

Report title: Essex Police's Policy and Performance in relation to Deployment to Incidents	
Report to: Essex Police, Fire and Crime Panel	
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Date: 8 December 2022	For: Noting
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County Divisions affected: All Essex	

1. Purpose of Report

The purpose of this report is to clarify for Panel members Essex Police's policy on deployment to incidents – with a focus on high harm contact management - and how it performs against this. The report provides an overview of the force's Command and Control of Incidents Policy, an assessment of how well Essex Police responds to high harm crimes, and a summary of the ambition set for future delivery.

Work to improve investigative quality is being taken forward through a separate workstream and is outside the scope of this report.

2. Recommendations

That the Essex Police, Fire and Crime Panel notes the content of the report, raising any points of clarification as required.

3. Context / Summary

The National Context

The wider context around contact management nationally is based on several strategic assumptions which directly influence policing's capability and capacity to respond to incidents, including:

- Contact will continue to rise
- Contact will continue to increase in complexity
- As such, contact management staff will continue to spend increasing time resolving contact
- Resolving complex contact will require increasing emphasis on partnership working

- Technology will continue to evolve to provide new means of contacting the police, and the public will continue to expect a choice of contact channels for key services
- Resources for policing will remain constrained
- Contact management will continue to be a key enabler of overall police service delivery

Essex Police's Command and Control of Incidents Policy

Essex Police's Contact Management Command is responsible for managing initial contact with the force and the subsequent organisational response. As such, the Contact Management Command is the face of Essex Police to most people who interact with the force. However, the force adopts a whole system approach to responding to calls for service, with police attendance at incidents inevitably coming from the nearest available and appropriate unit, whether that be from Local Policing Teams, Community Policing Teams, CID, the Operational Policing Command or the Crime and Public Protection Command. The vast majority of emergency and priority incidents are attended by uniformed response officers from within the Local Policing Area (LPA) or Operational Policing Command (OPC), including specialist resources such as Roads Policing, the Dog Unit, Firearms, Operational Support Group and Marine Unit. Detectives from both the LPA and CID also respond to incidents where available, especially residential burglaries and serious violence incidents, to maximise investigative opportunities. The force recognises that, in order to deliver a good service to the public, and to promote victim trust and confidence, it needs to deal with all three elements of response (contact, dispatch and investigation) well. As such, Control Room performance and Response performance are inextricably linked.

The force's Command and Control of Incidents Policy sets out the agreed procedure for incident management and is designed to ensure an effective, victim focused response to reports of crime or other calls for assistance by selecting the most appropriate resources to send to an incident, in an appropriate timescale.

The Force Control Room (FCR) takes all emergency calls, whilst non-emergency calls are shared between the FCR and the Resolution Centre (RC). Recorded incidents are risk assessed at the earliest opportunity in order to identify vulnerable victims at first contact and ensure that the most appropriate response grading is applied to every call. Panel members have been given the opportunity during the week commencing 21 November 2022 to visit the FCR to see this process in action prior to the Panel's consideration of this report.

The THRIVE methodology, which is used widely by police forces across England and Wales, is applied in Essex as a risk assessment tool. Call handlers consider six factors when determining the appropriate response grade to be allocated to recorded incidents:

- **Threat** – Any communicated or perceived intent to inflict harm or loss on another person, including the victim. This considers the impact on the person(s), property, public safety and community cohesion, as well as the reputation of Essex Police.

- **Harm** – An assessment of the level of harm that would be caused, including to the victim, if the threat is carried out.
- **Risk** – The likelihood of the threat occurring.
- **Investigation** – Whether there is a need for an investigation and, if so, what level of investigation would be proportionate. The call handler will also consider whether a police presence is required at the scene. If the incident is not a police matter, it will be referred to another agency.
- **Victim and vulnerability** – This places victim satisfaction and confidence at the heart of the force's decision-making. A person is considered vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation. A low-level crime may not initially be seen as requiring attendance, but increased victims needs may escalate the police response. For example, the theft of a mobility scooter may appear low-level however the impact on a vulnerable victim with a disability is significant and is identified as requiring officer attendance and an enhanced level of victim care.
- **Engagement** – This may take place with organisations and / or individuals, in order to build positive relationships that further policing aims, prevent offences and build trust and confidence in victims and the public.

Using the THRIVE methodology to make an individual assessment of every contact enables the force to deploy the right people, with the right skills, to deal with incidents, thus allowing the force to use its resources as effectively as possible. As such, THRIVE is about providing an appropriate and proportionate response, rather than applying a “one size fits all” approach to certain types of crime.

There is no national standard set for response times outside of emergency response. Instead, target response times are set by the Chief Constable for each force. Essex Police's Command and Control of Incidents Policy sets out how incidents will be graded and the target attendance time for each grading as follows:

Grade	Response	Attendance Target
1	Urban emergency	15 minutes
2	Rural emergency	20 minutes
3	Priority	Within 60 minutes
4	Routine	Within 48 hours
5	Resolution without Deployment	No attendance
6	Appointment	By appointment

An emergency response grading is given where the call handler's assessment of the incident indicates that a person's life is in danger, or that someone is vulnerable to immediate violence, serious injury, or serious damage to their property. In these circumstances, it is vital for policing resources to be deployed to the scene at the earliest opportunity, not only to safeguard victims of crime and members of the public, but also to secure and preserve the scene of any crime, to identify any forensic opportunities and potential witnesses, and to apprehend suspects if still on scene. Incidents graded as emergencies will have a police resource assigned immediately. The nearest, most appropriate unit will be deployed, which may necessitate redirecting resources from non-emergency incidents. For example, an Armed Response Vehicle (ARV) may be deployed to a domestic abuse incident, or a Community Policing Team

(CPT) officer may be deployed to attend a serious crime which may later require specialist investigative officers.

Where an incident is not graded as an emergency, but there is still a degree of importance and / or urgency (i.e. where nobody is in immediate danger but there are investigative opportunities around evidence capture such as forensics and / or witnesses), it will be graded as a priority incident. It should be noted that resources deployed to a priority incident will not travel on blue lights, so their progress will be impacted by traffic conditions etc.

Where there is no urgency to respond to an incident, but the attendance of a police officer or other member of staff is required to carry out proportionate enquiries, it will be graded as requiring a routine response.

If the incident can be resolved without officer attendance, it will be graded for resolution without deployment and remitted to the Resolution Centre. Following a crime allocation assessment, the investigation will then be concluded with no further action, allocated to Case Investigators within the Resolution Centre for further investigation, or allocated to the most appropriate department to investigate. These cases may also be referred to another agency.

Where immediate attendance is not required, and the victim agrees to this approach, an appointment may be booked for an officer to attend at the earliest, most convenient time for the victim. Such appointments will be attended by Local Policing Area (LPA) officers via a diary system managed by the Force Control Room. Following the appointment, the attending officer and their supervisor will assess the most suitable department to progress the investigation. This ensures a timely response to the incident, in agreement with the victim, whilst also ensuring that the most appropriate policing resource owns the investigation through to resolution.

The initial grading given to an incident remains in place unless circumstances later dictate that the incident should be upgraded or downgraded following a further THRIVE assessment. This means that, if an emergency or priority incident is not attended within the target time, it remains at that grading and the first available policing resource is dispatched to attend. The Command and Control of Incidents Policy sets out the steps to be taken to re-grade incidents where necessary. It should be noted that incidents will never be downgraded due to a lack of deployable resources or because a caller reporting a domestic abuse incident ends the call prematurely and contact cannot be re-established. Incidents can only be downgraded with a supervisor's authority and a clear rationale must be placed on the record of the incident.

High Harm Crimes

Essex Police's Definition of High Harm Crimes

There is no national definition of a high harm crime. Essex Police has therefore determined high harm offences to be those which most significantly impact on the public, namely residential burglary, robbery, rape, serious sexual offences, and violence with injury. All these offence types have clear links to the Police and Crime Plan 2021 – 2024 and the Force Plan. Although domestic abuse and Violence Against

Women and Girls (VAWG) are not specifically included, there are clear links with these thematic areas.

Residential Burglary

The classification of residential burglary includes all buildings or parts of buildings that are within the boundary of, or form a part of, a dwelling. This includes the dwelling itself (including vacant dwellings), sheds, garages, outhouses, summer houses and any other structure that meets the definition of a building. It also includes other premises used for residential purposes such as houseboats, residential care homes and hostels. Where an outbuilding within such a boundary but not forming part of the dwelling building, such as a garage or workshop, which is used solely for business purposes is burgled, this should be recorded as “burglary – business and community”. Where both a dwelling house and an outbuilding used for business purposes (belonging to the same victim) are subject of a burglary at the same time, then only the residential burglary is to be recorded. Vacant, new build, partially complete or properties under renovation will be recorded according to the purpose for which they are intended. All buildings which are not on a plot of land where a residential building stands and which are not used for business and community use will be classified as residential.

On 30 September 2022, Chief Constable Andy Marsh (Chief Executive of the College of Policing) and Deputy Chief Constable Alex Franklin-Smith (the NPCC lead for burglary) wrote to Chief Constables summarising the findings of a rapid review of evidence undertaken by the college of the measures that can be effective in detecting and reducing burglary crimes as well as reassuring victims. This found that:

- Burglaries cluster in time and space. Burglars often return to the same property or to properties that are very close to or similar in layout to the initial burglary. Consequently, after a burglary, the victim is at a higher risk of re-victimisation than non-victims and the risk for the houses near to the burgled property is also raised.
- Burglars tend to offend close to where they live and select targets based on their perception of effort, risk and reward, using situational cues such as occupancy, surveillance, accessibility and security together with high yield potential. However, burglars who are drug or alcohol dependent may have distorted target selection.

Measures that could be effective in detecting and reducing burglary crimes as well as reassuring victims were found to include:

- Rapid police attendance at scenes, as this increases victim satisfaction and helps to establish solvability factors. Solvability factors can then be used to triage reports and target investigative resources more effectively.
- Deployment of crime scene investigators when there may be forensic opportunities.
- Focused effort on properties and areas predicted as at high risk of repeat occurrence, to increase the likelihood of apprehending a burglar at the scene. Entrapment devices that either covertly photograph the offender or trigger a

covert alarm could be used, particularly at locations subject to repeat victimisation.

- Offender management and diversion schemes, particularly those including drug treatment and mental health pathways.
- Provision of crime prevention advice and support to implement crime prevention measures, e.g. by providing property marking.
- Use of communication channels to encourage collaboration between communities and policing to promote the uptake of crime prevention measures.
- Cocooning activity to inform people in the vicinity and give crime prevention advice.
- Liaison with partners, including local authorities, to limit access to alleyways and other places that can give access to properties.
- Liaison with partners to ensure that target hardening measures are implemented for vulnerable people such as the elderly or disabled.

Further to this, the NPCC Burglary Portfolio has worked with the College of Policing's Investigative Standards Team to develop an app that can be made available to frontline investigators to provide best practice advice and guidance and assist them with capturing relevant scene information.

Rape and Serious Sexual Offences (RASSO)

The Crime and Public Protection Command has primary investigative responsibility for most RASSO offences. Due to the specialist nature of these offences, and the particular need to take a victim centric approach to them, in line with policy, these will be assigned to the most appropriate unit (e.g. a specialist RASSO detective rather than sending a generalist uniformed response). Where there is a need for an emergency response, this will take place. On some occasions, the victim may decide that they do not wish to see the police, or that they prefer to see the police later and / or at a different location, or there may be forensic timescale considerations.

Alternatively, contact with the victim may be made otherwise than by deploying a unit (e.g. via rapid video response). The police may also need to ensure that they do not expose the victim to repeat trauma by the repeated disclosure of the offence through the force's process. For example, the victim may initially have to re-live the offence to a call-taker, then to the first attending response officer, then to a specialist detective and potentially later in court. By deploying the most appropriate resource first (i.e. the detective), the force reduces this trauma but increases the response time. Sacrificing performance for victim care quality in these circumstances is the right thing to do for the victim and is more likely to enhance victim satisfaction.

Essex Police Policy on Attending High Harm Crimes

Essex Police has an ambitious policy of attending all high harm incidents. However, it is recognised that, in practice, this is unlikely ever to be achievable because, for example, the victim may not wish to see the police, or may not wish to see them at this time.

There is no specific response grading set for high harm incidents. Instead, the response grading for each incident is determined and prioritised based on the THRIVE methodology described above. The only exception to this is residential burglary

incidents, for which Essex Police has a very clear policy position, which is to attend all of them and aim to do so within one hour.

Performance

The key performance indicators (KPIs) associated with the force's response to incidents are as follows:

- 90% of 999 calls into the Force Control Room to be answered within 10 seconds.
- The abandonment rate for 999 calls will be less than 2%.
- 90% of 101 calls into the Force Control Room to be answered within five minutes.
- The abandonment rate for 101 calls will be less than 5%.
- 90% of all public calls into the switchboard to be answered within 30 seconds
- 90% of all public calls into the Resolution Centre to be answered within five minutes.
- 90% of emergency incidents to be attended within 15 minutes for urban locations and 20 minutes for rural locations.
- 84% of priority incidents to be attended within 60 minutes.

Between 1 January 2021 and 10 October 2022, the force attended 83% of the high harm incidents reported to it, compared with 74% of other incidents, as shown in the table below:

	Total Calls	Attended Calls	Attendance Rate
High Harm Incidents	82,480	68,278	83%
Non-High Harm Incidents	332,776	244,306	74%

The table below provides a more detailed breakdown of the proportion of all high harm incidents attended more recently (during the 13 months up to and including September 2022):

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
All HH	65.7%	67.7%	64.8%	69.3%	68.1%	67.1%	66.0%	64.8%	65.2%	66.4%	66.5%	65.0%	68.0%	66.5%
Burglary	84.3%	81.3%	83.3%	84.0%	87.3%	87.1%	82.1%	77.7%	82.3%	82.0%	85.5%	86.8%	89.0%	84.1%
Robbery	67.2%	75.0%	79.4%	80.9%	78.8%	76.8%	80.4%	72.9%	74.1%	77.9%	73.1%	71.4%	80.2%	76.0%
VWI	68.3%	69.7%	65.7%	70.1%	70.3%	69.0%	67.4%	66.0%	66.0%	66.4%	67.3%	66.3%	68.2%	67.7%
Rape	48.9%	49.4%	41.3%	50.4%	43.7%	42.6%	48.6%	55.5%	53.1%	47.6%	53.4%	49.3%	47.2%	48.5%
Sexual Assault	48.5%	53.5%	53.9%	53.1%	48.7%	50.6%	52.7%	49.4%	53.7%	59.9%	53.8%	48.6%	56.5%	52.5%

During this period, Essex Police attended 66.5% of all high harm incidents reported to it. It should be noted that the majority (79%) of calls marked as not being attended during this period were graded as requiring a routine response.

The table below illustrates the grade of service assigned to high harm incidents between 1 January 2021 and 10 October 2022, and the proportion of cases in which the target time was met. This shows that the force is not attending all high harm incidents as quickly as it aims to.

	Time Met Emergency	Time Met Priority	Time Met Routine
Burglary incidents	90%	48%	96%
Robbery incidents	85%	65%	95%
Violence with Injury incidents	86%	65%	86%
Rape incidents	70%	38%	95%
Serious sexual incidents	70%	31%	67%

Overall, between 1 January 2021 and 10 October 2022, Essex Police met its target response times for 84% of the high harm incidents graded as requiring an emergency response, for 51% of those graded as requiring a priority response and for 85% of those requiring a routine response. This is compared with attendance at other incidents in the table below:

	Time Met Emergency	Time Met Priority	Time Met Routine
High Harm Incidents	84%	51%	85%
Non-High Harm Incidents	81%	67%	72%

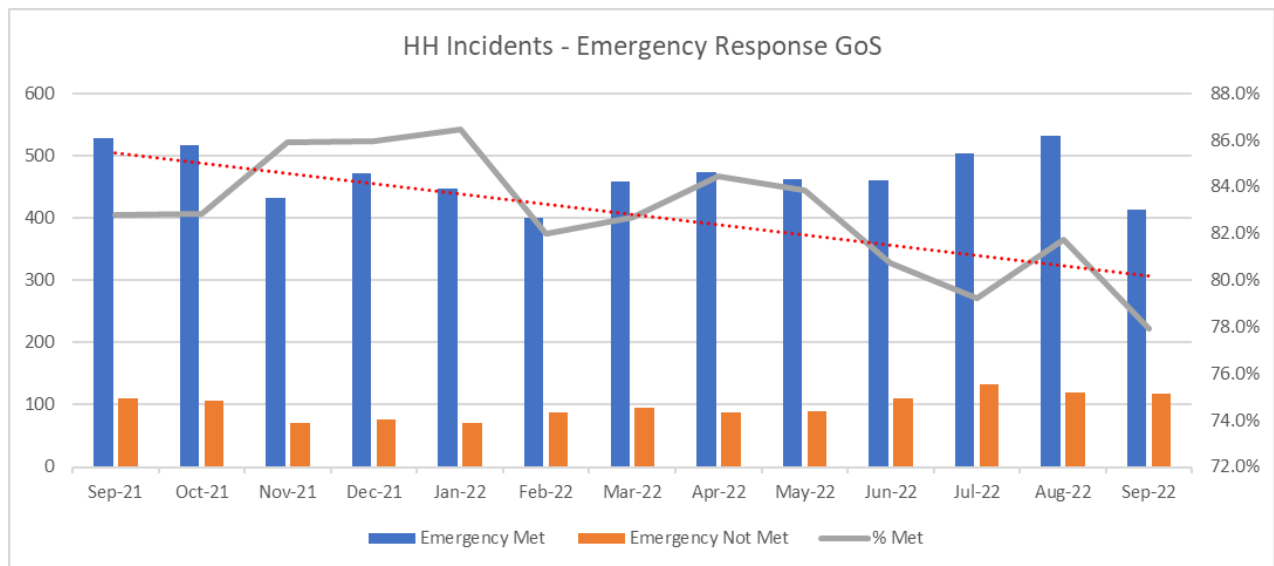
The next table provides a more detailed breakdown of the proportion of high harm incidents graded as requiring an emergency response that were attended during the 13 months up to and including September 2022:

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
All HH	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.8%	99.8%	99.8%	99.8%	99.9%
Burglary	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Robbery	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
VWI	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.8%	99.8%	99.8%	100.0%	99.9%
Rape	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Sexual Assault	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	97.5%	99.7%

During this period, Essex Police attended 99.9% of all high harm incidents that were graded as requiring an emergency response.

The table and graph below show the frequency with which the target response time was met for high harm incidents requiring an emergency response during this period:

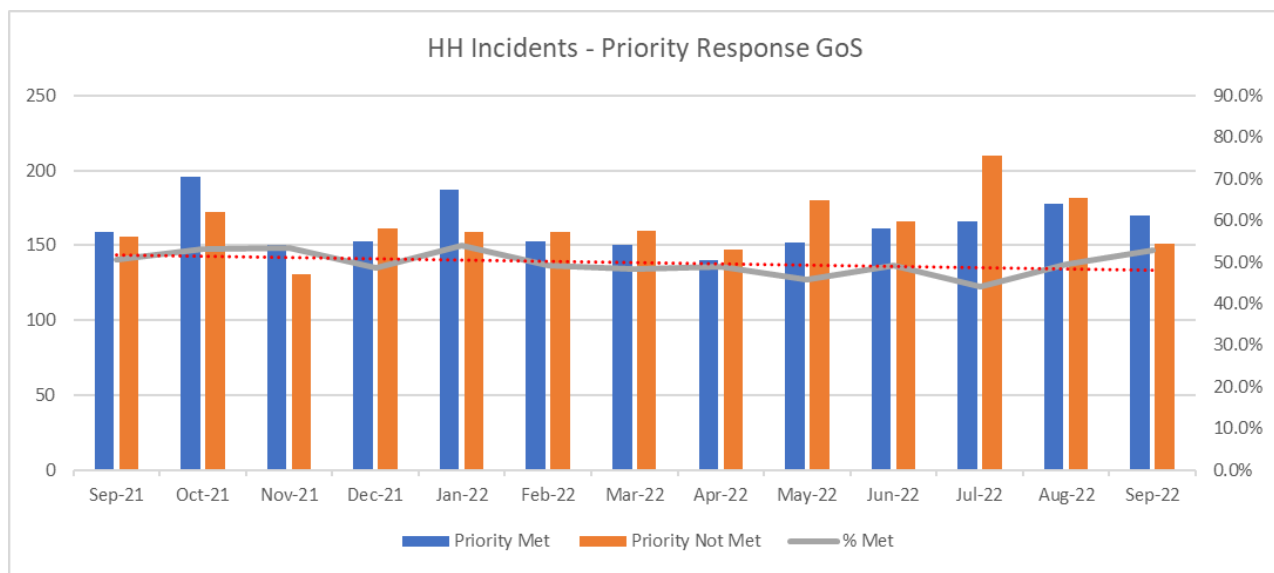
	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Emergency Met	529	516	433	471	447	401	458	473	462	461	503	532	413	6099
Emergency Not Met	110	107	71	77	70	88	96	87	89	110	132	119	117	1273
% Met	82.8%	82.8%	85.9%	85.9%	86.5%	82.0%	82.7%	84.5%	83.8%	80.7%	79.2%	81.7%	77.9%	82.7%



The drop in emergency response performance in February and July could be attributed to Essex Police deploying a significant number of officers to both COP26 (in February) and the Just Stop Oil protests (in July).

The table and graph below show the frequency with which the target response time was met for high harm incidents requiring a priority response during this period:

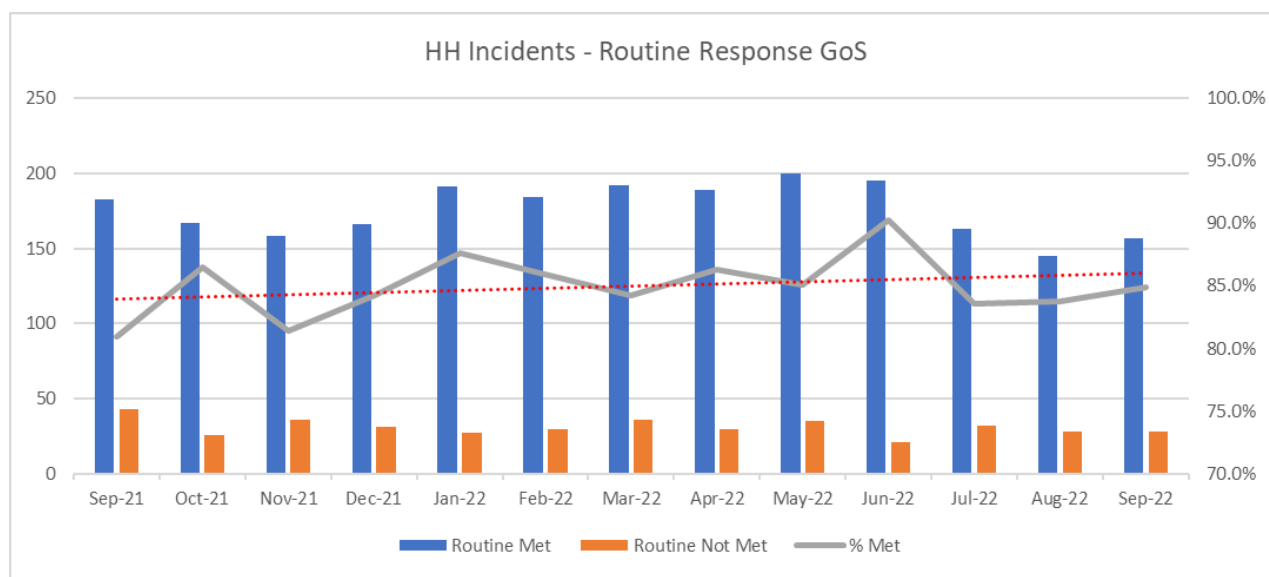
	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Priority Met	159	196	150	153	187	153	150	140	152	161	166	178	170	2115
Priority Not Met	156	172	131	161	159	159	160	147	180	166	210	182	151	2134
% Met	50.5%	53.3%	53.4%	48.7%	54.0%	49.0%	48.4%	48.8%	45.8%	49.2%	44.1%	49.4%	53.0%	49.8%



Attendance at priority response incidents needs to improve. Resourcing challenges and competing demands often create complexities around diverting an officer from a current commitment to a priority incident. Even once redeployed, they will typically be required to travel some distance to arrive at the scene, which is not always achievable within the target time.

The table and graph below show the frequency with which the target response time was met for high harm incidents requiring a routine response during this period:

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Routine Met	183	167	158	166	191	184	192	189	200	195	163	145	157	2290
Routine Not Met	43	26	36	31	27	30	36	30	35	21	32	28	28	403
% Met	81.0%	86.5%	81.4%	84.3%	87.6%	86.0%	84.2%	86.3%	85.1%	90.3%	83.6%	83.8%	84.9%	85.0%



Performance for incidents graded as requiring a routine response is significantly better than for priority response incidents, primarily because officers have more time to arrive at the incident.

Appendix 1 breaks the above data down by the five crime types included within the Essex Police definition of high harm incidents. When viewing this, it should be noted that all crimes reported to Essex Police are recorded and are subject to a proportionate investigation, even if the target response time is not met.

The findings of Operation Beaumont (the force's response to a particular incident, which considered the ability of contact staff to respond to incidents) earlier in 2022 identified gaps in Essex Police processes around identifying vulnerability, threat and harm. The principal training gap identified within the FCR was that call handlers did not input intelligence around repeat callers or threats made from an individual that would not constitute the recording of a crime. As a result, refresher training was rolled out immediately and mandated for all FCR staff. The Contact Management Command has reviewed all its training and completely overhauled all the packages being delivered, with the assistance of Sussex Police.

Essex Police's most recent HMICFRS PEEL Review also identified that the force's response to incidents requires improvement in four key areas:

- Providing a timely response to calls for service
- Assessment of risk
- Identifying vulnerability
- Crime prevention advice

Challenges facing Essex Police in Responding to Incidents

There are several challenges impacting the force's ability to meet its ambitions and targets around operational response.

Firstly, a vibrant labour market and wide opportunities for staff within policing means high staff turnover in the Contact Management Command. It is therefore essential that the Command continues to recruit and train staff to ensure capacity and capability are maintained.

As members of the Police, Fire and Crime Panel are aware, rapid growth of the force over recent years has resulted in a relatively young and inexperienced workforce, both on the front line and in contact management. Supervision and support are essential in guiding and nurturing those young in service and teaching them to apply the THRIVE model well. The force has therefore developed a new supervisor's course and is supporting its staff through both this and the setting of clear expectations so that they develop quickly and confidently.

The force's ability to respond to incidents is also directly impacted by abstractions due to other demands on police time (such as responding to concerns for welfare and those in mental health crisis, guarding patients in hospital, and conveying people to hospital if the ambulance service cannot attend in a timely manner) along with the need to resource major incidents and operations, both planned (e.g. large events and Operation Union) and unplanned (e.g. protest activity, such as that undertaken over recent months by Just Stop Oil campaigners). Strategic demand oversight is managed through the Deputy Chief Constable, and the force has established a task and finish group to explore the minimum levels of staffing required in Response and Local Policing Teams in order to ensure that the force can continue to flex its capability to meet calls for service. The force also continues to develop its driver training capability and is reviewing its approach to fleet management to ensure that it has appropriately trained officers in the right places with access to the right equipment, including suitable vehicles. 140 additional places on response driver training are being offered next year to meet the demand and enhance the force's capacity to respond to incidents within the target timescales.

Additionally, the technology currently in use in the force does not always support operational response as well as it might. In the future, new capabilities will help the force better manage its internal process and enhance its ability to assess risk and make decisions. As such, various changes to Essex Police's IT infrastructure are already in train and due to complete between January 2023 and March 2024. For example, the force currently makes use of an Interactive Voice Response (IVR) system which filters out some forms of contact prior to transfer to a call taker. In future, Intelligent Interactive Voice Response capability will be able to deal with contact more efficiently and effectively, removing the need for human interaction in far more cases than our current systems. It will also identify threat within waiting contacts and prioritise them appropriately. Where contact with a call handler is necessary, the technology will be able to prioritise based on an initial risk assessment (e.g. by identifying that the call is of a domestic abuse nature and putting this at the front of the queue). In addition, the Contact Management Command will be moving to a new Integrated Command and Control System (ICCS) in the autumn of 2023, a benefit of which will be greater flexibility and capacity to handle and grade calls for service (both

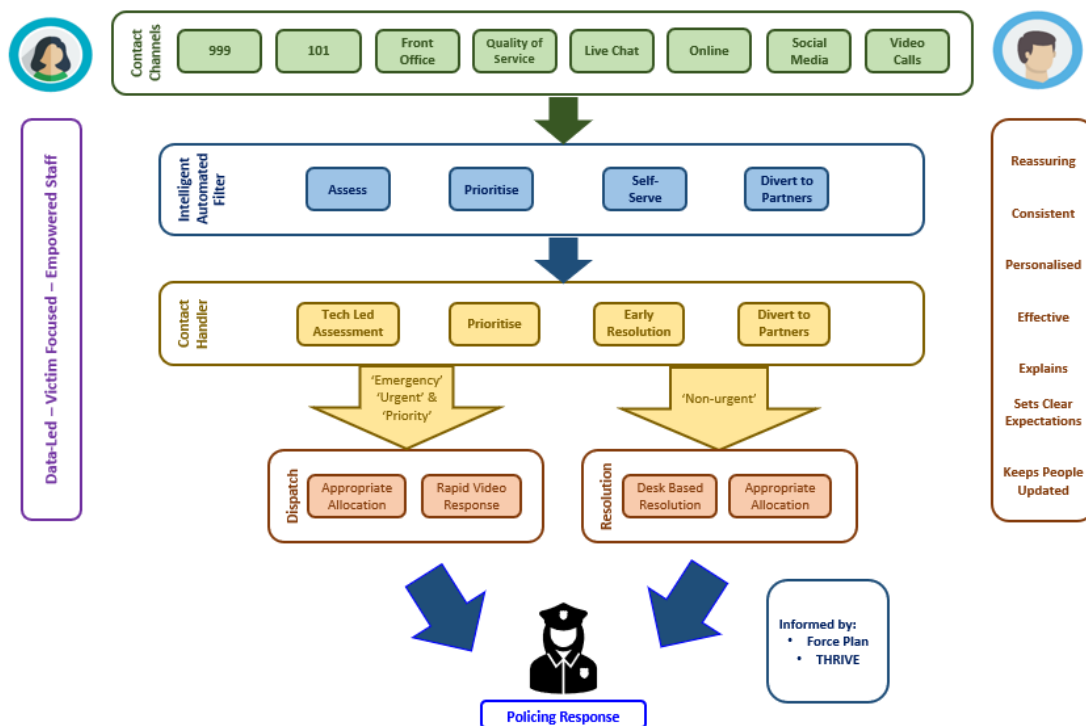
emergency and non-emergency).

Going forward, the dispatch function will exclusively deal with incidents that require an emergency, urgent or priority response. Requests for service outside of these parameters will not be dealt with on STORM and will instead be allocated to the appropriate team via Athena. This is currently the process followed for most crimes; the key change is that this will also be used for 'non-crimes'.

Video technology can also be used to improve the victim experience, as per the Kent Rapid Video Response Trial, by improving deployment options and service delivery.

Other Future Plans

As set out above, Essex Police has an ambition to attend all high harm incidents – particularly those graded as requiring a priority response - and to improve response times to all incidents, and has already changed its dispatch policies in pursuit of these objectives. In tandem, the Contact Management Command has commenced a detailed piece of project work to review the way Essex Police approaches public contact. As a result, a new target operating model has been agreed, as shown below:



Since 26 September 2022, the Contact Management Command has been driving a renewed focus on command and control through Operation Clarity, which makes the Force Control Room the final arbiter in respect of deployments and takes a “task not ask” approach to improving the response time to all incidents, and specifically high harm incidents. The objective of the operation is to provide a faster response to more incidents in order to support victims of crime better. As part of this, the force will be prioritising early attendance at residential burglaries, not only to safeguard and reassure victims but also to establish an early investigative strategy, including identifying and securing forensic opportunities and witnesses and identifying and apprehending suspects. Every residential burglary is now graded as requiring a

priority response, with attendance to be achieved as soon as possible and, in any case, within one hour. Other high harm incidents will also be allocated an enhanced level of response where appropriate. For example, all street robberies, including attempts, which are reported to be in progress or within 30 minutes of being committed are subjected to the force's Operation Tigress response plan (which focuses on victim care as well as pursuit of the perpetrator(s)) and allocated an emergency response grading. The trigger plan includes several pre-defined tasks developed specifically by investigators to maximise evidential opportunities and lines of enquiry to identify, locate and apprehend the suspect(s) during what is known as "the golden hour" following an offence.

Further to its rapid review of evidence of the measures that can be effective in solving burglary crimes, the College of Policing is currently preparing a comprehensive toolkit for forces around the operational response to burglary which it plans to release before the end of January 2023, to be followed closely afterwards by a knowledge sharing event for forces on how to reduce these offences. Essex Police will have due regard to these inputs in due course.

A new Responding to Incidents Policy was agreed in principle by the force's Contact Management Programme Board in August 2022 following feedback from a peer review conducted by Sussex Police that Essex Police is not compliant with the NPCC's National Contact Management Strategy, including the principle that there should only be one emergency response grade. Sussex Police recommended that:

- Essex Police implement a standardised approach across all FCR shifts
- All call handlers are logged in as 'all calls' to prevent overuse of 999 system
- Essex Police implement a challenge approach to misuse of 999 system
- Essex Police shift demand from traditional methods of contact where possible and identify IT solutions to transfer calls.

The new policy will implement in Essex the National Contact Management Vision of contact management enabling the police service to manage all contact in a way that is consistent across the country and that appropriately meets the needs of the individual, thus delivering a service that is intelligent, personalised, reassuring and effective at the earliest point of contact. This vision will apply to all contact channels and will deliver contact management services which:

- Are designed to deliver appropriate assistance to members of the public.
- Prioritise those at greatest risk of harm.
- Make effective use of people and technology across an appropriate range of communication channels.
- Achieve early resolution of calls for service, deploying frontline policing resources where necessary.
- In collaboration with others, ensure that the police protect the public and increase confidence in policing.

Under the new policy, the conventional contact channels of 101 and 999 calls will remain a key part of the force's contact offering however, in line with the national strategy, Essex Police will continue to develop other channels of contact. This will involve establishing some new channels (e.g. social media and video calls) as well as

continuous improvement to existing channels.

The new policy will also update Essex's response gradings to align with the National Police Chiefs Council's (NPCC's) National Contact Management Grade (NCMGs), as follows:

Grade	Response	Attendance Target
1	Emergency	20 minutes
2	Urgent	Within 60 minutes
3	Priority	Within 8 hours
4	Scheduled	Within 24 hours
5	Resolution without Deployment	No attendance
6	Appointment	By appointment

The force's Chief Officer Group (COG) is currently considering how best to transition from the current to the new policy and in what timescales, given that implementation is reliant upon supporting changes to technology described above. More work is to be done on this at the COG Away Day on 21 December, where a timeline for implementation will be agreed.

Implementation of the new policy will also require some changes to staffing structures. Calls are currently received by call takers in FCR, Switchboard and the Resolution Centre. Going forward, it is proposed that the call taking functions of these departments are merged to create a single professionalised team of contact handlers. This team would be trained to an appropriate level to allow early resolution of contact whenever possible. This could be supplemented by the transfer of the Public Protection Assessment Centre resource and functionality into Contact Management, allowing the checks of police systems to support risk assessment and response as part of the initial process, thus providing a more efficient and resilient model. By merging these functions, the resilience of each team can be fully exploited to improve contact handling capacity in an 'omni-competent' model. Wasteful downtime due to the current siloed working would be better directed to dealing with demand.

Implementation will also be supported by an updated THRIVE process focusing on the solvability of the crime, victims, vulnerability and repeat victimisation. All FCR staff will have received a refreshed THRIVE training input by the end of 2022 which will enable them to assess risk, identify vulnerability and provide victims of crime and members of the public with crime prevention advice in order to prevent repeat victimisation.

Alongside this, Essex Police has already improved its performance management framework, including through the use of performance dashboards created by the Operational Support Team to compare resourcing with demand. This facilitates work to ensure the force has the right staff, in the right place, at the right time, which should naturally lead to improvements in the force's response to incidents. An enhanced level of scrutiny of performance by the command team is also helping to drive performance improvements and focus staff on priorities.

4. Appendices

Appendix 1 – Frequency with which Target Response Times were met by High Harm Crime Type (September 2021 – September 2022)

APPENDIX 1

Frequency with which Target Response Times were met by High Harm Crime Type

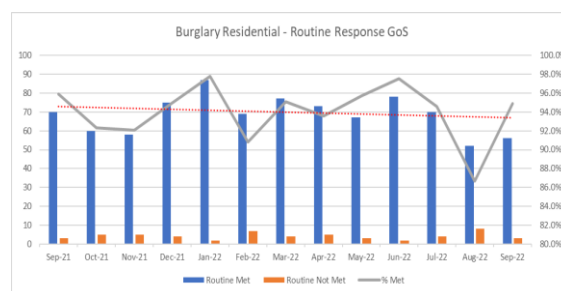
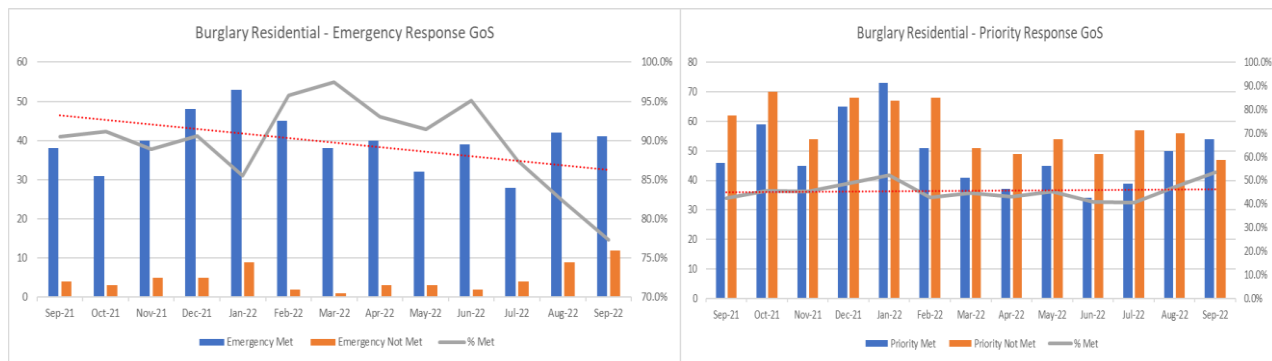
(September 2021 – September 2022)

Residential Burglary

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Emergency Met	38	31	40	48	53	45	38	40	32	39	28	42	41	515
Emergency Not Met	4	3	5	5	9	2	1	3	3	2	4	9	12	62
% Met	90.5%	91.2%	88.9%	90.6%	85.5%	95.7%	97.4%	93.0%	91.4%	95.1%	87.5%	82.4%	77.4%	89.3%

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Priority Met	46	59	45	65	73	51	41	37	45	34	39	50	54	639
Priority Not Met	62	70	54	68	67	68	51	49	54	49	57	56	47	752
% Met	42.6%	45.7%	45.5%	48.9%	52.1%	42.9%	44.6%	43.0%	45.5%	41.0%	40.6%	47.2%	53.5%	45.9%

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Routine Met	70	60	58	75	87	69	77	73	67	78	70	52	56	892
Routine Not Met	3	5	5	4	2	7	4	5	3	2	4	8	3	55
% Met	95.9%	92.3%	92.1%	94.9%	97.8%	90.8%	95.1%	93.6%	95.7%	97.5%	94.6%	86.7%	94.9%	94.2%



At present, all burglaries will be recorded and investigated proportionately, but may not all be attended within the target timescale. As can be seen, there was a clear reduction in performance outcomes for residential burglaries requiring an emergency response in August and September 2022. This may have been caused by the increase in calls for service throughout the summer months, as small numbers create a large swing in performance when viewed as a percentage.

Robbery

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Emergency Met	20	26	26	22	23	18	20	26	26	36	22	25	28	318
Emergency Not Met	3	8	4	3	5	8	6	10	3	8	6	4	9	77
% Met	87.0%	76.5%	86.7%	88.0%	82.1%	69.2%	76.9%	72.2%	89.7%	81.8%	78.6%	86.2%	75.7%	80.5%

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Priority Met	7	10	10	5	13	10	6	7	8	12	16	7	16	127
Priority Not Met	3	8	6	2	5	2	4	7	4	8	8	6	7	70
% Met	70.0%	55.6%	62.5%	71.4%	72.2%	83.3%	60.0%	50.0%	66.7%	60.0%	66.7%	53.8%	69.6%	64.5%

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Routine Met	5	5	8	6	6	5	8	1	2	2	5	3	4	60
Routine Not Met	1	0	0	0	0	0	1	0	0	1	0	0	1	4
% Met	83.3%	100.0%	100.0%	100.0%	100.0%	100.0%	88.9%	100.0%	100.0%	66.7%	100.0%	100.0%	80.0%	93.8%



A Superintendent has been appointed to lead on the themes of burglary and robbery and chairs a steering group overseeing attendance at and the investigation of these crime types.

Rape

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Emergency Met	11	13	6	6	10	4	3	10	7	10	5	12	9	106
Emergency Not Met	6	5	5	2	5	2	7	2	4	3	3	11	4	59
% Met	64.7%	72.2%	54.5%	75.0%	66.7%	66.7%	30.0%	83.3%	63.6%	76.9%	62.5%	52.2%	69.2%	64.2%

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Priority Met	8	20	16	8	8	10	17	7	11	14	9	17	12	157
Priority Not Met	17	21	14	22	13	19	25	20	26	26	32	20	17	272
% Met	32.0%	48.8%	53.3%	26.7%	38.1%	34.5%	40.5%	25.9%	29.7%	35.0%	22.0%	45.9%	41.4%	36.6%

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Routine Met	20	24	14	20	19	16	18	26	26	17	12	13	15	240
Routine Not Met	4	0	2	0	0	4	0	1	2	0	1	0	1	15
% Met	83.3%	100.0%	87.5%	100.0%	100.0%	80.0%	100.0%	96.3%	92.9%	100.0%	92.3%	100.0%	93.8%	94.1%

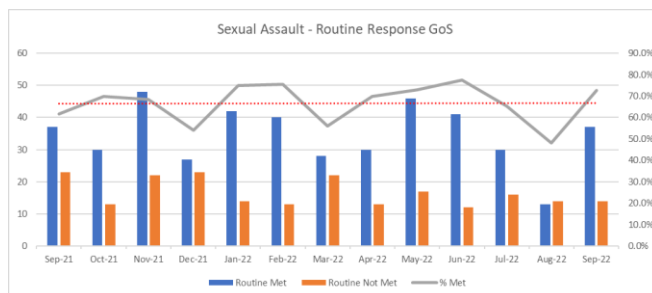
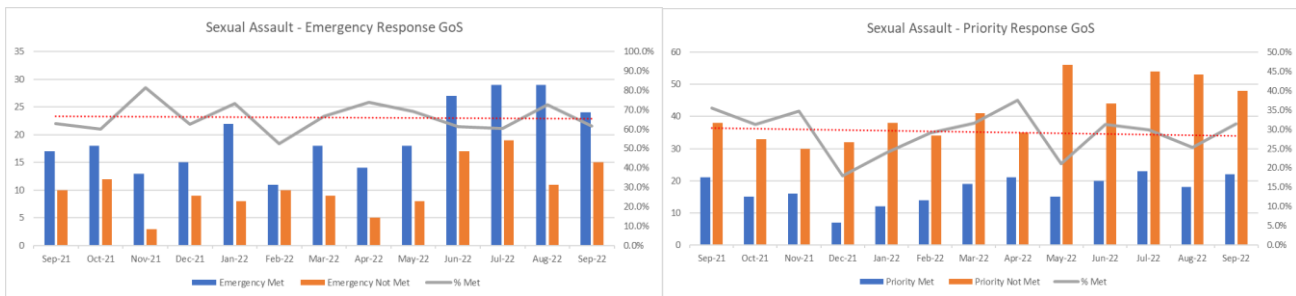


Sexual Assault

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Emergency Met	17	18	13	15	22	11	18	14	18	27	29	29	24	255
Emergency Not Met	10	12	3	9	8	10	9	5	8	17	19	11	15	136
% Met	63.0%	60.0%	81.3%	62.5%	73.3%	52.4%	66.7%	73.7%	69.2%	61.4%	60.4%	72.5%	61.5%	65.2%

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Priority Met	21	15	16	7	12	14	19	21	15	20	23	18	22	223
Priority Not Met	38	33	30	32	38	34	41	35	56	44	54	53	48	536
% Met	35.6%	31.3%	34.8%	17.9%	24.0%	29.2%	31.7%	37.5%	21.1%	31.3%	29.9%	25.4%	31.4%	29.4%

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Routine Met	37	30	48	27	42	40	28	30	46	41	30	13	37	449
Routine Not Met	23	13	22	23	14	13	22	13	17	12	16	14	14	216
% Met	61.7%	69.8%	68.6%	54.0%	75.0%	75.5%	56.0%	69.8%	73.0%	77.4%	65.2%	48.1%	72.5%	67.5%



Violence with Injury

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Emergency Met	443	428	348	380	339	323	379	383	379	349	419	424	311	4905
Emergency Not Met	87	79	54	58	43	66	73	67	71	80	100	84	77	939
% Met	83.6%	84.4%	86.6%	86.8%	88.7%	83.0%	83.8%	85.1%	84.2%	81.4%	80.7%	83.5%	80.2%	83.9%

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Priority Met	77	92	63	68	81	68	67	68	73	81	79	86	66	969
Priority Not Met	36	40	27	37	36	36	39	36	40	39	59	47	32	504
% Met	68.1%	69.7%	70.0%	64.8%	69.2%	65.4%	63.2%	65.4%	64.6%	67.5%	57.2%	64.7%	67.3%	65.8%

	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Total
Routine Met	51	48	30	38	37	54	61	59	59	57	46	64	45	649
Routine Not Met	12	8	7	4	11	6	9	11	13	6	11	6	9	113
% Met	81.0%	85.7%	81.1%	90.5%	77.1%	90.0%	87.1%	84.3%	81.9%	90.5%	80.7%	91.4%	83.3%	85.2%

