme of delegation for year-end carry-forward flexibility for all budget holders, to encourage managers to better plan their resources.
- There is evidence of collaborative work within and beyond the eastern region in a wide range of procurement issues, including insurance and the Essex-led regional force medical examiner contract.
- The force has received national awards in the field of fleet management and is leading on a transport fleet consortium with a number of other forces in the region.
- The transport strategy links directly with force operational strategies. Transport services strategies and policies are regularly reviewed.
- Essex leads the National Transport Fleet Benchmarking initiative and good use has been made of the first year's results. The next stages will build on this success and will include a national online facility for ongoing benchmark measures between forces and other external industry suppliers.

**Areas for Improvement**

- To reduce the resources required to undertake and complete the audit of accounts the head of finance will be reviewing how the accounts production and audit process can be improved for future years.
- The PA and force will be aware, from the 2004 baseline assessments, of the importance of implementing and developing the national activity-based costing (ABC) model. For the 2003/04 ABC audit the auditors reported that the force had not fully complied all aspects of the national ABC model, in particular the management information for central and specialist units. In the Audit Commission National ABC Data Quality Report (on the 2003/04 returns) issued in May 2005 the results for the force are shown as:

Force	2003 Issues	Costing	Internal Controls	Information Sources	Reasonableness	Use of Costing Data
Essex	Weak	Weak	Weak	Weak	Weak	Good

- The force took on board the audit comments and through the support of the DFA-led activity analysis steering group, which includes BCU and PA representation, has addressed the issues from the force February 2004 survey. Progress will be monitored on an annual basis by the Audit Commission with results included in future baseline assessments.
- ABC data was submitted to the Home Office by the due deadlines. Work is in progress, under the direction of the activity analysis steering group to continue to improve the quality and use of activity analysis data.
- New activity analysis and ABC reporting software was introduced for the force February 2005 survey. Reports and online access are currently being rolled out to BCU supervisors.

## 6E Science and Technology Management

Good	Stable
------	--------

### Strengths

- The DCC is the ACPO lead for information systems (IS)/information technology (IT) and chairs the force development board.
- The IS/IT strategy supports the organisational strategy and business plans. All IS/IT projects are managed under PRINCE 2 methodology, are business led and contain finance and HR plans. The development board monitors the progress of all IS/IT projects.
- Within the last five years, all IS/IT projects have been delivered on time and to budget.
- The data network was upgraded in 2004 and all major network links have been enhanced to manage a projected increase in demand.
- A funded rolling replacement programme ensures that systems are replaced prior to reliability issues impacting on users.
- National Strategy for Police Information Systems applications are being adopted by the force with the exception of command and control.
- Calls logged by the IT service desk will not be closed until confirmed by the customer reporting. Regular surveys are carried out on customer satisfaction levels with feedback provided to the relevant IT support sections. Performance data in respect of the service desk is published on the intranet.

### Areas for Improvement

- A decision has been taken to opt for full business continuity, as opposed to disaster recovery, as one outcome of the current implementation of IT infrastructure library service standards that form part of the national ISS4P. Although much of the architecture and infrastructure is in place to ensure technical delivery, the full business continuity process, including policies and procedures, will not be in place until the end of 2005. All necessary work and resourcing have been scheduled within the current IT department business plan.
- Although there is broad representation of users on current projects, there is no dedicated IT steering group.
- Areas of improvement in response to Bichard recommendations have been identified and an operational data store has been created and is now operational. This will be fully Cross-Regional Information Sharing Project (CRISP) capable by the third quarter of 2005.

## 6F National Intelligence Model

Fair	Stable
------	--------

### Strengths

- The ACC (crime) is the lead officer for NIM development and implementation. The force strategic assessment is presented to the strategy and performance conference in September to inform the planning process for the forthcoming year.
- Priorities in the regional control strategy feature in the force control strategy if they are detected as a threat in the force strategic assessment.
- A draft control strategy, based on the strategic assessment, is prepared for the force tactical group, chaired by the Chief Constable, for discussion and approval.
- Force and BCU strategic assessments use the same template and conform to NIM guidance. The force control strategy and BCU strategic assessments inform BCU control strategies, which in turn focus the allocation of resources through TCG meetings.
- Strategic assessments have been shared with partners to help inform priorities of drug action teams and CDRPs. Examples of activity following the sharing of products include multi-agency level 2 initiatives, such as Operation Brompton (rogue traders) and Operation Barbican (motor salvage operators).
- At a force level, analysts have presented assessments and problem profiles to partners involved in the 'crack under pressure' campaign.
- Having met the requirements of a NIM standards audit in 2004, work is now in progress to ensure compliance with the new NIM codes. A force objective has been set for all BCUs to be compliant with the codes by November 2005.
- There is evidence at level 2 and within BCUs that strategic TCGs and tactical assessments are driving activity.
- The force has invested heavily in the intelligence field with core intelligence functions now fully resourced. The number of analysts has been increased to 35.
- Effective intelligence-sharing protocols are in place with partners, and good use is made of databases.
- A comprehensive policy, reviewed quarterly, is in place for the management of security of intelligence material.
- Awareness of the government protective marking scheme has been raised within the force. This scheme is now included within general policy guidelines and an information sheet has been provided for every member of staff.

### Areas for Improvement

- The force tactical group is confusing in title as it deals with a number of NIM strategic products.
- The force crime system is paper based with some crimes from more remote parts of the county being hand delivered to BCU HQ; there can be delays of 48 hours when entering crimes onto the system.
- Within one BCU, staff have operated an in-house intelligence system as the force CID 61 process is seen as bureaucratic. This has implications for intelligence

turnaround and officer safety. The force is developing an intelligence system that will be fit for purpose.

- Evidence from BCU inspections is that officers have mixed levels of understanding of the intelligence system and satisfaction with service and products.
- BCUs do not regularly field a representative at force level 2 TCG and only occasionally attend if a bid is being made for central resources.
- The NIM project team is examining ways in which to further involve partners in TCG meetings.
- The deployment of analysts locally, but line managed centrally, is not universally supported by BCU commanders.
- The force recognises a rich source of intelligence is held within CJUs and plans to train CJU staff to ensure all such intelligence is captured.
- The force intelligence bureau is in the process of re-writing the NIM strategy. This work was commissioned in response to the new minimum standards for NIM compliance. The document will incorporate plans for IT, HR, training and communications.

## 7 Leadership and Direction

The Chief Constable is an experienced chief officer, having held the post for seven years. He has a committed top team with all chief officers contributing to policing at a national level as well as holding their force portfolios. A challenge will be faced by the authority and force during 2005 when the Chief Constable retires and a new Chief Constable is appointed. Performance and accountability of managers and staff is developing and will be enhanced by the introduction of timely and reliable management information to all staff.

### 7A Leadership

Good
------

#### Strengths

- The vision of policing Essex is set out in the force strategic documents and plans. The Essex policing style has ensured a consistent yet dynamic means for service delivery.
- The ACTION leadership programme has been introduced to communicate vision and values. The Chief Constable has personally led workshops involving middle and senior managers and chief officers attended all departmental and divisional workshops.
- The Chief Constable undertakes a rolling programme of road shows; every department and division is visited for at least one day every 18 months. Regular 'chief on line' interactive intranet sessions enable staff to question chief officers directly.
- In March 2004, the post of ACOS was replaced by two posts, the ACC (personnel) and the DFA. This has added additional management capacity and resilience to the chief officer team.
- Collectively, the ACPO team contributes significantly to national and regional work.
- Chief officers have personal development objectives in their PDRs. These are discussed and agreed with the Chief Constable.
- Chief officers utilise individual mentoring using the High Five consultancy and have found 360-degree feedback useful.
- The structure of chief officer meetings includes a 'strategy day' every six weeks that, in addition to planning longer term development, is used for team building.
- There is a constructive and improving working relationship between the chief officer group and Essex PA, with greater involvement of the authority in areas such as the decision-conferencing process.
- In addition to committee meetings, informal workshops have been held to raise members' awareness on a range of policing issues. A system of lead members has been introduced to build a direct relationship with BCU and departmental commanders.
- The Chief Constable is highly active in promoting diversity and chairs the equality of service management group. In a recent force survey, senior managers believed this to be a strength of the force.
- Staff associations have established lines of communication with the ACPO team.

Should the need arise for urgent meetings these requests have always been granted. The relationship has been described by staff associations as positive and constructive.

- Police officers and staff throughout the organisation appear to be enthusiastic and committed to delivering a high standard of service.
- Chief officers lead on relevant media events. The Chief Constable participates in local radio 'phone-ins' on a regular basis.
- The bonus payment scheme and equivalent support staff honorarium scheme have made awards to 449 staff for operational issues and also organisation success. The ACTION award gala dinner in October 2004 made awards to nominees from every BCU and department for: probationer of the year, community officer of the year and ACTION leader of the year. Police officers and police staff were well represented.
- National honours are actively sought for police officers and staff and Essex Police usually has at least one successful candidate in each honours list.

#### **Areas for Improvement**

- After leading the force for seven years, the Chief Constable retires in June 2005. His successor has been appointed and takes up the post on 1 July 2005. This will present a challenge in maintaining and building on current performance as well as provide opportunities for the future of the force.
- Portfolios of chief officers were last reviewed over 12 months ago.
- Although time is invested in visiting operational stations and in patrolling with officers, the holding of QPAR meetings with commanders at their BCUs, instead of HQ, would improve the visibility of chief officers.



## 7B Strategic Management

Good	Stable
------	--------

### Strengths

- The force's vision and mission statement, 'taking a lead in making Essex safer', is set out in the long-term strategy and reflected in the local policing plan. This vision is supported by key stakeholders and partners.
- The force has a well-developed integrated business and budget planning cycle led by the DCC.
- The PA has an integral role in this process, covering planning, finance and resources.
- The various planning cycles converge during the September Strategy and Performance conference. This involves chief officers, all superintendents and departmental heads. Results of internal/external consultation, strategic intelligence assessments, other external influences and an assessment of the likely budgetary position are shared and discussed.
- Recommendations emerging from the conference are considered by chief officers and the PA, assisted initially by a collective Strategy Day and subsequently through a decision-conferencing process set against a forecast settlement.
- Growth bids and suggested areas for development are assessed against a number of criteria including the long-term strategy. Outcomes from this planning cycle are reviewed and priorities finalised at a subsequent joint budgetary workshop that takes place once funding provision has been announced.
- The force has adopted a number of local priorities and targets that are aligned with CDRPs and local strategic partnerships. This information is published on the force intranet and on divisional websites.
- NIM processes are integrated with the force's strategic planning process. The force strategic assessment is presented at the September Strategy and Performance conference to inform the planning process. The force control strategy is discussed and ratified at the force tactical group, which is chaired by the Chief Constable. The control strategy aligns with the priorities in the long-term strategy and local policing plan.
- The police reform programme is led by chief officers and the work managed through their respective programme boards. All development work within the programme has a senior line owner and project manager. It is monitored by corporate support, where a programme co-ordinator consolidates a regular update for reporting to chief officers.
- The long-term strategy and local policing plans are supported by the HR costed plan and finance plans.

### Areas for Improvement

- Activity analysis forms have been re-designed to capture more useful information and work is in progress to demonstrate links between activity and performance, particularly the planned improvement in the front-line policing measure.
- There are further reductions to be made in reducing bureaucracy and more

*Essex Police - Baseline Assessment  
October 2005*

opportunities to be had in fully exploiting technology such as mobile data terminals. An evaluation for obtaining these benefits is complete and will be considered by chief officers. Its findings are based upon a divisional scale pilot covering live use of various forms of technology by police officers as part of their normal duties.

- BCUs are not making full use of opportunities presented in the form of gifts, loans or sponsorship.

## 7C Performance Management and Continuous Improvement

Good	Stable
------	--------

### Strengths

- The Chief Constable leads on performance management and chairs the force tactical group.
- BCU commanders' PDRs contain performance-related objectives and are held to account through quarterly meetings with chief officers (QPARs). They are required to provide a written response including action to be taken in the event of underperformance. Good practice is identified and shared during QPARs.
- BCU and departmental targets are measured in the monthly performance analysis review.
- Each BCU and department is assessed every 18 months (with six-monthly reviews) by use of the balanced scorecard.
- Internal inspections are conducted by reviewers from HQ corporate support department; they are allocated to specific BCUs and HQ departments.
- Good investment has been made by the force in ensuring an experienced senior detective forms part of the reviewing team. This complements the skills of the other reviewers.
- After achieving IIP accreditation and as part of continuous improvement within the organisation, development plans were drawn up and monitored by reviewers.
- There is evidence of a performance culture with performance information displayed within BCUs and an awareness of performance among police officers and staff.
- There is evidence of good performance management within some BCUs with PDRs of all police officers containing a performance-related PDR objective.
- One BCU holds a monthly performance meeting informed by an innovative peer review stage that precedes each meeting. The peer review is conducted by the QA inspector on a one-to-one basis with every other inspector and is an exploratory examination of potential strengths and areas for improvement.
- Through using posters and electronic briefing systems, management information on performance is becoming more evident within BCUs; this could also be replicated in HQ departments.
- The PA has used the baseline assessment process to inform the BVR programme with a BVR on forensic services taking place in 2005/06.

### Areas for Improvement

- Although as part of the Gateway project daily information is now available via the intranet listing reported crimes, the data is incomplete owing to limitations with the crime recording system. The scheduling of an upgrade to the crime system is being co-ordinated with the CMP.
- The National Management Information System is being used to produce a standard summary of force performance against principal targets, initially for daily chief officer briefings with senior managers. This data is refreshed every 24

*Essex Police - Baseline Assessment*  
*October 2005*

hours and includes crime and detection information. It will ultimately become available on the force intranet for access by all managers and staff.

- Within BCUs, performance management does not always feature as a standing agenda item for all team meetings.
- Routine performance management meetings within BCUs and HQ departments for teams below the rank of inspector, and police staff equivalent, would be more effective if formalised.

Essex Police - Baseline Assessment  
October 2005

**Appendix 1: Performance Tables**

1A: Fairness and Equality							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of victims of racist incidents very/completely satisfied with respect to the overall service provided <b>(SPI 3a)</b>	N/A	41.3%	N/A	56.7%	6 out of 6	48.6%	29 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided <b>(SPI 3a)</b>	N/A	58.7%	N/A	75.6%	6 out of 6	71.5%	35 out of 37
% of white users very/completely satisfied with respect to the overall service provided <b>(SPI 3b)</b>	N/A	60.7%	N/A	59.2%	3 out of 6	56.8%	14 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided <b>(SPI 3b)</b>	N/A	47.6%	N/A	53.1%	6 out of 6	44.1%	22 out of 37
Difference between very/completely satisfied rates <b>(SPI 3b)</b>	N/A	13.1 pts	N/A	6.11 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided <b>(SPI 3b)</b>	N/A	78.2%	N/A	78.3%	4 out of 6	78.0%	22 out of 37
% of users from BME groups satisfied with respect to the overall service provided <b>(SPI 3b)</b>	N/A	72.9%	N/A	75.9%	5 out of 6	71.2%	21 out of 37
Difference between satisfied rates <b>(SPI 3b)</b>	N/A	5.3 pts	N/A	2.44 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest <b>(SPI 3c)</b>	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest <b>(SPI 3c)</b>	*	*	*	*	*	*	*
Difference between PACE arrest rates <b>(SPI 3c)</b>	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups <b>(SPI 3d)</b>	N/A	*	N/A	26.2%	*	24.7%	*
% detected violence against the person offences for white victims <b>(SPI 3d)</b>	N/A	*	N/A	34.2%	*	34.6%	*
Difference in violence against the person detection rates. <b>(SPI 3d)</b>	N/A	*	N/A	8.09 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	0.47	0.50	6.2 %	0.54	6 out of 8	0.70	22 out of 42
% detected racially or religiously aggravated offences	48.3%	42.4%	-5.9 Pts	35.8%	4 out of 8	36.4%	20 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
% of people who think that their local police do a good job <b>(SPI 2a)</b>	N/A	44.1%	N/A	47.3%	7 out of 8	48.6%	35 out of 42

\* This data was not available at time of publication

*Essex Police - Baseline Assessment  
October 2005*

<b>1C: Customer Service and Accessibility</b>							
<b>Indicator</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Change</b>	<b>MSF Ave 2004/05</b>	<b>MSF Rank 2004/05</b>	<b>National Ave 2004/05</b>	<b>National Rank 2004/05</b>
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police <b>(SPI 1a)</b>	N/A	69.9%	N/A	69.6%	3 out of 6	65.9%	16 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police <b>(SPI 1b)</b>	N/A	57.7%	N/A	59.4%	5 out of 6	54.9%	18 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress <b>(SPI 1c)</b>	N/A	43.6%	N/A	42.3%	3 out of 6	38.8%	12 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff <b>(SPI 1d)</b>	N/A	73.1%	N/A	73.0%	4 out of 6	69.5%	14 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided <b>(SPI 1e)</b>	N/A	60.3%	N/A	59.0%	3 out of 6	55.6%	14 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police <b>(SPI 1a)</b>	N/A	88.3%	N/A	88.1%	3 out of 6	87.8%	20 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police <b>(SPI 1b)</b>	N/A	74.2%	N/A	77.0%	5 out of 6	75.4%	25 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress <b>(SPI 1c)</b>	N/A	59.1%	N/A	59.9%	4 out of 6	58.5%	19 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff <b>(SPI 1d)</b>	N/A	87.6%	N/A	87.9%	3 out of 6	87.8%	20 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided <b>(SPI 1e)</b>	N/A	78.1%	N/A	78.1%	4 out of 6	77.3%	20 out of 37
% of people who think that their local police do good job <b>(SPI 2a)</b>	N/A	44.1%	N/A	47.3%	7 out of 8	48.6%	35 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided <b>(SPI 3a)</b>	N/A	41.3%	N/A	56.7%	6 out of 6	48.6%	29 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided <b>(SPI 3a)</b>	N/A	58.7%	N/A	75.6%	6 out of 6	71.5%	35 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	46.4%	*	*	82.3%	*	76.9%	*

\* This data was not available at time of publication

*Essex Police - Baseline Assessment  
October 2005*

<b>2A: Reducing Hate Crime and Crimes against Vulnerable Victims</b>							
<b>Indicator</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Change</b>	<b>MSF Ave 2004/05</b>	<b>MSF Rank 2004/05</b>	<b>National Ave 2004/05</b>	<b>National Rank 2004/05</b>
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident <b>(SPI 8a)</b>	N/A	*	*	63.7%	*	55.7%	*
% of partner-on-partner violence <b>(SPI 8b)</b>	*	*	*	83.0%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.47	0.50	6.2 %	0.54	6 out of 8	0.70	22 out of 42
% detected racially or religiously aggravated offences	48.3%	42.4%	-5.9 Pts	35.8%	4 out of 8	36.4%	20 out of 43

<b>2B: Volume Crime Reduction</b>							
<b>Indicator</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Change</b>	<b>MSF Ave 2004/05</b>	<b>MSF Rank 2004/05</b>	<b>National Ave 2004/05</b>	<b>National Rank 2004/05</b>
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) <b>(SPI 4a)</b>	5.0%	1.2%	-3.8 Pts	5.6%	1 out of 8	5.3%	1 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime <b>(SPI 4b)</b>	11.0%	9.9%	-1.2 Pts	16.3%	1 out of 8	17.9%	1 out of 42
Domestic Burglary per 1,000 households <b>(SPI 5a)</b>	10.26	8.54	-16.7 %	10.64	2 out of 8	14.40	12 out of 43
Violent crime per 1,000 population <b>(SPI 5b)</b>	17.66	17.26	-2.2 %	19.17	4 out of 8	22.44	11 out of 42
Robberies per 1,000 population <b>(SPI 5c)</b>	0.91	0.88	-3.4 %	0.83	7 out of 8	1.68	28 out of 42
Vehicle crime per 1,000 population <b>(SPI 5d)</b>	12.91	11.51	-10.9 %	11.80	4 out of 8	13.99	20 out of 42
Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b>	0.41	0.36	-12.3 %	0.39	2 out of 8	0.61	16 out of 42
Total recorded crime per 1000 population	88.68	82.71	-6.7 %	91.41	1 out of 8	105.37	11 out of 42
Violent Crime committed by a stranger per 1,000 population	*	*	*	6.84	*	9.87	*
Violent Crime committed in a public place per 1,000 population	*	*	*	11.74	*	13.86	*
Violent Crime committed under the influence of intoxicating substances per 1,000 population	*	*	*	3.84	*	4.16	*
Violent crime committed in connection with licensed premises per 1,000 population	*	*	*	1.41	*	1.44	*
% of domestic burglaries where the property has been burgled in the previous 12 months	6.2%	*	*	7.2%	*	8.3%	*

\* This data was not available at time of publication

*Essex Police - Baseline Assessment  
October 2005*

<b>2C: Working with Partners to Reduce Crime</b>							
<b>Indicator</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Change</b>	<b>MSF Ave 2004/05</b>	<b>MSF Rank 2004/05</b>	<b>National Ave 2004/05</b>	<b>National Rank 2004/05</b>
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) <b>(SPI 4a)</b>	5.0%	1.2%	-3.8 Pts	5.6%	1 out of 8	5.3%	1 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime <b>(SPI 4b)</b>	11.0%	9.9%	-1.2 Pts	16.3%	1 out of 8	17.9%	1 out of 42
Domestic Burglary per 1,000 households <b>(SPI 5a)</b>	10.26	8.54	-16.7 %	10.64	2 out of 8	14.40	12 out of 43
Violent crime per 1,000 population <b>(SPI 5b)</b>	17.66	17.26	-2.2 %	19.17	4 out of 8	22.44	11 out of 42
Robberies per 1,000 population <b>(SPI 5c)</b>	0.91	0.88	-3.4 %	0.83	7 out of 8	1.68	28 out of 42
Vehicle crime per 1,000 population <b>(SPI 5d)</b>	12.91	11.51	-10.9 %	11.80	4 out of 8	13.99	20 out of 42
Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b>	0.41	0.36	-12.3 %	0.39	2 out of 8	0.61	16 out of 42
Total recorded crime per 1000 population	88.68	82.71	-6.7 %	91.41	1 out of 8	105.37	11 out of 42

<b>3A: Investigating Major and Serious Crime</b>							
<b>Indicator</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Change</b>	<b>MSF Ave 2004/05</b>	<b>MSF Rank 2004/05</b>	<b>National Ave 2004/05</b>	<b>National Rank 2004/05</b>
Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b>	0.41	0.36	-12.3 %	0.39	2 out of 8	0.61	16 out of 42
Number of abductions per 10,000 population	0.018	0.006	-66.7 %	0.014	5 out of 8	0.016	21 out of 42
% of abduction crimes detected	0.0%	0.0%	0 %	21.4%	2= out of 8	34.9%	15= out of 43
Number of attempted murders per 10,000 population	0.13	0.14	4.5 %	0.10	7 out of 8	0.14	31 out of 42
% of attempted murder crimes detected	100.0%	73.9%	-26.1 Pts	69.9%	4 out of 8	72.7%	28 out of 43
Number of blackmail per 10,000 population	0.104	0.15	47.1 %	0.19	3 out of 8	0.28	18 out of 42
% of blackmail crimes detected	29.4%	24.0%	-5.4 Pts	27.3%	5 out of 8	26.2%	30 out of 43
Number of kidnappings per 10,000 population	0.27	0.29	9.1 %	0.36	3 out of 8	0.53	10 out of 42
% of kidnapping crimes detected	70.5%	56.3%	-14.2 Pts	47.2%	2= out of 8	44.3%	15= out of 43
Number of manslaughters per 10,000 population	0.	0.025	N/A	0.017	7 out of 8	0.025	24 out of 42
% of manslaughter crimes detected	0.0%	25.0%	N/A	94.1%	7 out of 8	119.2%	32 out of 43
Number of murders per 10,000 population	0.074	0.055	-25 %	0.084	1 out of 8	0.138	6 out of 42
% of murder crimes detected	75.0%	133.3%	58.3 Pts	95.3%	1= out of 8	94.5%	3= out of 43
Number of rapes per 10,000 population	2.06	2.05	-0.3 %	2.50	4 out of 8	2.65	15 out of 42
% of rape crimes detected	28.7%	27.2%	-1.4 Pts	25.4%	4 out of 8	29.5%	22 out of 43

\* This data was not available at time of publication



*Essex Police - Baseline Assessment  
October 2005*

<b>3B: Tackling Level 2 Criminality</b>							
<b>Indicator</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Change</b>	<b>MSF Ave 2004/05</b>	<b>MSF Rank 2004/05</b>	<b>National Ave 2004/05</b>	<b>National Rank 2004/05</b>
Violent crime per 1,000 population <b>(SPI 5b)</b>	17.66	17.26	-2.2 %	19.17	4 out of 8	22.44	11 out of 42
Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b>	0.41	0.36	-12.3 %	0.39	2 out of 8	0.61	16 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population <b>(SPI 6c)</b>	0.16	0.10	-37.6 %	0.17	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine <b>(SPI 6c)</b>	43.8%	37.0%	-15.4 %	27.7%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin <b>(SPI 6c)</b>	23.5%	17.9%	-23.9 %	38.5%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	*	*	*	*	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	5	*	*	*	N/A	6.78	N/A
No. of confiscation orders	11	19	72.7 %	13.7	N/A	43.16	N/A
Total value of confiscation orders	£560,734	£125,972	-77.5 %	£549,683	N/A	£1,179,340	N/A
No. of forfeiture orders	59	28	-52.5 %	8.6	N/A	18.21	N/A
Forfeiture value	£31,425	£33,808	7.6 %	£9,344	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.19	0.26	34.1 %	0.31	2 out of 8	0.45	5 out of 42
% detected trafficking in controlled drugs offences	92.7%	86.2%	-6.5 Pts	93.8%	8 out of 8	91.7%	36 out of 43

<b>3C: Investigating Hate Crime and Crime against Vulnerable Victims</b>							
<b>Indicator</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Change</b>	<b>MSF Ave 2004/05</b>	<b>MSF Rank 2004/05</b>	<b>National Ave 2004/05</b>	<b>National Rank 2004/05</b>
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident <b>(SPI 8a)</b>	N/A	*	*	63.7%	*	55.7%	*
% of partner-on-partner violence <b>(SPI 8b)</b>	*	*	*	83.0%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.47	0.5	6.2 %	0.54	6 out of 8	0.7	22 out of 42
% detected racially or religiously aggravated offences	48.3%	42.4%	-5.9pts	35.8%	4 out of 8	36.4%	20 out of 43

\* This data was not available at time of publication

*Essex Police - Baseline Assessment  
October 2005*

<b>3D: Volume Crime Investigation</b>							
<b>Indicator</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Change</b>	<b>MSF Ave 2004/05</b>	<b>MSF Rank 2004/05</b>	<b>National Ave 2004/05</b>	<b>National Rank 2004/05</b>
% detected of vehicle crimes <b>(SPI 7e)</b>	10.1%	9.9%	-0.2 Pts	10.6%	6 out of 8	10.1%	31 out of 43
% detected of violent crime <b>(SPI 7c)</b>	64.8%	59.7%	-5.1 Pts	48.8%	3 out of 8	49.5%	16 out of 43
% detected of domestic burglaries <b>(SPI 7b)</b>	16.9%	18.4%	1.5 Pts	19.6%	5 out of 8	15.9%	18 out of 43
% detected of robberies <b>(SPI 7d)</b>	20.9%	22.8%	1.9 Pts	22.5%	6 out of 8	19.9%	30 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court <b>(SPI 7a)</b>	16.7%	22.8%	6.1 Pts	21.3%	3 out of 8	21.4%	24 out of 43
% total crime detected	27.5%	27.5%	0 Pts	25.0%	4 out of 8	25.7%	24 out of 43
% sanction detected of vehicle crimes	8.8%	9.2%	0.4 Pts	9.8%	6 out of 8	9.3%	27 out of 43
% sanction detected of violent crime	28.8%	42.3%	13.5 Pts	35.7%	1 out of 8	34.3%	10 out of 43
% sanction detected of domestic burglaries	13.6%	16.8%	3.2 Pts	18.0%	5 out of 8	14.3%	15 out of 43
% sanction detected of robberies	17.1%	20.3%	3.1 Pts	20.5%	5 out of 8	17.2%	31 out of 43
% detected racially or religiously aggravated offences	48.3%	42.4%	-5.9 Pts	35.8%	4 out of 8	36.4%	20 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court <b>(SPI 6a)</b>	21699	27218	25.4 %	23445	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court <b>(SPI 6b)</b>	15.9%	20.2%	4.3 Pts	20.4%	5 out of 8	20.7%	32 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population <b>(SPI 6c)</b>	0.16	0.10	-37.6 %	0.17	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine <b>(SPI 6c)</b>	43.8%	37.0%	-15.4 %	27.7%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin <b>(SPI 6c)</b>	23.5%	17.9%	-23.9 %	38.5%	N/A	43.7%	N/A

\* This data was not available at time of publication

*Essex Police - Baseline Assessment  
October 2005*

<b>3E: Forensic Management</b>							
<b>Indicator</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Change</b>	<b>MSF Ave 2004/05</b>	<b>MSF Rank 2004/05</b>	<b>National Ave 2004/05</b>	<b>National Rank 2004/05</b>
Burglary Dwelling - % scenes examined	79.0%	91.4%	12.4 Pts	84.3%	3 out of 8	85.4%	15 out of 42
Theft of motor vehicle (MV) - % scenes examined	48.0%	55.1%	7.1 Pts	49.0%	3 out of 8	40.1%	14 out of 42
% fingerprint recovery from burglary dwelling scenes examined	51.0%	49.1%	-1.9 Pts	40.1%	2 out of 8	32.1%	7 out of 42
% fingerprint recovery from theft of MV scenes examined	72.0%	68.4%	-3.6 Pts	53.7%	1 out of 8	48.9%	2 out of 42
% DNA recovery from burglary scenes examined	5.0%	4.9%	-0.1 Pts	9.0%	8 out of 8	8.2%	40 out of 42
% DNA recovery from theft of MV scenes examined	8.0%	12.8%	4.8 Pts	19.7%	8 out of 8	20.1%	39 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	13.0%	12.9%	-0.1 Pts	14.2%	6 out of 8	16.8%	35 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	47.3%	N/A	35.7%	2 out of 8	35.5%	5 out of 42
% DNA matches from recovery at theft of MV scenes	*	38.1%	N/A	43.5%	5 out of 8	38.3%	20 out of 42
% fingerprint idents from recovery at theft of MV scenes	25.0%	19.3%	-5.7 Pts	26.5%	6 out of 8	27.9%	37 out of 42
% conversion of fingerprint idents to primary detections	34.0%	44.5%	10.5 Pts	47.5%	5 out of 8	45.3%	28 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	34.0%	73.6%	39.6 Pts	91.8%	4 out of 8	82.5%	26 out of 41
% DNA primary detections per match	46.0%	38.2%	-7.8 Pts	49.9%	8 out of 8	49.5%	39 out of 42
% DNA total detections per match (incl. secondary)	50.0%	43.5%	-6.5 Pts	97.6%	8 out of 8	88.7%	42 out of 42

<b>3F: Criminal Justice Processes</b>							
<b>Indicator</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Change</b>	<b>MSF Ave 2004/05</b>	<b>MSF Rank 2004/05</b>	<b>National Ave 2004/05</b>	<b>National Rank 2004/05</b>
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court <b>(SPI 6a)</b>	21699	27218	25.4 %	23444.5	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court <b>(SPI 6b)</b>	15.9%	20.2%	4 Pts	20.4%	5 out of 8	20.7%	32 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	65.3%	75.6%	10.3 Pts	80.1%	7 out of 8	82.0%	36 out of 43
% of court results entered onto the PNC in 10 days	49.5%	36.9%	-12.6 Pts	48.4%	8 out of 8	54.5%	37 out of 43
Number of sanction detections	24,189	30,736	27.1 %	24,528.6	N/A	27,659.4	N/A
PYO's arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

\* This data was not available at time of publication

*Essex Police - Baseline Assessment  
October 2005*

4A: Reassurance							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
BCS Fear of Crime (% very worried about burglary) <b>(SPI 10a)</b>	6.6%	7.4%	0.8 Pts	10.2%	2 out of 8	11.3%	5 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) <b>(SPI 10a)</b>	7.8%	6.9%	-0.9 Pts	11.3%	1 out of 8	12.5%	4 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) <b>(SPI 10a)</b>	11.4%	10.1%	-1.3 Pts	14.2%	2 out of 8	15.1%	10 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) <b>(SPI 10b)</b>	7.0%	6.6%	-0.4 Pts	14.2%	1 out of 8	15.8%	1 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	37.1%	*	*	39.3%	*	37.8%	*
% of domestic burglaries where the property has been burgled in the previous 12 months	6.2%	*	*	7.2%	*	8.3%	*

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled <b>(SPI 9a)</b>	*	*	*	*	*	5.69	*
Number of RTCs resulting in death or serious injury per 1,000 population	*	*	*	*	*	0.51	*

5A: Call Management							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
The local target time for answering 999 calls (secs)	15.	*	N/A	*	N/A	11.1	N/A
Number of calls answered within local target time	224,861	*	N/A	*	N/A	254,988	N/A
% of 999 calls answered within locally set target time	88.6%	*	*	90.9%	*	87.3%	*

\* This data was not available at time of publication

*Essex Police - Baseline Assessment  
October 2005*

5B: Providing Specialist Operational Support							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	275	*	N/A	241.3	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	9	*	N/A	13.7	N/A	22.5	N/A

5C: Roads Policing							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	*	*	*	*	5.69	*
Number of RTCs resulting in death or serious injury per 1,000 population	*	*	*	*	*	0.51	*

6A: Human Resource Management							
Indicator	2003/04	2004/05	Change	MSF Ave 2004/05	MSF Rank 2004/05	National Ave 2004/05	National Rank 2004/05
Number of working hours lost due to sickness by police officers (SPI 13a)	67.54	55.65	-17.6 %	62.82	2 out of 7	70.57	5 out of 37
Number of working hours lost due to sickness by police staff (SPI 13b)	80.48	58.65	-27.1 %	52.75	4 out of 7	63.72	14 out of 37
Medical retirements per 1,000 police officers	4.93	4.95	0.5 %	3.21	7 out of 8	2.9	30 out of 39
Medical retirements per 1,000 police staff	3.34	1.52	-54.4 %	1.5	5 out of 8	2.16	12 out of 39

\* This data was not available at time of publication

*Essex Police - Baseline Assessment  
October 2005*

<b>6C: Race and Diversity</b>							
<b>Indicator</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Change</b>	<b>MSF Ave 2004/05</b>	<b>MSF Rank 2004/05</b>	<b>National Ave 2004/05</b>	<b>National Rank 2004/05</b>
% of police recruits from BME groups <b>(SPI 12a)</b>	1.3%	2.5%	1.2 Pts	1.3%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area <b>(SPI 12a)</b>	N/A	3.3%	N/A	3.5%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations <b>(SPI 12b)</b> (white officers: BME officers)	1: 1.56	1: 1.39	-11.1 %	1: 1.08	6 out of 8	1: 1.47	23 out of 37
% of female officers compared to overall force strength <b>(SPI 12c)</b>	21.4%	*	*	22.0%	*	21.2%	*
% of female police staff compared to total police staff	63.0%	*	*	63.4%	*	62.3%	*
% of white police officer applicants appointed	11.1%	*	*	18.5%	N/A	26.9%	N/A
% of BME police officer applicants appointed	1.5%	*	*	8.7%	N/A	24.0%	N/A
Difference in % of applicants appointed	9.6	*	*	9.8 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	14.5%	*	*	20.2%	N/A	29.1%	N/A
% of male police officer applicants appointed	10.0%	*	*	16.5%	N/A	24.2%	N/A
Difference in % of applicants appointed	4.5	*	*	3.6 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 2.09	1: 1.1	-47.3 %	1: 1.33	3 out of 8	1: 1.41	12 out of 39

<b>6D: Resource Management</b>							
<b>Indicator</b>	<b>2003/04</b>	<b>2004/05</b>	<b>Change</b>	<b>MSF Ave 2004/05</b>	<b>MSF Rank 2004/05</b>	<b>National Ave 2004/05</b>	<b>National Rank 2004/05</b>
% of police officer time available for frontline policing <b>(SPI 11a)</b>	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	94.5%	*	*	90.7%	N/A	88.2%	*
Total spending per police officer	£68,183.60	*	*	£68,101.74	N/A	£121,668.41	N/A
Total spending per 1,000 population	£130,553.19	£136,275.27	4.4 %	£145,787.13	N/A	£320,496.85	N/A

\* This data was not available at time of publication

## Appendix 2: Glossary of Terms and Abbreviations

ABC	activity-based costing
ACC	assistant chief constable
ACOS	assistant chief officer support
ACPC	area child protection committee
ACPO	Association of Chief Police Officers
AFO	authorised firearms officer
ANPR	automatic number plate recognition
ASB	anti-social behaviour
ASBO	anti-social behaviour order
Balanced scorecard	A measurement based strategic management system which provides a method of aligning business activities to the strategy and monitoring performance of strategic goals over time
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	Best Value Review
CAIU	child abuse investigation unit
CDRP	Crime and Disorder Reduction Partnership
Centrex	the national police training organisation
CID	Criminal Investigation Department
CJU	criminal justice unit
CMP	contact management project
COMPASS	a national information technology system for tracking, managing and recording caseload information

*Essex Police - Baseline Assessment  
October 2005*

CPS	Crown Prosecution Service
CPT	community policing team
CRU	casualty reduction unit
DCC	deputy chief constable
DFA	director of finance and administration
DNA	deoxyribonucleic acid
DV	domestic violence
DVLO	domestic violence liaison officer
FAPRG	firearms and policy review group
FIR	force information room
Gender Agenda	an ACPO/Home Office initiative to promote equal opportunities for women in the police service
HMIC	Her Majesty's Inspectorate of Constabulary
HQ	headquarters
HR	human resource(s)
IAG	Independent Advisory Group – a body advising a force or BCU on race and diversity issues
liP	Investors in People
IS/IT	information services / information technology
KSI	killed or seriously injured
LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LGBT	lesbian, gay, bisexual and transgender
MAPPA	multi-agency police protection arrangement



*Essex Police - Baseline Assessment  
October 2005*

MSF	most similar forces – a way of grouping forces to which each police force can be compared that has similar social and demographic characteristics
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
PA	police authority
PACE	Police and Criminal Evidence Act
PACT	Police and Communities Together
PCSO	police community support officer
PDR	performance development review
PEPYS	proactive Essex Police youth strategy
PNC	Police National Computer
PND	penalty notice for disorder
POCA	Proceeds of Crime Act 2004
PPAF	police performance assessment framework
PPO	prolific and priority offender
PR	public relations
PSU	Police Standards Unit
PYO	persistent young offender
QA	quality assurance
QPAR	quarterly performance analysis report

*Essex Police - Baseline Assessment  
October 2005*

REC	racial equality council
RES	race equality scheme
RPU	roads policing unit
RTC	road traffic collision
Sanction detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SARA	scanning, analysis, response, assessment
SGC	specific grading criteria
SOCO	scenes of crime officer
SPI	statutory performance indicators are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Ct 1999. SPIs are also know as 'best value performance indicators'
STORM	system for task and operational resource management
TCG	tasking and co-ordination group
Volume Crime	not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery