

Police and Crime Commissioner for Essex

Police and Crime Plan for approval by the PCP

Contents

Police and Crime Commissioner (PCC) Foreword.....	3
1. Purpose	4
2. The Essex Area	6
3. Roles and Responsibilities	7
4. The PCC's approach	9
5. The PCC's key areas of focus.....	12
6. Policing in Essex.....	21
7. Performance and Accountability.....	23
8. Finance and Resources.....	26
 ANNEX A – Community Safety Partnership's (CSP's) identified priorities.....	 30

FOREWORD

As the first Police and Crime Commissioner for Essex, my overriding objective is simple: I want to ensure that crime continues to fall in our county so that there are fewer victims of crime.

This is the first draft of the emerging four year Police and Crime Plan. It builds on the existing Policing Plan, but expands the policing focus to include my broader role in bringing together both the Police and wider partners to cut crime and keep communities safe.

While I am committed through legislation to publish my Plan by the 31st March 2013, this will keep evolving. My first three months in office have given me some deep insights into the challenges of crime reduction in Essex, but I know I have much to learn.

I have discovered the financial position to be challenging. The force is about to enter the third year of a four year change programme to save over £42 million from the annual budget by March 2015. There are several good indicators that Essex Police is already a lean, efficiently run force, with over ninety per cent of officers deployed on the frontline. I intend to test this in depth over the coming year.

Despite this situation, demands for services are increasing and we face a real risk that further cuts in the number of police officers and staff and not providing sufficient funding for partnership working, will make Essex more vulnerable to crime.

The only way I can seek to secure funding is through lifting what we pay through council tax to more responsible levels. I don't feel that we in Essex should be proud in paying less through council tax for our police than any other county in the UK.

My promise to everyone who lives and works in Essex is that I will ensure that Essex Police and community safety organisations use funds effectively and efficiently to reduce crime and keep our county safe.

Nick Alston

Police and Crime Commissioner for Essex

SECTION 1: PURPOSE

This is the first draft of the Plan for the Police and Crime Commissioner (PCC) for Essex. The Plan outlines the PCC's ambition in bringing together the police and wider partners more effectively to reduce crime, improve community safety and support to victims of crime across Essex. All this must be achieved whilst Essex Police retains its capability to respond to a wide range of public safety incidents, many of which occur daily.

The Plan focuses on the widespread and serious problem of domestic abuse, and those cross cutting issues such as alcohol, drugs and re-offending which affect levels of crime, including anti-social behaviour (ASB), violent crime and burglary. It also focuses on the approaches that will deliver effective crime reduction and fewer casualties on our roads.

- Ensuring local solutions meet local problems
- Reducing domestic abuse
- Reducing youth offending and youth re-offending
- Tackling the consequences of drugs, alcohol abuse and mental health issues
- Improving crime prevention
- Increasing efficiency in policing through collaborative working and innovation
- Supporting victims of crime
- Improving road safety

Further detail of these areas is set out in section 5.

The Plan sets out the expectation that the delivery of policing services is effectively matched to meet local district level needs, while balancing wider policing demands, such as organised crime and terrorism.

Partners also have a key role, particularly in delivering services and initiatives that help prevent people becoming involved in crime, intervene when people find themselves engaged in crime and support those who become victims of crime.

SECTION 1: PURPOSE

This document builds on the existing Policing Plan, and will develop during 2013-14 as the PCC continues to review and engage on localised priorities, community initiatives and partner insights. A programme of local public engagement has now begun and will run throughout the year, helping shape the priorities and delivery of the Plan.

The final Police and Crime Plan will cover the PCC's areas of focus, the policing that the Chief Constable is to provide, financial and other resources to be provided to the Chief Constable, the crime and disorder grants which the PCC will allocate, and how the Chief Constable will be held to account on performance.

Consultation on the draft Plan

This draft was produced to ensure public and partners have the opportunity to provide their feedback and views in the emerging Plan.

Consultation ran to the 12th February 2013. The PCC and his team then reviewed feedback. This is a final draft for the Police and Crime Panel (PCP) on the 21st February 2013. The PCP will then report back their views to the PCC.

Under the Police Reform and Social Responsibility Act (2011), the PCC is then required to publish a final version of the Police and Crime Plan before the 31st March 2013.

SECTION 2: THE ESSEX AREA

Within Essex there are 12 district councils and the two unitary authorities of Southend-on-Sea and Thurrock.

The population of 1.74 million gives Essex the second-largest population of any non-metropolitan county after Kent.

Essex is a demographically complex area, made up of a mix of urban and rural areas. The county is home to a combination of a city, new towns, large towns, seaside resorts and historic market towns.

There is a considerable difference between the most densely populated, such as Southend, Harlow and Basildon, and least densely populated areas in Essex, for instance Braintree and Uttlesford. Right across the county there are rural areas often bordering urban centres.

Essex holds an extensive travel infrastructure. The county is linked via a strategic road network, incorporating the Thames Gateway and includes major stretches of the M25, M11, A12 and A13. The Dartford River Crossing linking Essex with Kent, is used by approximately 51 million vehicles a year. Essex is also home to London's third largest airport, Stansted, while Southend's airport continues its expansion over 2013. Essex hosts a comprehensive rail network and has a long coastline, including the ports of Harwich and Tilbury. Finally, the county borders with parts of London. All these add major challenges for the police.

Consequently, the variation between each district's size, location and population has led to varying crime rates, disorder issues, and therefore different demands on public services and the police. Understanding individual district needs is vital to ensuring services are balanced effectively to demands of each community.

SECTION 3: ROLES AND RESPONSIBILITIES

The Police and Crime Commissioner

The Police Reform and Social Responsibility Act (2011) established the role of the PCC. The Act set provisions for the replacement of police authorities with directly elected police and crime commissioners, with the aim of improving police accountability by 'reconnecting' the public with policing.

The PCC has a number of statutory responsibilities which include:

- holding the Chief Constable to account for the delivery of policing in Essex
- setting and updating a four year police and crime plan
- setting the force budget and council tax contribution to policing (precept)
- regularly engaging with the public and communities
- allocating grants through the Community Safety Fund and commissioning services
- appointing, and where necessary dismissing, the Chief Constable

The PCC's role is broader than his policing responsibilities, with a duty to bring together community safety partners to reduce crime across Essex.

The Chief Constable

Each police force is led by a Chief Constable who is responsible for keeping communities safe and secure, with the officers and staff under their control.

The Act protects the operational independence of the police by making it clear that the Chief Constable retains direction and control of the force's officers and staff.

The Chief Constable is accountable in law for the exercise of police powers, and to the PCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force.

SECTION 3: ROLES AND RESPONSIBILITIES

The Police and Crime Panel

The Police and Crime Panel (PCP) holds the PCC to account on behalf of local people. The PCP provides a 'check and balance' to the workings of the PCC.

The PCP is made up of representatives from each of the district authorities plus independent members. There is a requirement for political and geographical balance amongst the elected members of the PCP.

The Panel has a number of powers and responsibilities, including:

- Agreeing, and potentially vetoing, the proportion of council tax in Essex which goes towards policing
- Reviewing the Police and Crime Plan
- Publicly scrutinising the PCC's Annual Report
- Reviewing and scrutinising the decisions and actions of the PCC
- Holding confirmation hearings for the proposed appointment of a Chief Constable, Deputy PCC, Chief Executive and Chief Financial Officer.

SECTION 4: THE PCC'S APPROACH

Crime and community safety is currently being tackled through a variety of police and partner efforts. Central to the PCC's approach will be to enhance police and partnership working, ultimately reducing crime, improving services and achieving the desired outcomes across Essex. This will be achieved by:

Ensuring a district level focus:

While maintaining front line policing is a common priority, the police must have the flexibility to respond to district level issues. Community Safety Partnerships (CSPs), in each of the Essex county districts and unitary authorities, also have a statutory role to address crime and safety issues.

The PCC will build on these structures, looking to both the CSPs and police to demonstrate how local issues are being identified and responded to, and the impact these interventions are having.

Taking a balanced view with local needs against national demands:

Many of the issues the police face are tackled locally, but some are important and extend well beyond force boundaries. National threats can require a coordinated response in which resources are brought together from a number of police forces.

The PCC will have regard to the Strategic Policing Requirement which has been set out by the Home Secretary. This identifies the national threats that the police must address and the appropriate national policing capabilities in the areas of terrorism, civil emergencies, organised crime, public order and large-scale cyber incidents.

The PCC will expect the police to maintain their readiness and ability to respond to these high-level threats and other public protection demands, and to engage day by day with the fight against serious and organised crime.

SECTION 4: THE PCC'S APPROACH

Championing greater and more effective joint working

Numerous agencies and organisations are involved in tackling the causes and consequences of crime. While the police have a responsibility for enforcement, it is clear that no single agency or organisation can effectively deal with, or be responsible for these complex community safety and crime problems. A wider range of partners, including both business and voluntary sectors, as well as the public themselves, also have a role to play.

In addition to this, the finances present a challenge for all. The PCC will seek more value for money from both the police and partners, with a focus in the area of collaborative working, as well as identifying innovative solutions.

Continued partners and co-operation is central to the PCC's role. Both at county and district level, the PCC will seek to build on existing mechanisms, championing joint working and drawing together representatives from across multiple agencies. This includes the police, criminal justice, community safety partnerships, health, education, Essex County Fire and Rescue Service, and specialised voluntary sector organisations.

Partners will be asked to demonstrate the impact their work is having, evidencing outcomes, while offering up further opportunities for joint working and sharing good practice.

SECTION 4: THE PCC'S APPROACH

Community Safety Fund (CSF) allocation:

To support the PCC achieve his wider community safety priorities, he will commission services and initiatives through the Community Safety Fund. This consolidates existing funding streams and grants, and can be used to invest in crime prevention, community safety activities and support for victims.

While this approach will help enable greater flexibility around the use of resources, the amount of national government funding for Community Safety projects has reduced by over fifty per cent in the last two years. There is a continuing need to support those existing services involved in tackling the causes and consequences of crime – such as Youth Offending Teams and drug and alcohol action teams, and domestic abuse advisors, including both Independent Domestic Violence Advisors (IDVAs) and Independent Sexual Violence Advisors (ISVAs) – while also looking at new preventative and intervention initiatives.

The PCC will work closely with Safer Essex and the Whole Essex Community Budgets Board to ensure that initiatives to reduce crime and support victims are closely aligned with Community Budget Initiatives.

SECTION 5: THE PCC'S AREAS OF FOCUS

The driving aim for the PCC is to reduce crime, while recognising that the police are needed to respond to many other varied challenges.

The PCC's Plan seeks to focus on those areas that are a particular problem in Essex or underpin wider crime trends and, over time, to produce clear outcomes. Targeting those cross-cutting issues that affect and influence levels of crime and public safety, such as alcohol, drugs and re-offending are essential to make affordable impacts on crimes such as burglary and violent crime as well as on anti-social behaviour (ASB).

Therefore the areas of focus are:

- Ensuring local solutions meet local problems
- Reducing domestic abuse
- Reducing youth offending and youth re-offending
- Tackling the consequences of drugs, alcohol abuse and mental health issues
- Improving crime prevention
- Increasing efficiency in policing through collaborative working and innovation
- Supporting our victims of crime
- Improving road safety

SECTION 5: THE PCC'S AREAS OF FOCUS

Ensuring local solutions meet local problems

The varying geographies and demographics across Essex districts means that a 'one-size fits all' style of policing is not a suitable approach for the county. Local policing is about ensuring the police, Community Safety Partnership (CSPs), local authorities and other local organisations work together to identify and tackle issues of concern across the districts of Essex.

Key Points:

- Each district has a District Commander assigned to the area. Over the coming year, the PCC will ask the Chief Constable to ensure each Commander develops clear plans, in partnership with CSPs, that focus on addressing crime, safety and anti social behaviour in their areas. These plans will build on the existing district Community Safety Partnership priorities which are outlined in Annex A.
- The PCC will expect to see continuity in the provision of neighbourhood policing.
- The PCC will look at those local initiatives which have a measurable impact on crime and public safety, seek to expand any activity that works, and to encourage joint working between districts where beneficial.
- Although crime is falling, the fear of crime remains an important issue. Intelligence-led, proactive policing tackling crime in a visible fashion should both reassure and help counter the fear of crime.

SECTION 5: THE PCC'S AREAS OF FOCUS

Reducing domestic abuse

Domestic abuse is a major concern and can include the most serious offences of rape and murder. The volume of domestic abuse incidents in Essex remains at worrying high levels, with an estimated 44,000* victims each year.

High profile cases recently reviewed by the Independent Police Complaints Commission (IPCC) shone a stark light on the issue of domestic abuse and the police response. Police have responded since those incidents with significant changes to processes and systems. These have informed understanding of the issues and encouraged more reporting of incidents by victims.

The scale and impact of domestic abuse, and criticisms of Essex Police mean this has to remain a continuing area of focus for the PCC.

Key Points:

- The overall aim must be to reduce domestic abuse
- Under-reporting presents a challenge. Tackling this will see reports increase. The PCC is prepared to accept this as an indicator that victims are more prepared to report the crime.
- Therefore, over the longer term, the PCC will expect to see a decrease in the number of repeat victims, who tend to be at greatest risk of serious harm.
- There will continue to be a strong focus on bringing to justice those who commit domestic abuse.
- Tackling the causes will require a multi-agency response, with a strong focus on supporting victims. Services such as the Multi-Agency Risk Assessment Conferences (MARAC) have an important role in achieving this.
- The PCC will work closely with the Whole Essex Community Budget Programme and with local community safety partnerships, aiding the delivery of a multi-agency strategy through a lead role in joint agency commissioning.

* Essex Whole Community Budget – Business Cases (Oct 12)

SECTION 5: THE PCC'S AREAS OF FOCUS

Reducing youth offending and youth re-offending, with continuing support for Integrated Offender Management

Preventing all offending, in particular re-offending, must be a priority. It is recognised that offending often commences at an early age, and so the particular area of focus will be reducing youth offending and re-offending. Re-offending of all sorts will need to be addressed and Integrated Offender Management must continue to deepen and broaden.

Young people who enter the criminal justice system (CJS) can face a bleak future. Many come from troubled backgrounds, have been excluded from school, grown up in care, or have experienced physical or sexual abuse. There are often links to drug and alcohol, and mental health problems.

Early identification and intervention has been shown to be more effective at reducing offending and anti-social behaviour, than intervention when the behaviour is established and entrenched.

Key Points:

- A focus on preventing young people entering the CJS. The triage programme in Southend is an excellent example. When young people are involved in low-level crime or anti-social behaviour, the aim should be to intervene effectively and create the opportunities for a life away from crime. The PCC will encourage and support the use of restorative justice where appropriate.
- The PCC will support new and existing early intervention initiatives, including those taking place in schools, which seek to educate younger children about the impact of crime and offending. Established educational programmes such as 'Crucial Crew' and new anti-knife initiatives such as 'Only Cowards Carry' are two examples.
- There is a clear need for those services which support young offenders to break the cycle of re-offending. Initiatives such as the Integrated Offender Management (IOM) utilises a multi-agency approach to identify those repeat offenders causing the most damage to their communities, and to reduce the likelihood of further crimes being committed. An integral part of the IOM programme is supporting offenders who have drug or alcohol dependencies.

SECTION 5: THE PCC'S AREAS OF FOCUS

Tackling the consequences of drugs, alcohol abuse and mental health issues

Excessive alcohol consumption fuels or drives much violent crime, including domestic abuse. There is a similar link between drug and alcohol misuse and certain types of criminality. Tackling drug and alcohol abuse in conjunction with partners, including Trading Standards, will bring considerable social benefits, including a positive impact on crime and disorder and reducing demand on policing.

Key Points:

- There is a need to consider innovative ways to address the adverse effects of the night-time economy and reduce the demands on the police and other responders. The PCC will ensure a greater level of shared responsibility in tackling this issue, particularly with the hospitality industry.
- At a district level, there is encouraging work taking place involving the police, partners, volunteer sector and local businesses. Initiatives such as SOS buses and street pastors are helping to make our towns and city safer places to be at night. The PCC will encourage the police and partners to identify and implement suitable local initiatives to tackle the issue.
- Some drug users tend to be prolific offenders in the areas of theft and burglary, largely to finance drug habits. Services such as the Essex Criminal Justice Interventions Service (CJIS) are vital to helping drug-misusing offenders out of crime and into treatment and other support.
- Tackling drugs and alcohol misuse is a complex issue which involves many agencies and organisations. Over the coming year, the PCC will review this area more thoroughly, identifying new and cross-cutting approaches in partnership with others, especially the Essex Drug and Alcohol Action Teams.
- While it is important to tackle drug-related crime, the police also need to continue to target the illegal supply of drugs and to seize the funds and assets from those involved in such criminality.

Police and Crime Plan for Essex

- The PCC will take an active role in helping take forward the Public Health and Wellbeing agenda, in particular through the Essex Health and Wellbeing Board, by enhancing links between the police, partners and the health sector.
- Mental health issues can result in those affected becoming either offenders or indeed victims of crime. Sensitive work is needed to identify the scale of the problem, and to understand the relationship with drugs and alcohol misuse which complicates assessment and effective management of incidents, posing risks for the individuals and first responders.
- The PCC will lead new work with partners, the North Essex NHS Partnership Foundation Trust and the South Essex Partnership University NHS Foundation Trust, to scope the problem and identify possible solutions.

SECTION 5: THE PCC'S AREAS OF FOCUS

Improving crime prevention

The impact of crime on individuals, families, communities, businesses and the local economy can be significant, leading to both emotional and financial consequences.

The PCC's aim is to reduce crime across Essex and he will be holding the force and partners to account against this target. However, there is also a responsibility for individuals, communities and businesses to take appropriate measures to help reduce the chance of becoming a victim of crime.

The PCC will support partnership working across the criminal justice system to facilitate the rehabilitation of offenders who are willing to reform and to take appropriate enforcement action against those who fail to engage.

Key Points:

- Ensure the engagement and prevention activities in each policing district – including Beat Surgeries, Neighbourhood Action Panels and Watch Schemes – are effective in helping to reduce crime and the fear of crime.
- Support the police to investigate new and innovative ways of using our Special Constabulary. This might include dedicated support to rural areas and making the best use of officers' individual skills.
- Increasing the number of households supported by Neighbourhood Watch Schemes, and allowing individuals to take a more active role in protecting their communities.
- Support awareness campaigns to help educate people on how they can prevent crimes happening to them. This will extend to engagement with the many diverse communities who live in Essex.
- Encourage the development of existing partnership arrangements such as Business Watch Schemes and Farm Watch Schemes.
- The PCC will host Business and Rural Forums with the police, partners and the business and rural communities, to look at the specific issues affecting these areas and identify actions to address them.

SECTION 5: THE PCC'S AREAS OF FOCUS

Increased efficiency through collaborative working and innovation

Essex Police has planned to make over £42m savings. It is one of the least costly forces (per population head) in the country, meaning that further savings will have to be made from an already lean baseline. In addition, demands for policing services are increasing. To mitigate some of the pressure, there is a continuing need for the police and partners to work more efficiently.

Key Points:

- The PCC will hold the force to account against the efficiency savings identified in the current Three-Year Policing Strategy 2012-15. He will also encourage a programme of work to seek further efficiencies within Essex Police.
- Over the coming year, the PCC will look at how and where other savings can be made. In particular the PCC will:
 - Engage with other commissioners around the country to look at further opportunities for collaboration and rationalisation.
 - Support existing and further collaboration with other forces, in particular the Eastern Region and Kent.
 - Benchmark Essex Police Support Services, to ensure it is highly competitive against both the public and private sectors.
 - Review capital expenditure, for example IT, fleet and estates, to further support front-line services.
- The PCC will encourage the force, partners and wider sectors to help identify innovative solutions to drive both efficiency and effectiveness, particularly in areas such as technological enhancements and co-siting, building on existing arrangements with Essex County Fire and Rescue Service.
- Supporting the Whole Essex Community Budget Programme by encouraging a 'whole system' approach, to avoid duplication and inconsistencies across public service agencies.

SECTION 5: THE PCC'S AREAS OF FOCUS

Supporting our victims of crime

Victims of crime, their family and friends, go through a difficult period of adjustment following a crime. The most serious crimes can affect whole communities and many crimes can have a traumatic impact on victims.

The PCC recognises that crimes against businesses also results in victims. The PCC will ensure that the impact of crime on a business, which can extend into the wider community, is taken into account by the police and more widely by the criminal justice system.

Key Points:

- The PCC will seek to reduce the victimisation of vulnerable people by ensuring the police and partners are working together effectively to identify and support the most vulnerable, especially those victims of hate crime and victims suffering from mental health problems.
- The Plan will ensure victims' voices are heard. Victims are often best placed to provide insight into the effectiveness of the criminal justice system (CJS) and can help to shape service delivery in this important area. The PCC will gather these experiences and help to identify ways of improving the overall service victims receive.
- The PCC will look to the police to improve their services to victims. Force survey activity can help identify those issues that concern the public and how well they think we are dealing with them. The PCC will want to see how this information is being used and ultimately, how it is improving the services that victims receive.
- The PCC will encourage the force to work more collaboratively with both statutory and voluntary partners, to better understand victims' needs and support them through the criminal justice process. This will also help to ensure repeat victims have the confidence to report crimes.

SECTION 5: THE PCC'S AREAS OF FOCUS

Improving road safety

Essex has some of the busiest roads in the country, including sections of the M25 and M11 motorways. Last year we saw over 700* serious collisions on the road. Whilst the numbers of those killed or seriously injured on the road has fallen significantly since 2006, this figure is still too high. It is a tragic fact that serious road incidents are one of the highest causes of death in Essex, which is why it remains a key area of focus.

Key Points:

- Support proven road safety enforcement tactics such targeted police operations and use of technology, particularly in those areas of greatest risk, to help deter dangerous driving and anti social use of the roads to reduce collisions. In addition, many road traffic offences now have the option of education and driver intervention courses, as opposed to prosecution - an approach which the PCC supports.
- Support efforts to change driver behaviour in the long term through awareness and education, with a particular focus on those at greatest risk, such as young drivers and motorcyclists as well as parents and passengers.
- Providing a level of reassurance to the public that the issue of speeding continues to be dealt with. The PCC will be working closely with Essex Casualty Reduction Board, encouraging, promoting and publicising local initiatives such as Community Speed Watch campaigns, and other community-based schemes supported by volunteers.

*Force data

SECTION 6: POLICING IN ESSEX

Overview of Crime in Essex (based on April 2012 - January 2013 compared to April 2011 - January 2012)

Essex remains a very safe county and has seen a 4.9% reduction in crime during this performance year compared to the same period last year (4336 fewer victims)¹. The longer term trend has seen crime reduce by 30.0% since 2003/04.

Anti social behaviour (ASB) covers a wide range of unacceptable activities from nuisance neighbours and vandalism, to intimidation. Essex has experienced a decrease of nearly 8.0% (4,143) in the overall number of ASB incidents recorded over the last 9 months and a 13.4% decrease in criminal damage¹. This continues a longer term downward trend.

Levels of violence (including assault) have seen a reduction of 4.7% over the last 10 months¹. Alcohol continues to be a factor in almost half of all violent offences and targeting those areas with active night-time economies and tackling alcohol misuse will continue to be priorities.

There has also been a decrease of 10.1% in the number of reported serious sexual crimes¹, although this is an area of historical under-reporting.

Whilst good progress has been made in reducing overall crime and certain categories of crime, there remain some challenges.

Dwelling burglary and vehicle crime account for some 20.1% of all recorded crime¹. Since April Essex has seen an increase in burglary of people's homes of 13.7%, whilst vehicle crime has increased by 2.7%¹. There has been an increasing trend in these crime types over the past 3 years with the recent burglary trend accelerating.

Domestic abuse remains a significant cause for concern. In the region of 2,300 domestic incidents are reported each month in Essex, representing both a high risk and high volume issue for police and partners. Tackling domestic abuse and supporting victims of such crimes will be a key area of focus for the PCC.

¹ = Data taken from Essex Police official figures

SECTION 6: POLICING IN ESSEX

Complexities and demands of policing

The complexity and demands of the world in which policing and criminal justice operate have increased significantly. Their responsibilities span tackling anti-social behaviour in neighbourhoods through to dealing with organised crime and global terrorist threats.

To make Essex ever safer, the police have to be responsive, visible and close to communities. It must deliver a policing service that inspires public confidence and meets the needs of the diverse communities, whilst also providing specialist and covert policing in the prevention of and response to serious and organised crime.

Tackling Serious and Organised Crime

Serious and organised crime is a small percentage of the overall crime in Essex, but it can have a significant impact on the safety and well being of local communities.

The ability of Essex Police to tackle serious criminality and deliver a range of other policing services is strengthened through collaboration programmes with Kent Police and other forces in the region. The Kent and Essex Serious Crime Directorate (SCD) is one of the largest in UK policing and works across both counties to combat the threats from serious and organised crime.

The SCD targets those criminals involved in serious and organised crime and major crime, disrupting drug networks and seizing the funds and assets obtained from criminality. Last year, SCD disrupted or dismantled 66* organised crime groups.

Essex Police is the lead force for the Eastern Region Counter Terrorism Network and maintains a strong capability to disrupt extremist elements and prevent acts of terrorism

Going forward, the force will be looking at enhancing certain areas – particularly in improving investigative capability in relation to cyber crime and strengthening the links between neighbourhood teams, partner agencies and SCD, to reduce further the impact of organised crime groups on local communities.

SECTION 7: PERFORMANCE AND ACCOUNTABILITY

Performance

The Police Reform and Social Responsibility Act (2011) outlines the PCC's responsibilities for holding the Chief Constable of Essex to account. The PCC recognises the impact police performance has on public trust and confidence. Over the coming weeks, work will be carried out with the police and wider partners to identify the most appropriate performance measures.

In addition to reviewing progress against the key areas in the Plan, the PCC will also look at the following areas:

'All Crime' Measures

Measures for assessing Essex Police performance will include crime reduction figures* and detection rates. Public confidence, victim satisfaction and response times, will also be scrutinised by the PCC.

Police Professional Standards and Quality

Police integrity is a topical issue. Scrutiny of Essex Police standards improves public confidence and trust in the police. Indicators will include areas such as the number of complaints, fairness and effectiveness of how the police deal with complaints and allegations of misconduct.

* High level crime areas include violent crimes, sexual offences, robbery, burglary, theft, fraud and drugs

SECTION 7: HOLDING THE CHIEF CONSTABLE TO ACCOUNT - PERFORMANCE AND ACCOUNTABILITY

Financial scrutiny

The PCC must ensure the Chief Constable runs an efficient and effective force. The PCC will scrutinise areas of budget management, efficiency monitoring and financial reporting.

A joint independent audit committee with Essex Police has been created to examine processes for financial performance, risk management, internal controls and audit that apply to both the Office of the PCC and Essex Police.

Partner's Performance

In addition to the force, the PCC will be looking at the performance and outcomes of key partners. The PCC will be working with those partners to develop measures of crime reduction outcomes. This will be particularly important for those who receive grants or are commissioned by the PCC.

Crime Reporting

There is a need to balance crime reduction efforts with the need to encourage crime reporting in certain areas, particularly sexual offences, hate crime and offences that are related to domestic abuse.

The PCC accepts that proactive policing tactics have the ability to increase the number of crimes recorded (e.g. operations to target drug-dealing). The PCC will explain to the public where increases in the numbers of crimes are as a direct result of proactive police action or help from the public in identifying criminal behaviour.

SECTION 7: HOLDING THE CHIEF CONSTABLE TO ACCOUNT - PERFORMANCE AND ACCOUNTABILITY

Accountability Framework

While the Act outlines the PCC's responsibilities for holding the Chief Constable to account, the manner in which these responsibilities are discharged falls wholly under the discretion of the PCC.

Over the course of the year, the PCC will review his accountability mechanisms and adjust where necessary. Initially, the PCC will seek to exercise his 'hold to account' functions through:

- **PCC and Chief Constable formal meetings:** where issues and decisions on finance, performance, current issues and future challenges are reviewed. Information on finance and performance will also be published.
- **PCC district level public meetings:** In each district, at least two public meetings will be planned each year, drawing together the Police, Community Safety Partners, local councillors and other key stakeholders, to review district level crime and anti-social behaviour issues and discuss opportunities for improvement. Members of the public will be invited to join these meetings, with the opportunity to ask questions about particular issues concerning them in their areas.
- **'Your right to know'** –relevant information and data on crime and policing in Essex will be open and available to the public.

SECTION 8: FINANCE AND RESOURCES

The total overall budget to fund policing and crime reduction work in Essex amounts to around **£300 million**. This budget has been presented as in previous years, showing the main sources of funding and broad categories of expenditure.

The PCC's overall approach is to maintain continuity with the current Medium Term Financial Strategy (MTFS).

Essex Police Proposed Budget by Subject Area (£m)	2013/14
Police Officer Pay and Allowances	178.5
Police Staff pay and Allowances	70.4
Police Pension (injury and ill health award)	4.0
Other Employee Expenses	0.7
Premises	11.0
Transport	9.1
Supplies and Services	27.1
Gross Police Expenditure	300.8
Office of the Police and Crime Commissioner (PCC)	1.2
Grants awarded by the PCC	2.5
Gross Police and Community Safety Expenditure	304.5
Income generated and received by Essex Police	(23.9)
Depreciation	(6.2)
Contribution from General Reserves	(2.7)
Budget Requirement	271.7
Funded by (£m)	2013/14
Government Core Grant	188.5
Grants for Community Safety	1.2
Proposed Council Tax Precept	82.0
Sources of Finance	271.7

SECTION 8: FINANCE AND RESOURCES

Funding wider partner work and community safety activity:

The proposed funding for community safety activity totals **£2.528m**. This is made up of the existing community safety fund allocations, proposed precept and current grant allocations that the force makes to partners. This is **less than 1%** of the total PCC's budget. This is the first time funding for partners, crime disorder initiatives, drug services and youth offending teams have been consolidated through the PCC, providing clarity, greater levels of transparency and accountability to the process.

Table 2. PROPOSED FUND (£m)	TOTAL	£ 2.528
Community Safety Fund 13/14		£ 1.246
Reinstatement of 2012/13 CSF Shortfall		£ 0.130
New PCC community safety commissioning		£ 0.500
Current force grants brought into 2013/14		£ 0.362
Support Whole Essex Community Budget		£ 0.290

From this fund, the PCC is committed to continuing those existing and contracted 'services' that roll beyond the current financial year. In addition the PCC has made a commitment to maintain the current levels of funding into 2013/14 on those projects and initiatives that have an impact on reducing crime and disorder. These are outlined in table 3 below and equates to **£1.738m**

Table 3. EXISTING SERVICE PROVISION	TOTAL	£ 1.738m	
SERVICE	AREA	COST	DESCRIPTION
Drugs Intervention Programme (Adults)	Essex	0.269	Pathway into treatment and recovery for drug using offenders (adults and youth) at the earliest stages of their entry into the criminal justice system
	Southend	0.054	
	Thurrock	0.049	
Young People's Substance Misuse Treatment	Essex	0.130	
Support to victims	All Essex	0.153	Independent domestic abuse advisors supporting repeat domestic abuse victims and those at highest risk. Includes Essex Police further contribution to VS.
Youth Offending Teams and Services	All Essex	0.485	Includes £362k current statutory contribution from Essex Police, £85k from Essex CC, £18.6K from Southend and £18.9k from Thurrock CC
Other Community Safety initiatives (which will be reviewed as part of PCC new commissioning).	All Essex	0.598	This includes existing Safer Essex work, CSP funding and initiatives for Thurrock and Southend

SECTION 8: FINANCE AND RESOURCES

New PCC community safety commissioning

An initial review has been carried out with stakeholders, outlining indicative areas and amounts for new PCC commissioning. Over the coming weeks, further analysis, planning and consultation will be carried out to detail this picture.

Table 4. INDICATIVE AREAS FOR NEW PCC COMMISSIONING TOTAL £790k *(includes £290k assigned to Whole Community Budgets)*

	AREA	PROVISIONAL	DESCRIPTION OF SERVICE
PCC Priority Areas			
• Ensuring local solutions meet local problems	All Essex	0.100	Additional funding for Community Safety Partnership (CSPs), local police teams, voluntary and wider sectors - to bid for further funding to support localised projects and initiatives.
• Victims of crime	All Essex	0.080	Additional funding for victim services. Strong focus required on victims of domestic abuse and serious sexual offences
• Youth offending and youth re-offending	All Essex	0.050	The PCC will be assigning an additional £50k for more preventative work.
• Drugs and alcohol	All Essex	0.050	The PCC will assign an additional £50k for more preventative work
• Crime Prevention	All Essex	0.030	Further support to business, rural and neighbourhood schemes in activities around crime prevention
• Road Safety	All Essex	0.020	Support to road safety education programmes and campaigns
Building research capability	All Essex	0.040	Build research capability across Essex, to support areas such as joint strategic assessment, wider public consultation , focus groups and specific research commissions
Safer Essex Partnership	All Essex	0.060	Additional £60k to support Safer Essex priority areas. The PCC would look to build on the current commissioning approach, funding has been assigned to support
Southend	Southend	0.010	Additional support to specific crime issues or initiatives
Thurrock	Thurrock	0.010	Additional support to specific crime issues or initiatives
Criminal Justice	All Essex	0.050	Support to criminal justice initiatives, particularly restorative justice, swift and sure justice, witness and protection care
Whole Essex Community Budget Pilot	All Essex	0.290	Contribute to Whole Essex Community Budget programme, particularly on cross agency delivery in areas of families with complex needs, health and wellbeing, reducing domestic abuse, reducing reoffending and skills for growth (one off funding)

SECTION 8: COMMUNITY SAFETY FUND

Commissioning Mechanisms

The PCC has commissioning powers to support him in his remit to reduce crime and disorder.

The PCC is currently working with Essex County Council and other partners to detail a robust commissioning approach, and ensure the Office of the PCC (OPCC) has the right skills and capability to support this role.

Part of this work will be to investigate innovative approaches to commissioning, including joint commissioning, flexible contracts, payment by results, participatory budgeting and other approaches that may be developed locally.

As part of the commissioning approach, partners will be required to detail their delivery, outcomes, costs and performance reporting.

This approach will bring about more transparency and accountability approach. The PCC will ensure any approach adopted will be non – bureaucratic, yet proportionate to levels of funding.

The PCC will build on the work of new and existing groups, including Safer Essex and the Essex Whole Community Safety Board, and seek further specialist commissioning expertise as necessary.

The PCC intends, wherever possible, for crime reduction initiatives to be commissioned directly with Community Safety Partnerships in the Essex county districts and two unitary authorities.

Police and Crime Plan for Essex

ANNEX A – Community Safety Partnerships' (CSPs') priorities

This has been captured through PCC initial contact with CSP partners. Further detail on how the priorities have been identified can be found on pages 31 and 32.

CSP District	Anti-Social Behaviour	Domestic Abuse and Violence	Vehicle Crime	Alcohol/Drugs	Reducing Crime and Reoffending	Community Engagement	Dwelling Burglary	Burglary Other	Shoplifting	Night Time Economy	Robbery	Other Theft/Handling	Hate Crime	Youth Offending (0-17yrs)	Troubled Families	Violent Crime	Protecting Vulnerable People	Road Safety
Basildon	√			√	√	√												
Braintree		√		√	√										√			
Brentwood	√	√	√		√		√	√										
Castlepoint	√	√			√		√	√										
Chelmsford	√			√	√		√	√		√		√				√	√	
Colchester	√	√		√	√		√									√		
Epping Forest	√	√	√		√		√											
Harlow	√	√			√		√				√	√	√					
Maldon	√		√	√	√		√										√	
Rochford	√	√	√	√	√		√		√									
Southend	√	√			√		√			√								
Tendring	√			√	√		√		√	√		√						
Thurrock	√	√++	√		√		√							√				
Uttlesford	√	√			√		√									√		√
*Safer Essex	√	√	√		√		√				√							

Note:

Anti-Social Behaviour - includes troubled families, night-time economy, criminal damage and vandalism.

Acquisitive crime - covers domestic burglary, and non dwelling burglary

Vehicle crime - including theft of and theft from motor vehicles

++ Violence against women and girls (VAWG)

Data updated February 2013

ANNEX A, continues – Community Safety Partnerships' (CSPs') priorities

CSP District	Priorities	Additional Comments
Basildon	Reducing ASB, reducing crime and reoffending, the prevention and reduction of alcohol and drug related crime	In determining the priorities, the Partnership has taken into consideration a wide range of crime, anti-social behaviour and community safety data relating to the Borough as well as consulting the public and a wide range of partner agencies. The priorities have been identified as priorities by local residents and communities. The need for co-ordinated effort between partners to maximise the efficiency and likely interventions. Partners are to align their resources and adopt a more cohesive approach to tackle shared priorities. In light of the economic climate the Partnership has opted to adopt flexible priorities that closely reflect current and emerging trends.
Braintree	Education, prevention and early intervention, domestic abuse, drug and alcohol misuse	The CSP focuses on causes as opposed to outcomes and works on the synergies between and across themes/ issues and parallel partnerships. This approach re-energises the Partnership, brings new partners to the table and creates a more integrated sharing and delivery of the work that is needed across the district.
Brentwood	ASB, domestic abuse and acquisitive crime	CSP Action groups focus on delivering against these priorities with action plans based on the risk assessment matrix.
Colchester	ASB, domestic abuse, reducing crime and reoffending, the prevention and reduction of alcohol and drug related crime, troubled families and the perception of crime	The Partnership will support the work of the 'Women's Safety Worker' within the Integrated Domestic Abuse Programme, reduce adult reoffending rates by working more effectively in partnership, and utilise an annual Partnership Plan to drive forward all its priorities.

Police and Crime Plan for Essex

CSP District	Priorities	Additional Comments
Epping Forest	Reducing ASB, domestic abuse, dwelling burglary and theft from motor vehicles	A priority matrix was used to formulate the district's priorities based on crime type, volume/ number, seriousness, performance and public concern, and repeat incidents.
Harlow	Domestic abuse, dwelling burglary, assaults and ASB	A priority matrix was used to formulate the district's priorities based on crime type, volume/ number, seriousness, performance comparison and public concern, and repeat incidents.
Southend	ASB, domestic abuse, night time economy and reducing crime and reoffending	The key crime reduction areas identified for the Partnership have issues relating to crime associated with drug and alcohol use, including gang activity. The district has also seen a recent spike in burglary. The Council has a corporate crime reduction target of 1% for crimes classified by the British Crime Survey ²

²<http://www.homeoffice.gov.uk/science-research/research-statistics/crime/crime-statistics/british-crime-survey/>