



Essex County Council

Essex Police, Fire and Crime Panel

11:45	Friday, 29 October 2021	Council Chamber County Hall, Chelmsford, CM1 1QH
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Please note that the meeting will take place at the time shown above or on the rise of the Essex Police, Fire and Crime Panel meeting which immediately precedes it, whichever is later.

For information about the meeting please ask for:

Sophie Campion, Senior Democratic Services Officer

Telephone: 03330 131642

Email: democratic.services@essex.gov.uk

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Should you wish to record the meeting, please contact the officer shown on the agenda front page.

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1	Membership, Apologies and Declarations of Interest	5 - 5
2	Minutes To approve the minutes of the meetings held on:	
2a	EPFCP Minutes - 17 June 2021 (AGM)	6 - 12
2b	EPFCP Minutes - 17 June 2021 (Confirmation Hearing)	13 - 15
3	Questions to the Chairman from members of the Public The Chairman to respond to any questions relevant to the business of the Panel from members of the public. Please note members of the public wishing to ask a question must email democratic.services@essex.gov.uk by noon on the day before the meeting and that questions must relate to an item on the agenda for the meeting.	

4	Essex County Fire and Rescue Service End of Year Performance Report 2020-21 Report EPFCP/18/21	16 - 90
5	Essex County Fire and Rescue Service Annual Report and Statement of Assurance Report EPFCP/19/21	91 - 176
6	Police, Fire and Crime Commissioner's Annual Report 2020-2021 Report EPFCP/20/21	177 - 222
7	Police and Crime Plan 2021 - 2024 Report EPFCP/21/21	223 - 360
8	Review of the Police, Fire and Crime Commissioner's Constitution Report EPFCP/22/21	361 - 564
9	Police, Fire and Crime Commissioner Decisions Report Report EPFCP/23/21	565 - 572
10	2022-23 Budget Scene Setting Report EPFCP/24/21	573 - 578
11	The Police, Fire and Crime Commissioner to update the Panel on any ongoing issues	
12	Report of the Ethics and Integrity Sub-Committee Report EPFCP/25/21	579 - 583
13	National Association of Police, Fire and Crime Panels update	
14	Forward Work Plan Report EPFCP/26/21	584 - 584
15	Dates of Future Meetings Report EPFCP/27/21	585 - 585
16	Date of Next Meeting To note that the next meeting will be held on Thursday 9 December 2021.	
17	Urgent Business To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.	

Exempt Items

(During consideration of these items the meeting is not likely to be open to the press and public)

The following items of business have not been published on the grounds that they involve the likely disclosure of exempt information falling within Part I of Schedule 12A of the Local Government Act 1972. Members are asked to consider whether or not the press and public should be excluded during the consideration of these items. If so it will be necessary for the meeting to pass a formal resolution:

That the press and public are excluded from the meeting during the consideration of the remaining items of business on the grounds that they involve the likely disclosure of exempt information falling within Schedule 12A to the Local Government Act 1972, the specific paragraph(s) of Schedule 12A engaged being set out in the report or appendix relating to that item of business.

18 Urgent Exempt Business

To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.

Agenda item 1

Committee: Essex Police, Fire and Crime Panel

Enquiries to: Sophie Campion, Senior Democratic Services Officer

Membership, Apologies, Substitutions and Declarations of Interest

Recommendations:

To note

1. Membership as shown below
2. Apologies and substitutions
3. Declarations of interest to be made by Members in accordance with the Members' Code of Conduct

Membership

(Quorum: 5)

Councillor A Baggott
Councillor F Ricci
Councillor K Barber
Councillor G Isaacs
Councillor J Lager
Councillor B Oxford
Councillor P Stalker
Councillor R Playle
Councillor M Garnett
Councillor M Heard
Councillor A Williams
Councillor I Shead
Councillor L McWilliams
Councillor G Collins
Councillor C Day
John Gili-Ross
Sheila Murphy

Representing

Basildon Borough Council
Braintree District Council
Brentwood Borough Council
Castle Point Borough Council
Chelmsford City Council
Colchester Borough Council
Epping Forest District Council
Essex County Council
Harlow District Council
Maldon District Council
Rochford District Council
Southend Borough Council
Tendring District Council
Thurrock Council
Uttlesford District Council
Independent Member
Independent Member

Minutes of the meeting of the Essex Police, Fire and Crime Panel, held in the Chamber of County Hall, Chelmsford on Thursday, 17 June 2021

Present:

Councillor

Frankie Ricci
Keith Barber
Godfrey Isaacs
Jeremy Lager
Beverley Oxford
Ross Playle
Michael Garnett
Arthur Williams
Ian Shead
Lynda McWilliams
Gary Collins
Colin Day

Representing

Braintree District Council
Brentwood Borough Council
Castle Point Borough Council
Chelmsford City Council
Colchester Borough Council
Essex County Council
Harlow District Council
Rochford District Council
Southend-on-Sea Borough Council
Tendring District Council
Thurrock Council
Uttlesford District Council

Co-opted Independent Members

John Gili-Ross
Sheila Murphy

Also in attendance

Pippa Brent-Isherwood	Chief Executive, Office of the Essex Police, Fire and Crime Commissioner
Gemma Bint	Democratic Services Officer
Sophie Campion	Senior Democratic Services Officer, Secretary to the Panel
Ben-Julian Harrington	Chief Constable, Essex Police
Roger Hirst	Essex Police, Fire and Crime Commissioner
Jane Gardner	Candidate
Emma Tombs	Democratic Services Manager
Jo Turton	Chief Executive and Chief Fire Officer

1 Election of Chairman

The Secretary to the Panel opened the meeting and invited nominations for the Election of Chairman for this municipal year.

John Gili-Ross was proposed by Councillor Godfrey Isaacs and seconded by Councillor Lynda McWilliams. There being no other nominations, John Gili-Ross was duly elected as Chairman and took the chair.

On behalf of the Panel the Chairman thanked the former Chairman Cllr Wendy Schmitt and Vice-Chairman Cllr Malcolm Maddocks for their work in directing panel activities over the last 3 years. Their work and support was very much appreciated. He also thanked the support staff.

2 Election of Vice-Chairman

The Chairman invited nominations for the Election of the Vice-Chairman for this municipal year.

Councillor Godfrey Isaacs was proposed by the Chairman and seconded by Councillor Ian Shead. There being no other nominations, Councillor Godfrey Isaacs was duly elected as Vice-Chairman.

The Vice-Chairman echoed the comments by the Chairman and welcomed a good working relationship with the Commissioner going forward, with good communication and working together through working groups and sub-committees.

3 Membership, Apologies, Substitutions and Declarations of Interest

The report of the Membership, Apologies and Declarations was received.

1. The membership of the Panel was noted. Councillor Oxford was present in a non-voting capacity due to her membership appointment being subject to a call-in period.
2. The following apologies were noted:
 - Councillor Chris Hossack, Brentwood Borough Council (substituted by Councillor Keith Barber)
 - Councillor Andrew Baggott, Basildon Borough Council
 - Councillor Mark Heard, Maldon District Council
 - Councillor Aniket Patel, Epping Forest District Council
3. The following declarations were made by Members:
 - Councillor Lynda McWilliams declared a Code Interest in that her son is a police officer. Councillor McWilliams participated fully in the meeting.
 - Councillor Frankie Ricci declared a Code Interest in that his son is a police officer. Councillor Ricci participated fully in the meeting.

4 Appointment to Ethics and Integrity Sub-Committee

The Panel received and noted the Terms of Reference and Procedure Rules for the Ethics and Integrity of Essex Police, Fire And Crime Panel Sub-Committee (EPFCP/08/21).

RESOLVED:

That the following four members of the Panel be appointed to the Sub-Committee –

- John Gili-Ross

- Councillor Godfrey Isaacs
- Councillor Ian Shead
- Councillor Lynda McWilliams

5 Balanced Appointment Objective

The Panel received report EPFCP/09/21 setting out that the composition of the Panel did not comply with the statutory 'balanced appointment objective' and setting out the proposed steps necessary to achieve it for this Panel period.

RESOLVED:

1. That the Panel agreed to achieve the balanced panel objective by inviting minority political parties to put forward nominations as follows:
 - (a) The Labour Party – two members
 - (b) The Liberal Democrat Party - one member
2. That the proposal be submitted to the Home Office for confirmation and that subject to the agreement of the Home Office, the nominations received are reported to the next meeting of the panel.

6 Minutes

- a) The minutes of the meeting held on the 4 February 2021 were approved as a correct record and would be signed by the Chairman.
- b) The minutes of the meeting to consider the proposed precepts held on the 4 February 2021 were approved as a correct record and would be signed by the Chairman, subject to noting that under Minute 4 – the Commissioner had provided a verbal response to the query raised on the separation of pay and non-pay on the Strategic Change Efficiencies and Savings Plan 2021/22, rather than a follow up written explanation.

7 Questions to the Chairman from members of the public

There were none.

8 Police and Crime Plan Performance Measures (Quarter 4 2020/21)

The Panel received report EPFCP/10/21 which provided an overview of Essex Police's progress in delivering the priorities set out in the Police and Crime Plan (as extended for 2020/21), based on data and other information to the end of March 2021.

Introducing the item, the Police, Fire and Crime Commissioner drew attention to key areas including:

- The fall in crime during the whole of 2020/21 compared with 2019/20 and whilst the pandemic had contributed to this, key crimes had already been falling prior to that.

- It had been agreed that comparators going forward would be made with 2019 as a starting point rather than 2020, due to the impact of the pandemic during 2020.
- With more criminals trying to be proactive, there had been a surge in activities to tackle particular areas of crime through enforcement activity and working together and a focus on breaking trends during a difficult year.
- The shift in the way the force was contacted with an increase in contacts via Live Chat which had resulted in a positive impact on the contacts via 101.
- The increase in Essex's Special Constabulary and the activities undertaken in Quarter 4.
- The work of the new Domestic Abuse Problem Solving Teams which were launched across the county on 1 March 2021.
- The improvements in road safety, with a reduction in the number of people killed and seriously injured on Essex roads.
- The extensive activity to tackle the importation and supply of class A and B drugs.

The Commissioner acknowledged the work that had been done but noted there was more to do and welcomed the opportunity to work together with the Panel.

Members asked questions about

- Recognising the diverse work of the Special Constabulary and how this could be further promoted. In response it was explained that new ideas were always being sought. There was a new person leading the Special Constabulary bringing some fresh ideas. Social Media had an impact on recruitment and recognising individuals for their work also had a positive impact.
- Coffee with cops for unparished areas. In response it was advised that Coffee with cops was not restricted to parished areas and many Districts included this within their own local engagement plans. This could be picked up through the Safety Partnerships.
- Measures for improving the 101 service for residents and the success of the QR codes on the 101 service. It was advised that the QR codes were being trialled in certain areas and further detail on the trial would be provided.
- Whether the Operation Trespass would be rolled out to Councils. It was confirmed that was part of the plan going forward.
- The management of E-scooters. It was advised that there was a new Operation Solstice to tackle this issue. The E-scooters presented difficulties with other road users as they were a risk to pedestrians on pavements and there was a risk to users if used on the road. Their use was illegal in most scenarios other than in pilot areas to seek responsible use with other road users. Work was being done around prevention and providing advice and guidance, however the Police had the power to prosecute where appropriate. The Police were working with the County Council on this issue through Safer Essex Roads.

- Crime from outside the County. It was reported that the County Lines came out of the larger cities into the County, particularly from London and there was a focus on this issue. Figures on crime coming into the County from other areas would be provided.
- Positive engagement with young people. The Commissioner explained that he had re-introduced school's officers that visit schools with particular issues. There was collaboration with the Fire and Rescue Service on education and this was now a focussed area of work.
- Knife Crime Strategy. A programme has been developed, with a three-pronged approach; dealing with serious criminals who build gangs, dealing with gangs on the streets and through the violence and vulnerability group partnership work. There were several streams of funding being used on these programmes. Since these measures had been introduced in September 2019, there had been some success in stopping the increase in knife crime, but further work to reduce knife crime was still needed based on what worked. There is an engage and educate policy where appropriate, however the Chief Constable confirmed that there is no tolerance of violent crime and enforcement is used to tackle criminal behaviour.

Members took the opportunity to

- Note the areas where there had been successes, particularly in reducing crime and tackling certain serious crimes.
- Recognise the positive work that had been done by the Policing team in the Uttlesford area.

The meeting was adjourned at 14:45 due to a fire alarm and reconvened at 15:30.

Members unanimously agreed the recommendation contained within the report.

RESOLVED:

That members of the Panel noted and sought clarity on the content of the report and attached appendix.

9 2022/23 Budget Setting Process

The Panel received report EPFCP/11/21 which provided an outline of the 2022/23 budget setting process for the Police Fire and Crime Commissioner Fire and Rescue Authority (PFCCFRA) and the Police, Fire and Crime Commissioner (PFCC) for Essex.

Members unanimously agreed the recommendation contained within the report.

RESOLVED:

That members of the Panel noted the report and agreed the PFCC's proposal to participate in the budget setting process through the creation

of a 2022/23 Budget Working Group; with dates and membership to be determined.

10 PFCC Decisions Report

The Panel received report EPFCP/12/21 that provided information on financial and strategic decisions made by the Police, Fire and Crime Commissioner since the last Essex Police, Fire and Crime Panel meeting submission deadline.

RESOLVED:

That any matters requiring response by the Commissioner would be submitted in writing to the Secretary of the Panel.

11 The Police, Fire and Crime Commissioner to update the Panel on any ongoing issues

Due to time limitations caused by a fire alarm, the Commissioner's update would be provided in writing. As proposed by the Commissioner's Chief Executive it was

RESOLVED:

That a working group be established in connection with the development of the Commissioner's Police and Crime Plan, with the membership and dates of the group to be determined.

12 Essex Police, Fire and Crime Panel Annual Report

The Panel considered report EPFCP/13/21 providing an overview of the Essex Police, Fire and Crime Panel's activities during the 2020/21 municipal year.

RESOLVED:

That the Panel received and noted the Essex Police, Fire and Crime Panel Annual Report for 2020/21.

13 Essex PFCP Grant Claim and Outturn Report - 2020/21

The Panel received report EPFCP/14/21 updating the Panel on the outturn position against the grant to be filed with the Home Office prior to the deadline of 31 July 2021. The return had been signed off by the accountable body's accountant and reflected the actual and forecast expenditure incurred in the administration of the Panel.

RESOLVED:

That the report was noted.

14 National Association of Police, Fire and Crime Panels (NAPFCP) update

The Panel received report EPFCP/15/21 on the background and current workstreams of the National Association of Police, Fire and Crime Panels.

RESOLVED:

That the report was noted.

15 Date of Next Meeting

The Panel noted that the next meeting would take place at 2.00pm on Thursday, 21 October 2021.

The meeting closed at 3.55 pm.

Chairman
21 October 2021

Minutes of the meeting of the Essex Police, Fire and Crime Panel, held in the Chamber of County Hall, Chelmsford on Thursday, 17 June 2021

Present:

Councillor

Frankie Ricci
Keith Barber
Godfrey Isaacs
Jeremy Lager
Beverley Oxford
Ross Playle
Michael Garnett
Arthur Williams
Ian Shead
Lynda McWilliams
Gary Collins
Colin Day

Representing

Braintree District Council
Brentwood Borough Council
Castle Point Borough Council (Vice-Chairman)
Chelmsford City Council
Colchester Borough Council
Essex County Council
Harlow District Council
Rochford District Council
Southend-on-Sea Borough Council
Tendring District Council
Thurrock Council
Uttlesford District Council

Co-opted Independent Members

John Gili-Ross (Chairman)
Sheila Murphy

Also in attendance

Pippa Brent-Isherwood	Chief Executive, Office of the Essex Police, Fire and Crime Commissioner
Gemma Bint	Democratic Services Officer
Sophie Campion	Senior Democratic Services Officer, Secretary to the Panel
Ben-Julian Harrington	Chief Constable, Essex Police
Roger Hirst	Essex Police, Fire and Crime Commissioner
Jane Gardner	Candidate
Emma Tombs	Democratic Services Manager
Jo Turton	Chief Executive and Chief Fire Officer

1 Membership, Apologies, Substitutions and Declarations of Interest

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2 Urgent Business

In the opinion of the Chairman, there were no matters that should be considered in public by reason of special circumstances as a matter of urgency.

3 Proposed Re-Appointment of the Deputy Police, Fire and Crime Commissioner

The Committee considered report EPFCP/16/21 which set out the arrangements for the review of the proposed re-appointment of Jane Gardner as Deputy Police, Fire and Crime Commissioner before she could be confirmed in her post.

The Commissioner provided a brief outline of how the selection process had been carried out in 2016. He explained to the Panel the wide range of experience that Ms Gardner had brought to the role, the complementary skill sets and her significant contribution and success in the role for the past four years. Taking all of that into account the Commissioner had taken the decision not to re-advertise the position and proposed to re-appoint Ms Gardner as his Deputy Police, Fire and Crime Commissioner.

The hearing then focused on the suitability of the candidate for this role. Ms Gardner briefly addressed the meeting summarising her experience in the role and her ambition for continuing to work in the role and making improvements to the services in response to the public need. Members of the Panel noted the work that Ms Gardner had done and her experience in the role over the past four years.

In response to questions regarding how the process of re-appointment was undertaken, the Commissioner explained that he had taken advice on the process from his Monitoring Officer, had taken into account employment factors and Ms Gardner's exemplary performance in the role and was satisfied that the process undertaken had complied with the Act.

It was proposed and **RESOLVED** that the press and public be excluded from the meeting during the deliberation stage, on the grounds that it involved the likely disclosure of exempt information as specified in paragraph 3 of Schedule 12A of the Local Government Act 1972 (information relating to the financial or business affairs of any particular person).

4 Confirmation Hearing for the Proposed Re-Appointment of the Deputy Police, Fire and Crime Commissioner

The Panel considered the proposed re-appointment and unanimously **RESOLVED** to recommend to the PFCC that he proceed in appointing Jane Gardner to the position of Deputy Police, Fire and Crime Commissioner. The Chairman would write to the PFCC to confirm this, by way of a letter.

There being no urgent exempt business, the meeting closed at 4.37pm.

Chairman
21 October 2021

Report title: Essex County Fire and Rescue Service End of Year Performance Report 2020 – 2021	
Report to: Essex Police, Fire and Crime Panel	
Report author: Roger Hirst (Police, Fire and Crime Commissioner Fire and Rescue Authority)	
Date: 21 October 2021	For: Noting and comment
Enquiries to: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer) 01245 291613 pippa.brent-isherwood@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

The purpose of this report is to provide an overview of the Essex County Fire and Rescue Service's progress in delivering the priorities and performance targets set out in the Fire and Rescue Plan during 2020/21.

2. Recommendations

That members of the Panel note and comment / seek clarity as appropriate on the content of the report and attached appendix.

3. Context / Summary

The full End of Year Performance Report for 2020 – 2021 is attached at Appendix 1. In terms of key points to note:

- As has been reported to the Panel previously, the operations of the service were significantly impacted by the Coronavirus pandemic during 2020/21. Prevention activities were particularly affected, with the service able to undertake 44% fewer visits to people's homes compared with the previous year. Community events were also cancelled, with the human resources that would usually deliver these diverted to supporting logistics at local hospitals, assisting vulnerable people who were shielding, and conducting After Incident Responses across the county. As a result, Safe and Well Officers made 81% fewer referrals to other agencies than during 2019/20. Those who were referred, however, accessed support relating to a diverse range of issues including smoking cessation, mental health, dementia, fuel payments and mobility. The service also made significantly fewer safeguarding referrals in 2020/21 than during the previous year (representing a 52% reduction for children and a 21% reduction for adults).
- Following the closure of schools in response to the pandemic, the

Education Team in Essex was the first in the country to move its education programme online, with the creation of the Education Hub and the delivery of virtual lessons via Zoom. During the year, content on the Hub received 6,251 views. Despite there being an 89% overall reduction in the number of children and young people reached during the year, this digital approach permitted the team to engage with much larger audiences in a single session, so will form part of a blended approach to delivery going forward.

- The total number of incidents attended by the service continued to fall, declining by 6% compared with the previous year. Within this, the number of false alarms rose very slightly (by just under 1%) but did not reach the levels seen in 2017/18 and 2018/19.
- Mirroring the national trend, the steady decline in the rate of accidental dwelling fires (ADFs) continued, falling from 4.2 to 4.0 per 10,000 population compared with the previous year. The service is currently working with the Essex Centre for Data Analytics (ECDA) to identify groups at risk of ADFs and to inform future prevention activity to improve this figure further. The rate of deliberate fires also fell (after rising during 2019/20), with the total number of deliberate fires reducing by almost a third. The total number of fires in non-residential properties likewise continued its downward trajectory, falling by 11% compared with 2019/20. Against the national trend, however, the number of fire-related fatalities and casualties rose slightly, by three fatalities and one casualty.
- Across the year, pumping appliance availability remained steady for wholetime and day crewed appliances and improved from 74% to 79% for on-call, largely due to more on-call firefighters being available whilst on furlough. However, all types of availability finished the year below the target level. Challenges around availability typically arise during the daytime and in areas where recruitment is hampered by factors such as town sizes, more transient populations and population density compared with target turn-out times. Some availability issues have also arisen due to on-call firefighters converting to wholetime. Where day crewed stations are continuing to show low availability, recruitment is being supported by On Call Liaison Officers, which is now beginning to yield positive results in areas that have historically proven challenging to cover (e.g. Canvey).
- Linked to availability, the average response time to a potentially life-threatening incident improved from 10 minutes 14 seconds to 10 minutes 10 seconds but was outside the target time of 10 minutes. Additional work is being undertaken on call handling to improve performance further. Implementation of the new Response Strategy, which has been approved in 2021/22, will assist further in enabling the service to resolve emergency situations efficiently and effectively.
- Despite the pandemic, the Protection team experienced a slight (2%) increase in its activity compared with the previous year. The service's new Risk Based Inspection Programme was launched and implemented during 2020/21, supported by the training of 10 new Inspecting Officers and the recruitment of a further 7.6. Enforcement activity also increased.
- During periods of lockdown, traffic volumes reduced but recorded speeds increased. Over the course of the year, the number of RTCs attended by the fire and rescue service fell by over a quarter (26%), and the total number of people killed and seriously injured (KSI) on Essex roads fell by

22% compared with the previous year. The number of fatalities remained stable (at 43) whilst the number of serious casualties fell by 23%. The Coronavirus pandemic had a significant impact on the delivery of all RTC activity during 2020/21 however, when conditions permitted, the service was able to attend 29 RTC reduction events and engaged with 230 riders of powered two-wheelers; a group of road users which featured slightly more frequently in KSI collisions in 2020/21 compared with previous years.

- As at 31 March 2021, there was a higher proportion of women in wholetime, on-call, Control and support roles compared with 12 months prior. The proportion of staff from an ethnic minority improved overall, and specifically within wholetime and support roles, but fell amongst on-call and Control roles. The proportion of staff identifying as LGBTQ+ rose overall, and specifically in wholetime and on-call roles, but fell in Control and support roles. The proportion of staff reporting that they have a disability either remained stable or increased across all employment categories.
- The service dealt with 48% fewer attendance management cases and 58% fewer performance management cases in 2020/21 compared with the previous year but saw marginal increases (of one and two respectively) in the number of disciplinary and grievance cases dealt with. Most types of cases were dealt with more expeditiously than in 2019/20, except for disciplinary cases which took, on average, more than twice as long to resolve in 2020/21.
- Revisions to complaint handling processes facilitated a significant improvement in the proportion of complaints closed within the target time, from 81% to 94%. There was also a 30% reduction in the number of data breaches reported.

4. Appendices

Appendix 1 - Essex County Fire and Rescue Service End of Year Performance Report 2020 - 2021



Essex County
Fire & Rescue Service

End of Year Performance Report

2020 - 2021

Prepared By:
Performance & Data Team

Information Cut Off Date (ICOD):
4 May 2021

ABOUT

An end of year performance report is produced for the Service Leadership Team (SLT) and other key members of Essex Country Fire and Rescue Service (ECFRS) to monitor performance of the service, ensuring that budgeted resources are aligned to priorities, and being used effectively and efficiently.

The report is structured based on priorities within the Fire and Rescue Plan (FRP). Each priority has one or more performance measures (Service or FRP), data, information and commentary are aligned to them to demonstrate that ECFRS are using their resources to drive continuous improvements within the Service, as well as make Essex a safer place to live, work and travel.



ECFRS performance reports are used in Performance & Resource Boards to enable the Police, Fire and Crime Commissioner (PFCC) to scrutinise, challenge and support the overall performance of the Service. The end of year and quarterly performance reports are also used at Police, Fire and Crime panel to scrutinise the PFCC.

COVID-19 AND PERFORMANCE

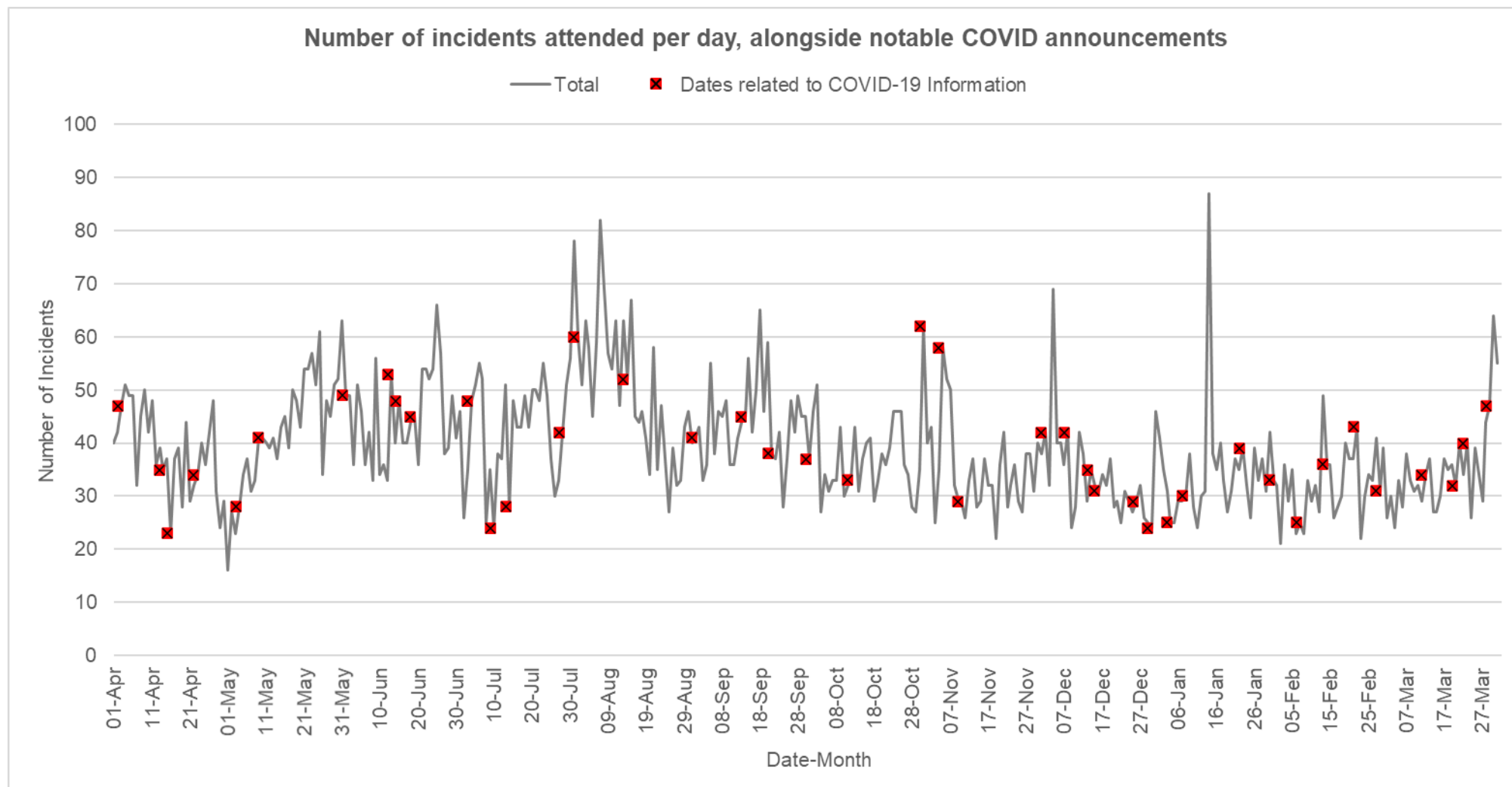
2020/2021 has been impacted by the Coronavirus pandemic with a series of lockdowns that involved restrictions to individuals' livelihoods, businesses, and organisations including Essex County Fire and Rescue Service.

The following page shows some, but not all, of the key announcements that were collected by the Performance & Data team at or near to the time of reporting and are considered to be important to understand the scale of the impact to our public and on our Service's activities. The chart on the following page also visually depicts the number of incidents per day over the last year alongside the announcements listed in the table.

Data and commentary in the report provides extensive insight into how the pandemic has impacted our Service's prevention and protection activities, as well as our availability and response standards. A significant amount of the commentary provided insight into how our Service has adapted to new ways of working, ensuring that it manages risk to our staff from the Coronavirus but also to the public that we engage with, the majority of whom are vulnerable. As the latest lockdown eases, it is expected that activity will increase.

Date-Month	Announcement
03-Apr	UK road traffic levels fall by 73% and at their lowest since 1955.
14-Apr	People start blaming 5G for pandemic, mobile operators report arson attacks on masts.
16-Apr	Three-week extension to the nationwide lockdown as the number of cases surpasses 100,000
23-Apr	First human trials of a Coronavirus vaccine in Europe begin in Oxford, UK.
04-May	NHS test and trace beta app approved.
10-May	Prime Minister Boris Johnson sets out a three-step plan to begin easing lockdown restrictions
01-Jun	Gatherings of people from more than one household are limited to six people outdoors and are prohibited entirely indoors.
13-Jun	Support bubbles allowed.
15-Jun	Re-opening of retail shops and public-facing businesses.
19-Jun	UK's COVID-19 alert level is lowered from level 4 (severe risk, high transmission) to level 3 (substantial risk, general circulation).
04-Jul	Lockdown restrictions were relaxed (except the city of Leicester).
10-Jul	Quarantine rules are relaxed for people arriving in the UK from 75 countries and overseas territories.
14-Jul	The wearing of face coverings becomes compulsory in shops and supermarkets in England.
28-Jul	PM Johnson warns that there are signs of a European second wave of the virus.
01-Aug	Shielding programme is paused for England and Scotland.
14-Aug	UK records its highest daily rate of new COVID-19 cases since 14 June, with 1,441 new cases.
01-Sep	Majority of schools in England, Wales and Northern Ireland reopen for the autumn term.
14-Sep	Rule of six for gatherings is introduced.
21-Sep	UK Coronavirus alert level is upgraded to level 4, meaning transmission is "high or rising exponentially".
01-Oct	Around a quarter of the population of the UK, about 16.8 million people, are now in local lockdowns.
12-Oct	PM Johnson unveils a three-tier system of restrictions for England to come into force on 14th October.
31-Oct	UK reaches a million COVID-19 cases.
05-Nov	England's second lockdown begins.
10-Nov	NHS is ready to begin providing the COVID vaccine "as fast as safety possible" (Hancock).
02-Dec	UK becomes the first country in the world to approve the Pfizer/BioNTech COVID-19 vaccine.

08-Dec	UK's vaccination rollout will begin on Tuesday 8th December.
14-Dec	A new variant of SARS-CoV-2 has been identified that is spreading faster in some areas of the country
16-Dec	London, and parts of Essex and Herfordshire, are placed into tier three of England's COVID system
26-Dec	Tougher COVID restrictions are imposed on large parts of the UK
30-Dec	Oxford/AstraZeneca vaccine is approved by the UK.
04-Jan	National lockdown is announced in England and Scotland.
08-Jan	Moderna vaccine is approved by the UK.
23-Jan	Over 6 million doses of COVID vaccine administered.
31-Jan	One year since the UK recorded its first domestic cases of COVID-19.
07-Feb	12 million people have received their first COVID vaccine.
14-Feb	The UK reaches the target of vaccinating 15 million people before 15 February
22-Feb	PM Johnson unveils a four step plan for ending Coronavirus restrictions in England by 21 June, subject to tests.
28-Feb	20 million people have received their first COVID vaccine.
12-Mar	The R number is at its lowest since recording of the figure began in May 2020.
20-Mar	Half the UK's adult population, have now received their first COVID vaccine.
23-Mar	Anniversary of the day the UK's first lockdown was announced.
29-Mar	Stay at home order for England comes to an end, as two households or six people are allowed to meet up outside.



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FIRE AND RESCUE PLAN: HELP THE VULNERABLE STAY SAFE

The aim of this priority is to support those who are at higher risk of harm are safer and more resilient.

Service Measure: Number of Safe and Well visits delivered to our most vulnerable groups.

The table below shows data about prevention activity conducted in 2020/21, and for comparison 2019/20. In relation to the measure, the second row of the table shows the number of safe and well visits completed and the table on the following page shows the number of people who received a visit and had one or more of the vulnerable factors e.g., over 65, lived alone, had a disability, or lived in social housing.

Measure	2020 - 2021	2019 - 2020
Total number of Visits	4,346	7,718
Number of Safe and Well Visits	3,764	5,288
Number of Home Safety Visits by Stations	140	295
Number of Home Safety Visits by Volunteers	17	1,480
Number of Visits by Other (CSO's, CB's, FSO's)	425	655
Number of FHB10 (standard smoke detectors) fitted	5,865	8,459
Number of FHB10W (sensory smoke detectors) fitted	753	1,307
How many enquiries did we receive to the Information Centre	5,727 Incoming Calls	10,452 Incoming Calls
	10,279 Outgoing Calls	19,011 Outgoing Calls
	3,244 Email Enquiries	4,673 Email Enquiries
Home safety doorstep drop off interactions completed by CSOs*	762	N/A
Number of FHB10 smoke alarms provided by CSOs to the public during drop offs*	1,349	N/A
Number of referrals made by Safe and Well Officers to other agencies	62	332

Number of individuals visited in the following vulnerable groups:	2020 – 2021	2019 – 2020
The number over 65 years old	3,230	5,278
The number who lived alone	1,916	3,248
The number who had a disability	1,663	3,053
The number who lived in Social Housing	243	525

For benchmarking purposes, fire prevention activity carried out by fire and rescue services is submitted to the Home Office on an annual basis at the end of the financial year. The data will be published circa autumn 2021. Previous quarterly performance reports have provided statistics on ECFRS prevention activity in comparison to other Services¹.

Fire and Rescue Plan Measure: People who received an intervention feel safer and less at risk.

For the duration of the pandemic, ECFRS ceased handing out paper evaluation forms to be returned by members of the public in line with COVID-19 risk assessment controls. There is, therefore, no data recorded for service evaluations. However, feedback was received directly to the Home Safety Information Team, of which 93% of it was positive.

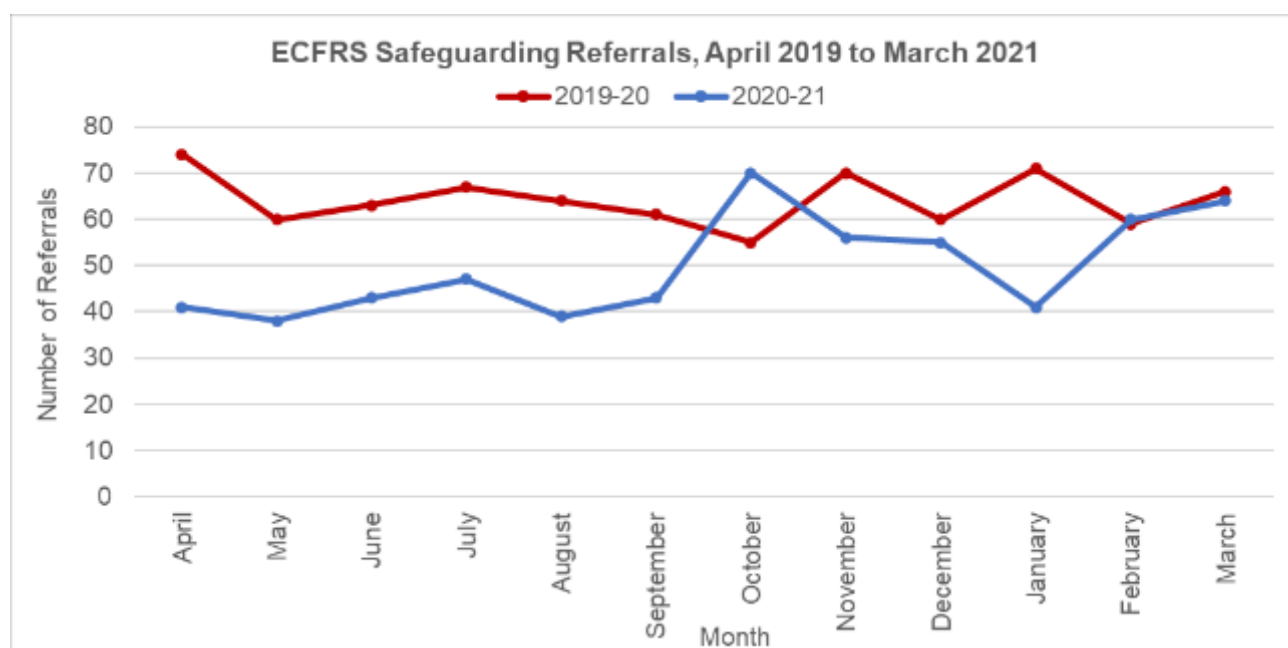
Commentary for this priority is included in the next under Prevention.

¹ FIRE1201: Home fire risk checks carried out by fire and rescue authorities and partners, by fire and rescue authority

Focus: Safeguarding

The Community Development & Safeguarding Team process safeguarding referrals received into the Vulnerable Adults and Children Safeguarding Mailbox. Referrals are assessed against the Essex Effective Support Windscreen to ensure appropriate support and signposting is provided. The table below shows the number of referrals per month for the last year, with comparison to the previous year, to show how the COVID-19 pandemic has impacted on safeguarding referrals.

	2020 – 2021		2019 – 2020	
	Adults	Children	Adults	Children
April	41	0	71	3
May	35	3	57	3
June	42	1	58	5
July	45	2	62	5
August	36	3	58	6
September	42	1	60	1
October	70	0	52	3
November	51	5	66	4
December	53	2	58	2
January	39	2	65	6
February	59	1	55	4
March	63	1	64	2
Totals	576	21	726	44
	597		770	



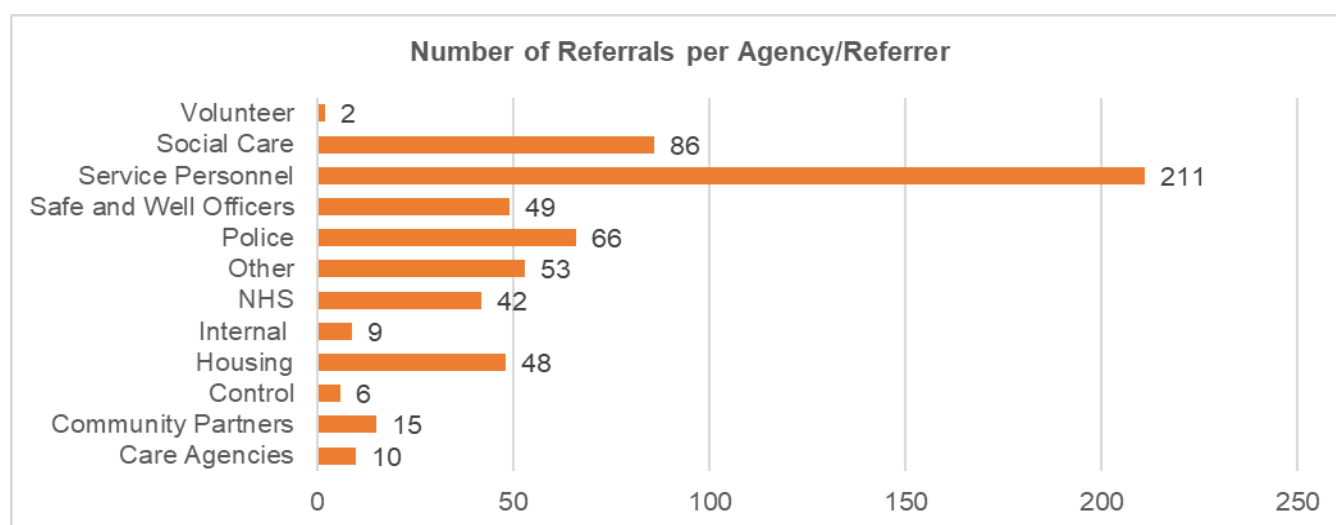
With the introduction of the different lockdowns, ECFRS saw a drop in the number of referrals compared to the previous year, however, these are now steadily increasing with the easing of government restrictions and partner agencies own procedures allowing re-engagement with vulnerable people. The decrease in referrals is thought to be caused by the government restrictions preventing many of our partner agencies being able to enter properties. Therefore, it is perceived that, concerns have not been identified and referrals not created.

This has also been attributed to partners and ECFRS staff such as Community Builders, not having the opportunity to 'sit around the table' at partnership meetings to discuss cases and vulnerable people in the community. The team assign case work to Community Builders, managed by the Operational and Community Risk Managers. The Community Builders assess the risk from fire and other forms of harm and mitigate the identified risks through direct support and signposting to universal services and social care. The successful partnership working achieved through the Community Builders results in safeguarding referrals being received from a number of partner agencies. Community Builders and Safe & Well Officers visited individuals where they met the Gold assessment criteria (see table below) through the Home Safety Control and Command Team. Safeguarding and Safe & Well continue to work effectively together ensuring the most vulnerable are at the forefront of what we do.

Critical Factor	Combined with
An individual smokes in bed and is immobile/restricted to bed/hardly leaves their bed	No working smoke detectors
Domestic Abuse Visit, or risk of arson visit requested by Essex Police	No working smoke detectors
Restricted to bed /restricted to chair use because of pre-existing ill-health/conditions	No working smoke detectors
Oxygen Users	And the individual does not have working smoke detectors or is an oxygen user combined with any other critical factor in Gold or Silver
Hoarder	No working smoke detectors
Sensory Impairment	No working smoke detectors or smoke detectors are not appropriate and therefore, effective
An individual is over the age of 75	No working smoke detectors

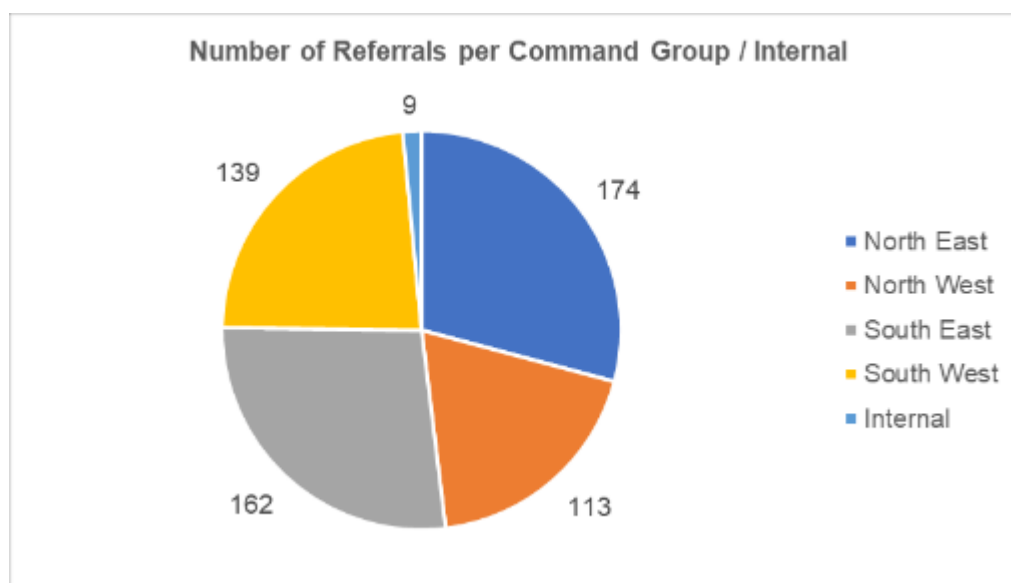
A proportion of Community Builders were able to carry out 'over the threshold' visits, whilst all Community Builders continued to engage with the most vulnerable, giving thorough safety advice and signposting to partners either over the phone or at the doorstep. Community Builders continued to engage with their communities as best they could and in some areas are now part of the Vulnerable and Shielded Task Force Group.

Crews have still been entering properties during the COVID-19 pandemic following 999 calls to properties and therefore still able to identify concerns. Below is a graph and table of the referrals we have received over the last year and where they came from.



	2020 - 2021											
Referrer	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Care Agencies	0	0	0	0	0	0	0	4	3	0	0	3
Community Partners	3	4	1	0	0	0	2	1	1	0	1	2
Control	0	0	0	2	1	0	0	2	0	0	1	0
Housing	2	2	4	2	1	7	11	3	5	1	4	6
Internal	0	1	0	3	0	0	0	1	1	2	0	1
NHS	2	1	2	2	2	5	7	5	3	6	4	3
Other	1	0	6	4	19	3	6	5	3	2	1	3
Police	5	4	2	4	2	5	4	6	9	4	6	15
Safe & Well Officers	1	4	17	7	0	1	8	4	3	1	1	2
Service Personnel	20	14	7	15	12	20	25	15	23	15	24	21
Social Care	7	8	4	8	1	2	6	10	4	10	18	8
Volunteer	0	0	0	0	1	0	1	0	0	0	0	0
Total	41	38	43	47	39	43	70	56	55	41	60	64

The graph and table below show the area the referrals came from each command group.



Command Group	2020 – 2021											
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
North East	16	11	22	13	8	12	14	9	17	9	26	17
North West	5	8	8	4	9	10	20	13	5	5	9	17
South East	9	9	5	15	11	13	22	16	19	10	12	21
South West	11	9	8	12	11	8	14	17	13	15	13	8
Internal	0	1	0	3	0	0	0	1	1	2	0	1
Total	41	38	43	47	39	43	70	56	55	41	60	64

It is important to recognise, the Community Builders are able to use the trusted position held by the fire service in the community to engage with some of the most vulnerable members of our county. Community Builders are often able to successfully engage otherwise disengaged people to other services, completing many joint visits with Essex Police and Social Care.

On completion of an intervention, the Community Builders complete a detailed report of the risks identified and their actions. Two example case studies from the last year can be seen on the following page.

	Concerns	Actions
Case Study 1	<p>Referral received from a crew following a fire at the address. On inspection, there was an extreme amount of waste in black bags piled on the balcony creating a potential hazard. The property itself had a high degree of uncleanliness with rubbish and general waste in all areas, which could be a risk to the children and adults if needing to escape or for crews to search the property. There was high level of concern with regards to fire safety as there seemed to be only one working smoke alarm in the hallway.</p> <p>The Community Builder found that there was an issue with bin collections which led to the problem of the residents in the block having to keep their bags of rubbish on their balconies or in their home as they would be fined if they left them in the bin areas but not in the bin, which was full.</p>	<p>The Community Builder liaised with the council, management, and Protection department to alleviate the risk and make the area safer.</p> <p>Management and the council were advised of the situation and potential risk. The council have now rectified the refuse situation and have said no resident will be charged for placing bin bags on the floor if the containers are full.</p> <p>Tenancy Management will be looking into the rubbish on balconies situation to resolve this issue.</p> <p>Crews carried out an After Incident Response and are monitoring the refuse situation.</p>
Case Study 2	<p>A Community Builder has been volunteering for Community 360, offering weekly welfare calls and checks to two residents in Colchester. They call them both every week during and have built an excellent rapport with them both.</p> <p>As part of the conversation, both mentioned having old smoke alarms. During one call the Community Builder could hear in the background that the smoke alarm was bleeping constantly, and the lady advised that it had been doing this for some time.</p>	<p>The Community Builder took details and arranged for a Safe & Well Officer to deliver alarms to both addresses for self-installation.</p> <p>The Community Builder also posted fire safety booklets to follow this up.</p> <p>Both residents were really pleased, and they now have new working smoke alarms.</p>

The Community Builders have also supported the ECFRS Staff Volunteering Working Group, with the responsibility of helping to coordinate staff volunteers at the vaccination centres in both Colchester and Chelmsford. This has involved coordinating resources, monitoring mailboxes over the week and weekend and attending twice weekly meetings with the rest of the volunteering team.

Training

The Safeguarding Team held upskilling sessions on the DBS check process to HR Business partners to ensure they were conversant in the process and to ensure good practice in safer recruitment.

The Safeguarding Team have been working on a number of one-minute guidance documents covering Hoarding, Scams and Cyber Crime. These can be found under the Safeguarding tab on the intranet. Communications of where to find the information was promulgated during National Safeguarding Week (16th – 22nd November 2020). As part of this week, several webinars were available, and these were shared widely across the service and directly with the Community Risk Managers and the Live Safe Manager.

The team are also supporting the service in a number of other ways including:

- Promotion of domestic abuse support and signposting.
- Updating the Wellbeing and Safeguarding Workplace pages with relevant advice, signposting and current scams.
- Creating a Safeguarding Training programme to deliver to service personnel.

NFCC National Safeguarding Working Group

The Community Development Manager and Head of Safeguarding, continues to chair the NFCC National Safeguarding Working Group. The meetings are attended by safeguarding leads from around the UK. The group continues to increase its membership which will ensure we have the input from as many FRS as possible and greater support with future actions. Current areas of work include:

- National Training,
- Fire deaths and SAIRS,
- Risk Assessments,
- Rehabilitation of Offenders Act and DBS update,
- Regional workstreams,
- Vulnerable Adults statement.

The National Working Group are also encouraging regional safeguarding groups to be established to ensure local need and issues are taken forward to the national working group. ECRS chaired their first regional safeguarding group in January 2021.

Police and Ambulance

The team had a meeting (4th March 2021) with Essex Police's Safeguarding Team to discuss how we can continue to improve our working relationship. The Community Builders provided detail about their role and how they engage with the communities and partner agencies. Since this meeting there has been an increase in referrals from the Police and both teams are working well together.

The team have a meeting (22nd April 2021) with East of England Ambulance Safeguarding Team to explore how best we can work together.

CFRMIS

The team are currently working closely with the Performance and Data department in migrating our safeguarding data and processes onto the CFRMIS system. The team have had support from the Home Safety Team as they are currently live in CFRMIS and have good experience in creating questionnaires/forms which will be used to capture referrals moving forward. The final implementation of safeguarding data and referral processes is planned to go live on the 4 May 2021.

FIRE AND RESCUE PLAN: PREVENTION, PROTECTION & RESPONSE (PPR)

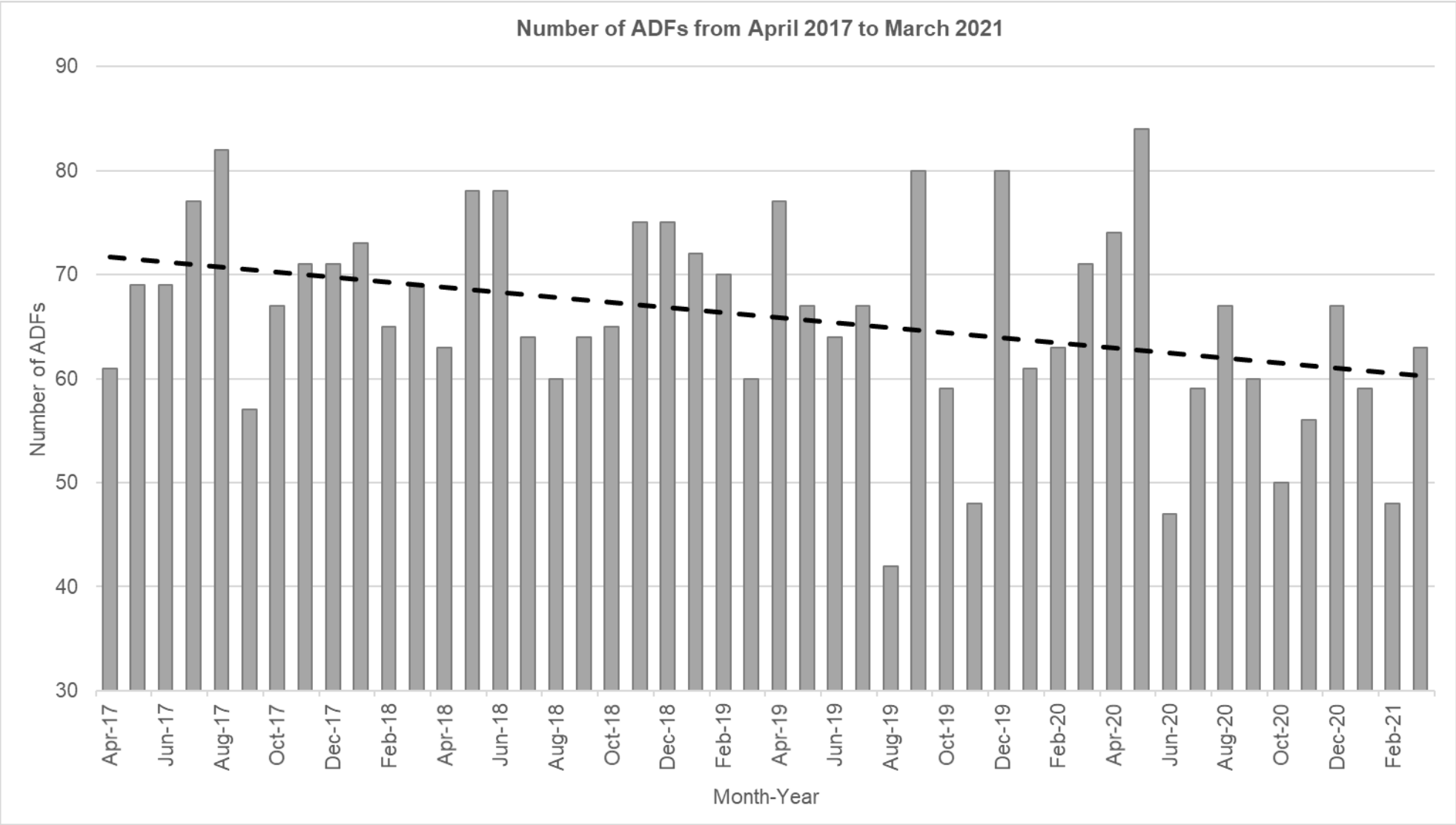
The aim of this priority is that the trust and confidence of communities in Essex is maintained through effective pre-planning, monitoring and evaluation.

PREVENTION

Service Measure: Rate of accidental dwelling fires (ADFs) per 10,000 population.

Month	ADF Rate	
	2020 - 2021	2019 - 2020
Apr	0.4	0.4
May	0.5	0.4
Jun	0.3	0.3
Jul	0.3	0.4
Aug	0.4	0.2
Sept	0.3	0.4
Oct	0.3	0.3
Nov	0.3	0.3
Dec	0.4	0.4
Jan	0.3	0.3
Feb	0.3	0.3
Mar	0.3	0.4
Rolling 12 month	4.0	4.2

Quarter, Months	2020 - 2021	2019 - 2020	2018 - 2019	2017 - 2018
Q1, Apr – Jun	205	208	219	199
Q2, Jul - Sept	186	189	188	216
Q3, Oct - Dec	173	187	215	209
Q4, Jan - Mar	170	195	202	207
TOTAL	734	779	824	831



The tables and chart on the previous pages show a decrease in the number (and rate) of accidental dwelling fires within ECFRS' service area. This decreasing trend can also be seen nationally², as the number of ADFs in 2010/11 was 36,611 and in 2019/20 was 28,503, a 22% decrease. In 2019/20, ECFRS' ADFs accounted for 3% of all attendances to this incident type by fire and rescue services, the same percentage as the following non-metropolitan services: Lancashire, Hampshire, Devon and Somerset as well as Dorset and Wiltshire. For context, the metropolitan fire and rescue services of South Yorkshire and Tyne and Wear accounted for 2% ADFs attended by FRSs. The chart also clearly shows that May 2020 had the highest number of ADFs with 84 fires and the following month, June, had the least with 47 fires. This differs from 2019/20 where the peak month/s was September and December 2019, and the highest number of ADFs in a month was 80.

Service Measure: Percentage of ADFs that are cooking related.

The Service monitors under this service measure the percentage of ADFs that are cooking related.

Month	% of ADFs that are cooking related.	
	2020 - 2021	2019 - 2020
Apr	27%	26%
May	26%	39%
Jun	34%	27%
Jul	27%	31%
Aug	25%	43%
Sept	37%	29%
Oct	24%	34%
Nov	25%	35%
Dec	33%	39%
Jan	34%	23%
Feb	23%	27%
Mar	22%	24%
Total (Average)	28%	31%

The table above shows that there was an improvement on the percentage of ADFs that were cooking related in 2020/21, compared to previous year.

For national context, 5% of accidental dwelling fires attended by English fire and rescue services in 2019/20 were related to chip/fat pan fires specifically³.

² FIRE0202: Primary dwelling fires, fatalities and non-fatal casualties in dwellings by motive and fire and rescue authority, England

³ FIRE0601: Primary fires in dwellings and other buildings by cause of fire

Service Measure: Smoke alarm ownership.

The table below shows the percentage of ADFs where a smoke alarm was present and worked.

Month	% of ADFs with working smoke alarm.	
	2020 - 2021	2019 - 2020
Apr	47%	57%
May	52%	57%
Jun	60%	58%
Jul	64%	54%
Aug	55%	67%
Sept	55%	53%
Oct	54%	46%
Nov	59%	77%
Dec	61%	70%
Jan	56%	61%
Feb	54%	51%
Mar	56%	49%
Total (Average)	56%	58%

ECFRS' quarter two performance report provided data and information on the national figures concerning smoke alarms, referring to data collection via the English Housing Survey.

Fire and Rescue Plan Measure: Reduction in Fatalities and Injuries.

This measure monitors the number of fire-related fatalities and casualties, particularly those involved in ADFs.

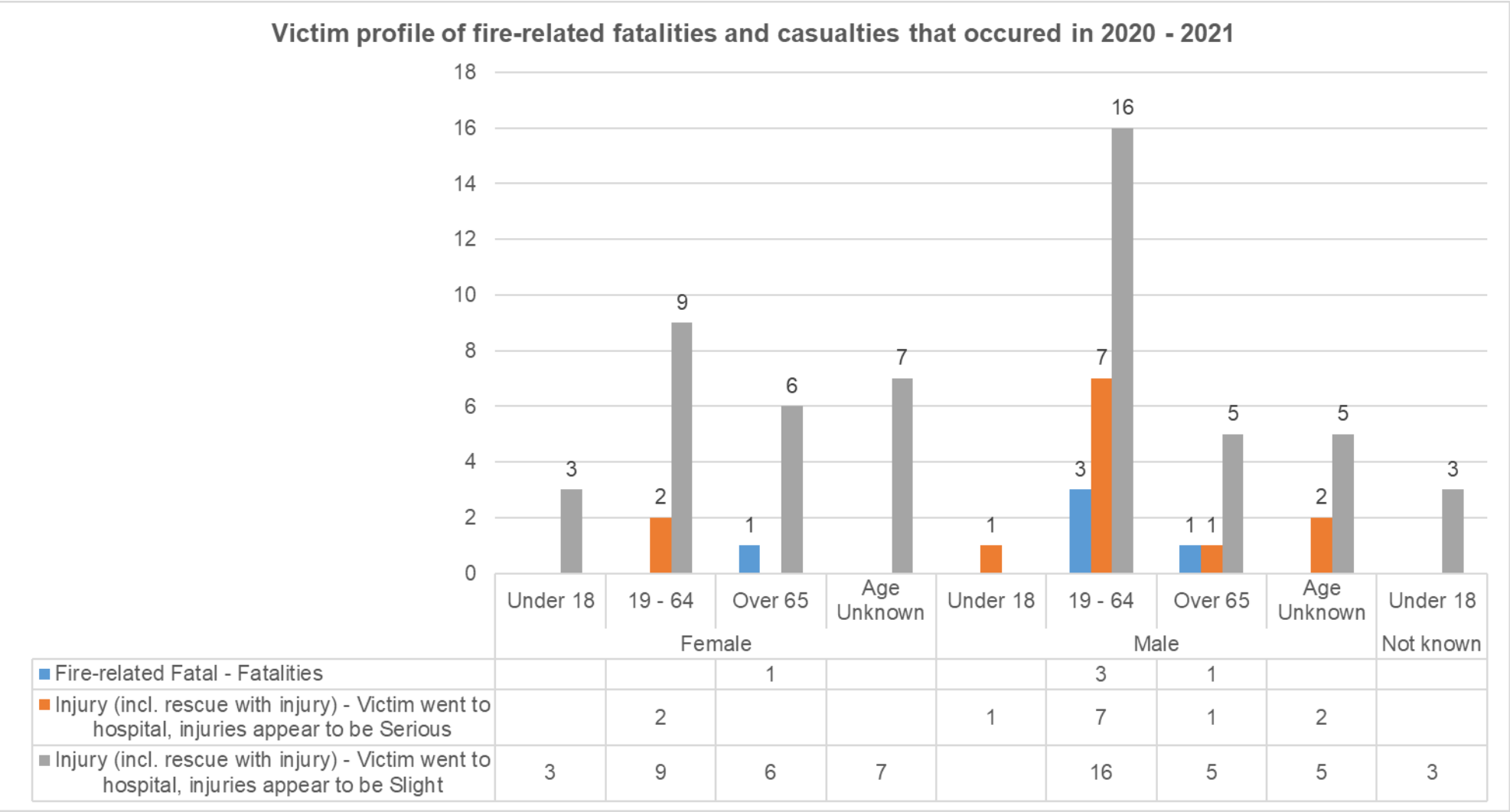
The table shows the number of fire-related fatalities and casualties over the last two financial years. Note, in 2020/21, all the fire-related fatalities were involved in ADFs.

Month	Fatalities		Casualties (victim went to hospital with serious or slight injuries)	
	2020 - 2021	2019 - 2020	2020 - 2021	2019 - 2020
Apr	2	1	8	11
May	0	0	9	8
Jun	1	1	10	9
Jul	0	0	5	3
Aug	0	0	1	9
Sept	0	0	6	4
Oct	0	0	2	2
Nov	0	0	6	5
Dec	0	0	9	2
Jan	1	0	0	7
Feb	0	0	3	4
Mar	1	0	8	2
Total	5	2	67	66

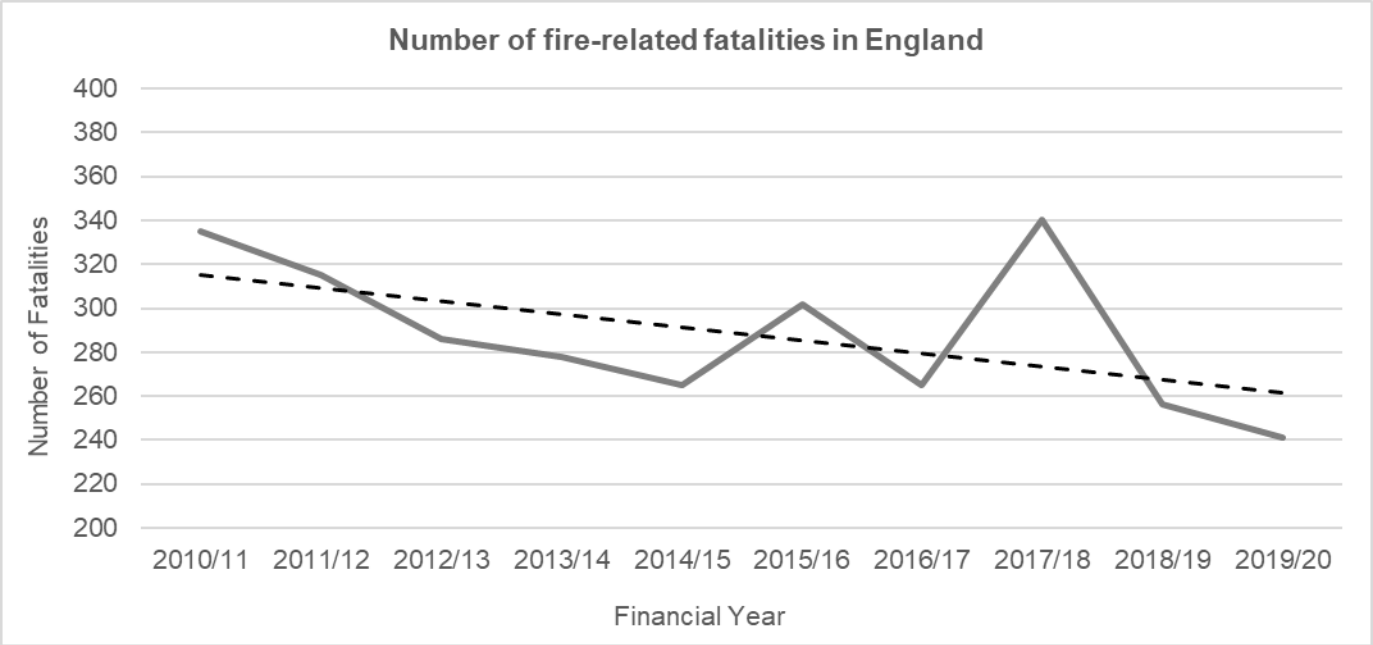
The chart on the following page shows the gender and age of the victims involved in the fire-related fatalities and casualties that occurred in 2020/21.

First Aid at Scene & Precautionary Checks Recommended

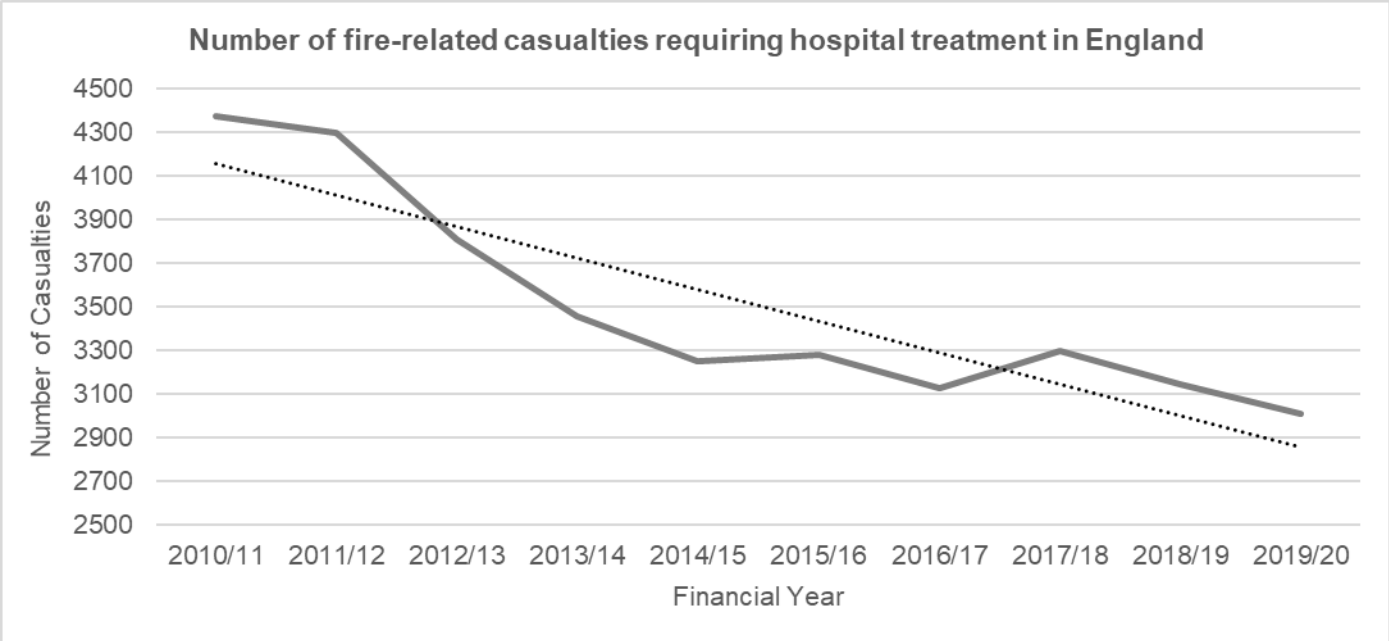
There were also 26 victims who received first aid at scene by ECFRS and a further 8 who were recommended a precautionary check following a fire. 32 of these victims were involved in accidental fires, of which the majority (75%) were in dwellings. 38% of the ADFs, the fire started in the kitchen and 15% in bedroom. 20 of these victims were male and 12 were female, where the majority for both genders was aged between 19 – 64, 6 were over 65 and 2 were the age was unknown. The other 2 victims were involved in a deliberate fire (others property), one victim was female and the other was male (ages unknown).



Nationally, the number of fire-related fatalities in England has decreased since 2010/11, as shown by the trendline on the chart below, despite a peak in 2017/18 which is associated with Grenfell Tower fire in London. In 2019/20, ECFRS' fatalities accounted for 1% of all fire-related fatalities, a decrease from 2% of the total in 2018/19.



Similarly, the number of fire-related casualties requiring hospital treatment in England has decreased over the same period. In 2019/20, ECFRS casualties accounted for 3% of England's fire-related casualties requiring hospital treatment. Other FRSs with the same percentage were West Midlands and Hertfordshire.



Service Measure: Rate of deliberate fires per 10,000 population.

The table below shows the rate deliberate fires⁴ per 10,000 population, by fire classification (primary/secondary) with the respective targets for each, for the last financial year and 2019/20's figures for comparison. Cells/values highlighted in green indicate that the target was met.

Month	Primary ⁵ Deliberate Rate Target (Month) – 0.2		Secondary ⁶ Deliberate Rate Target (Month) – 0.6	
	2020 - 2021	2019 - 2020	2020 - 2021	2019 - 2020
Apr	0.2	0.2	0.5	0.8
May	0.2	0.2	0.5	0.8
Jun	0.2	0.2	0.6	0.7
Jul	0.2	0.2	0.6	0.9
Aug	0.2	0.4	0.6	0.8
Sept	0.2	0.2	0.5	0.7
Oct	0.2	0.2	0.2	0.4
Nov	0.1	0.2	0.2	0.4
Dec	0.1	0.2	0.1	0.3
Jan	0.1	0.2	0.1	0.3
Feb	0.1	0.1	0.2	0.3
Mar	0.1	0.2	0.3	0.4
Rolling 12 month	1.7	2.4	4.5	6.6

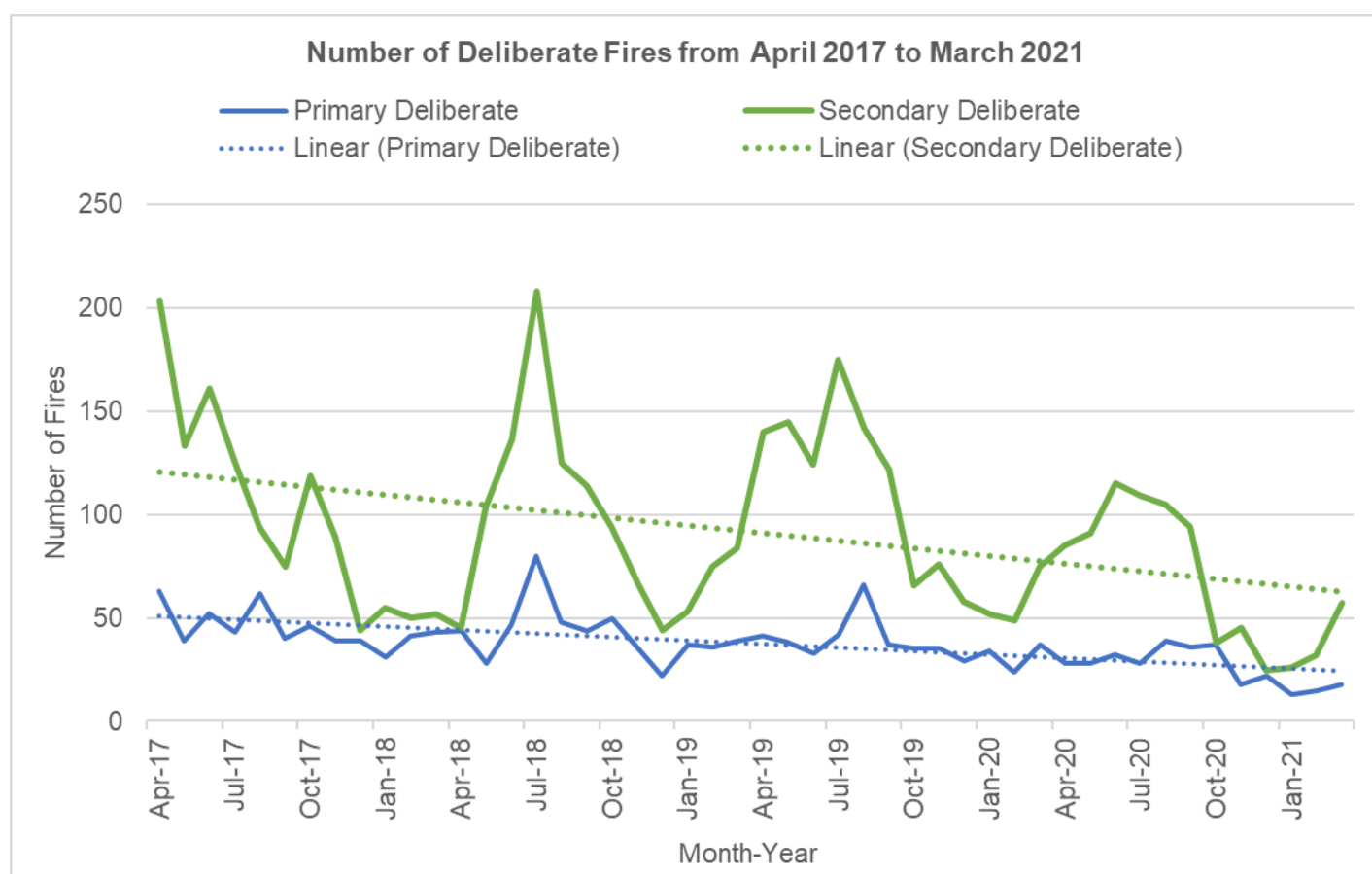
⁴ Deliberate fires include those where the motive for the fire was 'thought to be' or 'suspected to be' deliberate. This includes fires to an individual's own property, others' property or property of an unknown owner. Despite deliberate fire records including arson, deliberate fires are not the same as arson. Arson is defined under the Criminal Damage Act of 1971 as 'an act of attempting to destroy or damage property, and/or in doing so, to endanger life'. Source: [Fire statistics definitions - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/fire-statistics-definitions)

⁵ Primary fires are potentially more serious fires that harm people or cause damage to property and meet at least one of the following conditions: any fire that occurred in a (non-derelict) building, vehicle or (some) outdoor structures, any fire involving fatalities, casualties or rescues, or any fire attended by five or more pumping appliances. Source: *ibid*.

⁶ Secondary fires are generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended, in which case they become primary fires. Source: *ibid*.

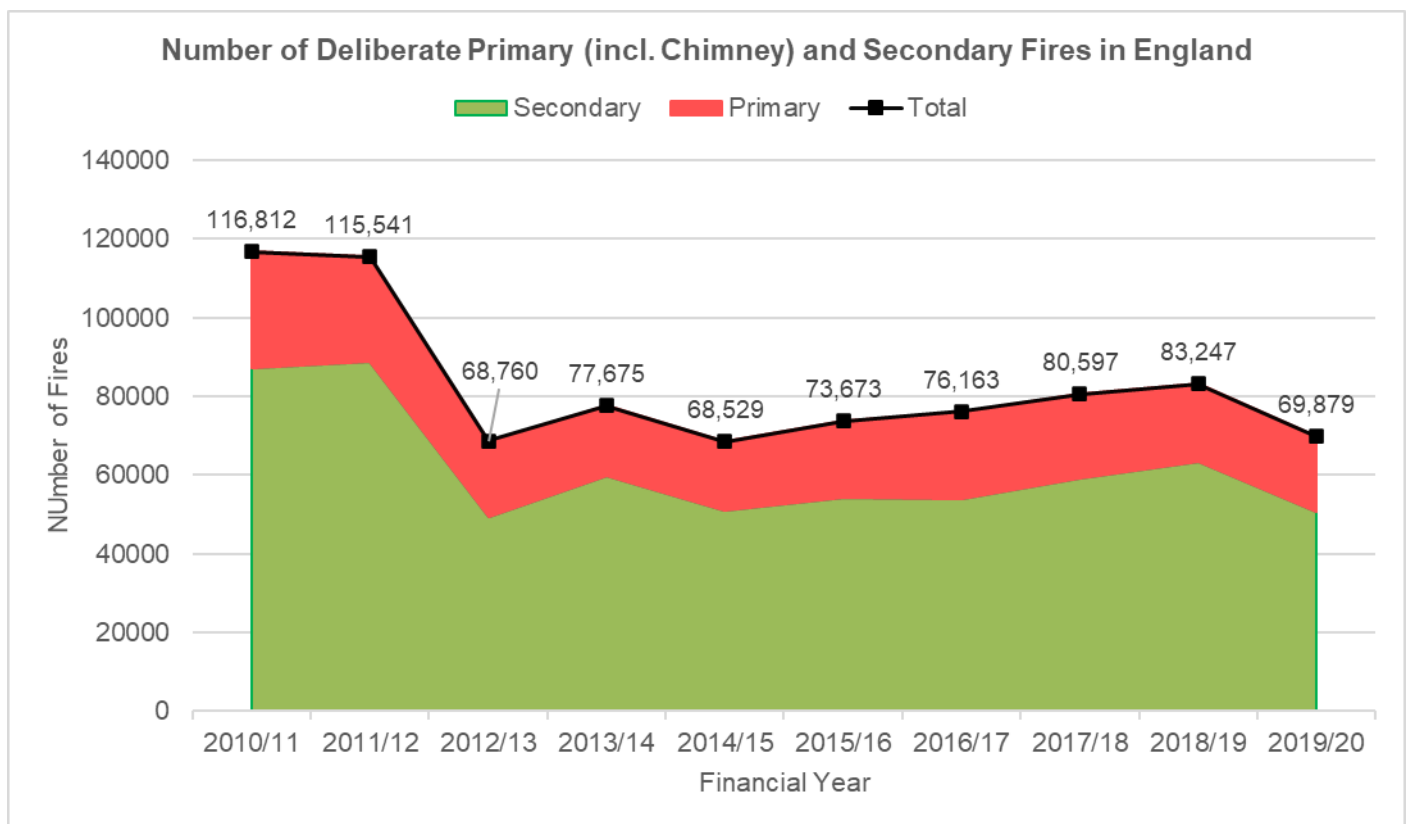
The table below shows the total number of deliberate fires per quarter for the last four financial years as well as the chart shows the number per month, by type (primary or secondary deliberate).

Quarter, Months	2020 - 2021	2019 - 2020	2018 - 2019	2017 - 2018
Q1, Apr – Jun	379	521	404	651
Q2, Jul - Sept	411	584	619	440
Q3, Oct - Dec	185	299	313	376
Q4, Jan - Mar	161	271	324	272
TOTAL	1136	1675	1660	1739



The totals in the table and linear trendlines on both lines of the chart indicate that there has been a decrease in the number deliberate fires between April 2017 and March 2021. The rate table further reinforces that the last financial year has seen pattern as the target has been met in all months for both primary and secondary deliberate fires per 10,000 population.

Nationally⁷, there was a significant decrease in the total number of deliberate fires between the years, 2010/11 (116,812) and 2012/13 (68,760), with gradual increases nearly every year until 2018/19 back to 83,247 fires. 2019/20 had the lowest number of deliberate fires since 2012/2013 with 69,879. In 2019/20, ECFRS' deliberate fires accounted for 2% of the total, like Kent, Nottinghamshire, Staffordshire, Hampshire, Avon, Hertfordshire as well as Devon and Somerset fire and rescue services. Non-metropolitan services with higher percentages of the yearly total were Cleveland (5), Durham, Humberside (4% each respectively) and Lancashire (3%). On average, over the last 10 years, 74% of deliberate fires in England were secondary fires.



⁷ FIRE0401: Deliberate fires attended by fire and rescue services in England, by incident type and fire and rescue authority

Commentary (Prevention)

Key actions taken in the year

This has been a challenging year for teams involved in the delivery of Home Safety, perhaps most importantly because of the direct impact that managing the risks associated with COVID-19 have had on our ability to provide effective prevention activity at our usual rate of delivery. It has been the priority of ECFRS this year to protect our personnel from contracting the virus, and equally, to prevent them transmitting the virus to those individuals we visit, the overwhelming majority of whom are over the age of 65 and a significant proportion of whom are vulnerable in other ways.

ECFRS Prevention Teams have adjusted activity during 2020/21 which had the overall effect of reducing the number of individuals for whom a Home Safety interaction was provided, but crucially, ensured that ECFRS were still able to provide a service to those most at risk of fire.

In March 2020, the Home Safety Team briefly ceased all prevention activities in response to the UK Government announcement of a nationwide lockdown. Safe and Officers resumed restricted visits in full PPE within 14 days, following the completion of a Site-Specific Risk Assessment.

The Home Safety Team, in partnership with the Safeguarding Team reviewed and adjusted the way it assessed the risk of fire in the home, and used this model to determine whether ECFRS personnel were able to enter a residents home during COVID-19. The model was designed to assess the risk of the virus against the risk of fire for each referral into ECFRS. At different points during the pandemic, and in step with UK Government advice, the Home Safety Team have agreed to visit people in just one, or several of the following categories: Gold Crisis, Gold, Silver and Bronze, with Gold Crisis being considered the referrals with the highest risk of fire. The overall effect of restricting the number of visits conducted to those at highest risk of fire, resulted in an overall reduction in number of visits undertaken by ECFRS by 44% in comparison with the previous year.

For the duration of the Pandemic, prevention activity undertaken by operational personnel has been significantly restricted to protect operational availability. This has therefore, impacted plans to increase the number of Home Safety Visits undertaken by firefighters and reduced the number undertaken in 2020/21 compared to 2019/20 by 53%.

Volunteer activity by ECFRS volunteers (not staff) was switched off entirely for the duration of the pandemic, in consultation with ECFRS volunteers, taking into account their own level of vulnerability and the risk presented to residents. This has not affected the delivery of internal staff volunteering but has meant that only 17 volunteer visits were completed in 2020/21.

During the past 15 months, ECFRS staff have volunteered approximately 4,000hrs to the pandemic response in various roles including logistical support to Volunteer Vaccinator roles. In April 2020, the ECFRS Staff Volunteer Working Group was formed, with colleagues who volunteered to be part of the management and oversight of our efforts in the community.

In periods of loosened restrictions, the Community and Operational Risk Team has undertaken doorstep engagements, most notably in rural parts of Essex where properties are geographically further away from fire stations. This has resulted in 762 home safety interactions and the provision of 1,349 smoke alarms. In addition, wider prevention teams completed 425 Home Safety Visits.

Of the total of 4,346 visits conducted during 2020/21, Safe and Well Officers completed 87%. These visits are listed in the table above as Safe and Well Visits. This is an increased percentage on 2019/20, where Safe and Well Officers completed 69%.

The restricted service provided by ECFRS in response to the pandemic, and the reduced public appetite for ECFRS personnel entering their homes has led to a 45% reduction in calls to the Home Safety Information Team (HSIT), a 46% reduction in calls made by the HSIT and a 31% reduction in email enquiries.

Home Safety Visits, and Safe and Well Visits have remained focused on those who are most at risk of fire. Indicators for the number of individuals who lived alone, and who were over the age of 65 increased as a proportion of overall visits in 2020/21 compared with 2019/20 by 2% and 6% respectively. There were small percentage reductions in the number of individuals who reported having a disability or who lived in social housing, visited by ECFRS as a proportion of overall visit numbers. For individuals with a disability the 2% reduction is likely to be a consequence of the high rate of shielding undertaken by individuals with disabilities for much of 2019/20. Social housing is an area that ECFRS struggles to engage with, primarily because by law, these households should already have working smoke detection and therefore, fewer contact the Home Safety Service. ECFRS visited 1% fewer social housing properties in 2020/21 in comparison with the previous year.

For the duration of the pandemic, ECFRS ceased handing out paper evaluation forms to be returned by members of the public in line with COVID-19 risk assessment controls. There is, therefore, no data recorded for service evaluations. During the period, ECFRS did receive 29 emails relating to our service and performance, 93% of which were positive.

Safe and Well Officers made 81% fewer referrals to other agencies than in 2019/20, a reflection of the reduced number of visits enabled by COVID-19 restrictions, reduced partner activity due to COVID-19, and the feedback that many of the individuals ECFRS was still able to visit, were already known to partner agencies and accessing additional support. Nonetheless, 62 residents were connected with support in areas such as smoking cessation, mental health support, dementia support, fuel payments and help with mobility.

The number of standard optical smoke detectors fitted by ECFRS in 2020/21 decreased by 31% in comparison to the previous year, whilst the number of sensory alarms provided also decreased by 42%. These reductions are a direct result of the reduction in the overall number of visits undertaken by ECFRS. It should be noted, that enabling the provision of alarms for self-fit resulted in ECFRS providing 1,349 smoke alarms to members of the public as part of targeted community

engagement activity. This was a new activity, and is therefore not comparable to the previous year, or included in the total number of alarms ECFRS fit as part of our visits. As a reference the number of standard smoke alarms fitted in 2019/2020 was 8,459 and in 2020/2021 fitted/supplied totalled 7,214 (5,865 from visits & 1,349 drop off's from CSO's) so being a of decrease of 15% overall. The number of Sensory alarms fitted in 2019/2020 was 1,307 and in 2020/2021 was 753, there were no Sensory alarms provided as part of the drop off's for CSO's.

Actions planned for year ahead

The introduction of a new Prevention Strategy in February 2021 has led to a review of Home Safety at ECFRS, and the delivery model used to generate, allocate and deliver home safety interactions at our Service. This review, once complete, will both refresh the Home Safety Strategic Delivery Plan and introduce changes designed to increase the number of home safety interactions conducted by ECFRS personnel, whilst maintaining a focus on those who are most at risk of fire.

A pilot of the HARM Model is scheduled for May to July 2021, this will allow the service to target areas of risk within the county; the model draws on multiple datasets providing a risk scoring based on geographic areas. The pilot will focus on ADF within the Clacton areas and will utilise resources from both the Central Prevention Team and Operational Community Risk Teams.

The Service is working with Essex Centre of Data Analytics (ECDA) to further explore at risk groups of ADF. This research will form the future understanding of AFD and will be utilised to inform ECFRS Prevention Activities for the future.

The service has worked in partnership with the NFCC and Kent Fire and Rescue Service (April 2021) to oversee and manage the national consultation to the Fire Prevention Standard. During this next period ECFRS will work to implement the National Fire Prevention Standard to ensure alignment.

Pilot activity is already underway to introduce a new educational home safety module to be offered to any individuals who work or volunteer in the homes of another person in Essex. This module will help in the dispersal of home safety awareness beyond the confines of ECFRS, investing our partners and friends with crucial knowledge that could prevent fire, and save lives.

The Home Safety Team will increase and strengthen our partnerships, introducing monitoring of the percentage of referrals received from partner agencies and aiming to ensure that partner referrals form the majority of our Safe and Well Officer workload. We will also work with our partners to increase the number of referrals we are able to make to partner agencies, increasing our awareness of their services and passing this knowledge to residents we engage with.

The Home Safety Team will work with the Community and Operational Risk Team and Station Managers to increase the number of Home Safety interactions undertaken by operational personnel.

The Home Safety Team will work to ensure that The Safe and Well Officer Team, and all personnel who are undertaking Home Safety activity have the training and support they need to deliver a high-quality and impactful prevention intervention.

The Home Safety Team will finish the implementation of our service evaluation plan, paused at the onset of COVID-19. We will report on how much we do, how well we do it, and whether that activity makes a difference in achieving our goals. Our evaluation will inform the future design and development of our services.

Operational Community Risk Team

The Operational Community Risk activities were impacted by the COVID-19 pandemic, with community events cancelled and partners working from home. The team stepped forward to assist our Partners through volunteering for logistics at local hospitals, working with vulnerable people who were required to shield and conducting After Incident Responses across the county.

Although the pandemic impacted on the delivery, the team knocked on 23,143 doors, engaged with 7,869 residents, made 191 targeted interventions and conducted 5 Safe & Well events in 2020/21. During this period, the team issued 1204 Smoke Alarms to residents.

People living in rural communities are geographically isolated with restricted access to resources, which from a fire and rescue service perspective means longer response times to incidents therefore we need to support people to be more prepared and resilient. Any rural area that falls outside of the ten-minute response time of an appliance is considered as a target group for the team to engage with in the coming year and ensuring that residents have a working smoke alarm.

The team will also be working under the new Response strategy and operational delivery plan to meet the priorities of the Service in 2021/22.

Focus: Education

In the Fire & Rescue Plan, there is the following 'we will' statement: 'educate and inform young people, so they live safe lives' under the priority, Prevention, Protection and Response (PPR).

During this past year, schools were closed for a number of months in line with government guidelines and restrictions. However, the Education Team within the Community Development & Safeguarding Team were quick to act. The team were the first Fire & Rescue Service in the country to create and move all their education programmes online with the creation of the Education Hub. The team videoed themselves at home delivering all our programmes enabling the content to be shared widely and directly to young people, parents, guardians, schools and other agencies.

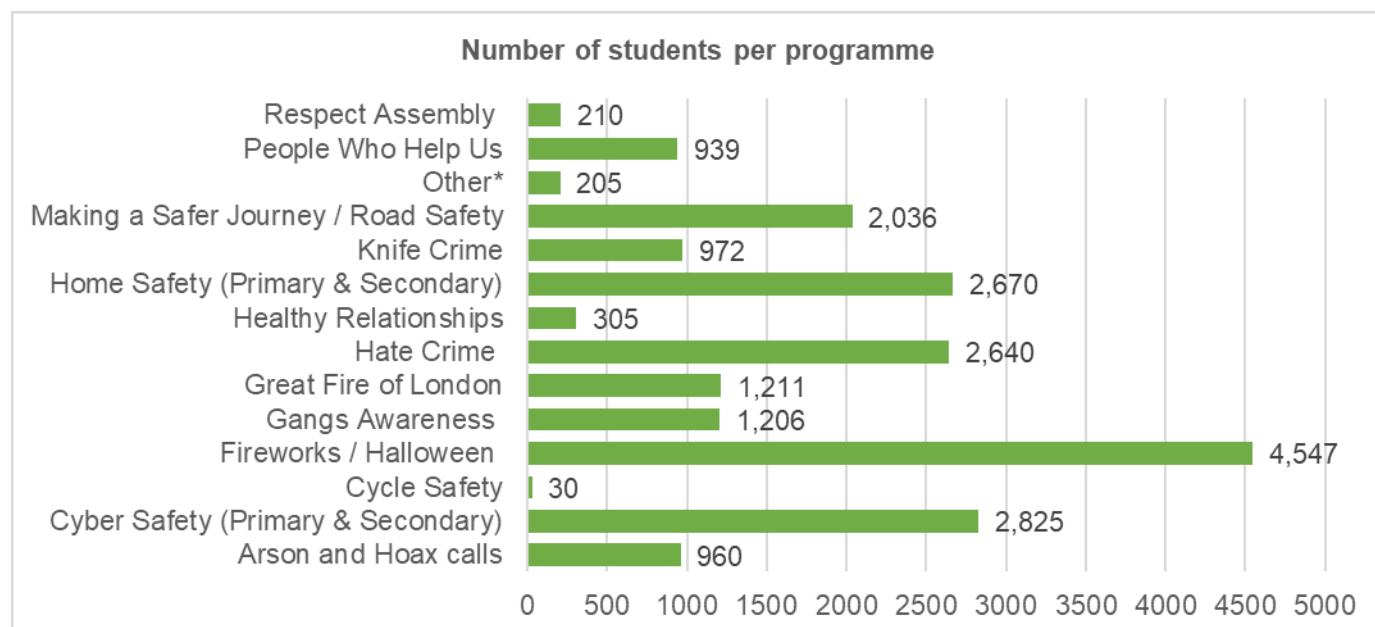
Since the launch in April 2020, the Education Hub has had 6,251 views.

When restrictions were lifted, the team were able to return to schools and deliver some face-to-face lessons. However, each school had their own risk assessments and confidence in allowing this to happen. They also had a significant amount of curriculum delivery to catch up on which resulted in a decrease in visits from the team. Once again, the team ensured they were as accessible as possible, enabling virtual lessons to be delivered over Zoom. The virtual delivery allowed the team to see a number of different classes, and in some cases, a whole year group, during just one session. Moving forward, the team will continue to be offering this blended approach to delivery – booking face-to-face visits, promoting the online Education Hub and offering virtual lessons. These opportunities will be promoted too all schools in Essex.

Promotion and communications regarding the Community Development & Safeguarding Team's virtual Education Hub has continued to be shared throughout. All programmes are divided into key stages, so education providers are aware of what programmes are suitable for the children they teach. The table below shows the number of children and young people seen during the last year compared with the previous year.

	2020 – 2021	2019 – 2020
Face-to-face	5,366	191,491
Virtual	15,390	N/A
Total	20,756	191,491

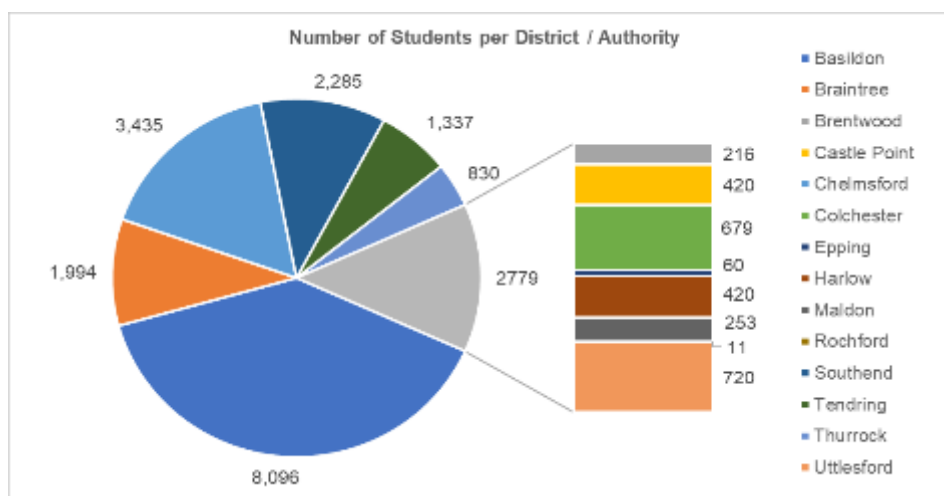
The graph below shows a breakdown of the types of educational programmes delivered throughout the financial year, followed by a table with comparisons from the previous year. Highlighted in green in the table are the five most popular programmes (by financial year).



Programme	2020 – 2021	2019 – 2020
Arson and Hoax calls	960	5,944
Cyber Safety (Primary & Secondary)	2,825	14,718
Cycle Safety	30	60
Fireworks / Halloween	4,547	74,197
Gangs Awareness	1,206	5,019
Great Fire of London	1,211	4,052
Hate Crime	2,640	11,439
Healthy Relationships	305	5,288
Home Safety (Primary & Secondary)	2,670	14,587
Knife Crime	972	5,444
Making a Safer Journey / Road Safety	2,036	6,077
Other*	205	17,394
People Who Help Us	939	3,132
Respect Assembly	210	1,035
Summer Safety	0	23,104
Total	20,756	191,491

*A large portion of the programmes delivered in the 'Other' category are ad hoc tailored programmes required by the school – these include preschool visits, child safety week campaign, personal safety, and Prison Me! No Way!

The graph below shows a breakdown of the where the programmes were delivered throughout the year followed by a table with comparisons from the previous year.



District	2020 – 2021	2019 – 2020
Basildon	8,096	25,665
Braintree	1,994	13,117
Brentwood	216	7,995
Castle Point	420	15,334
Chelmsford	3,435	12,904
Colchester	679	22,842
Epping	60	14,275
Harlow	420	12,817
Maldon	253	5,188
Rochford	11	7,598
Southend	2,285	16,707
Tendring	1,337	11,636
Thurrock	830	19,966
Uttlesford	720	5,447
Total	20,756	191,491

For benchmarking purposes, Home Office statisticians considered the future collection of the ‘campaigns and initiatives’ information such as activity in schools, fire setter and youth fire safety programme in 2019 with regards to the burden of collection and the use made of the data given its known limitations and it was decided to not collect this information⁸.

⁸ FIRE1203: Fire and rescue authority campaigns and initiatives, by fire and rescue authority

Commentary (Education, Prevention)

Observations and key insights about the data

There has been an 89% decrease in the number of children and young people reached over the last year due to COVID-19 guidelines and restrictions.

There was a clear shift of preference from face-to-face to virtual visits due to COVID-19 risk assessments and school's confidence in allowing external visitors into the classroom – with a 97% decrease in face-to-face visits.

The table below shows that, although reduce, the pattern of popularity with our programmes remained relatively similar.

- The Firework / Halloween programme remained the most popular – this is often since whole year groups will engage in one session allowing large numbers to be educated.
- Home safety across secondary and primary remain the second most popular – this is extremely positive as these cover fire/crime reduction messages with key actions young people can take to keep themselves, their families, and their communities safe from harm.
- Schools were closed during the summer months due to the government lockdown therefore no Summer Safety Campaign could be delivered in 2020-21 virtually or face-to-face. The content was still available on the Education Hub online
- The 6th and 7th most popular programmes in 2019-20 were Hate Crime and Road safety which mirrors the 4th and 5th most popular in 2020-21/

	2020 – 2021		2019 – 2020	
1	Fireworks / Halloween	4,547	Fireworks / Halloween	74,197
2	Cyber Safety (Primary & Secondary)	2,825	Summer Safety	23,104
3	Home Safety Primary & Secondary	2,670	Other	17,394
4	Hate Crime	2,640	Cyber Safety (Primary & Secondary)	14,718
5	Making a Safer Journey / Road Safety	2,036	Home Safety Primary & Secondary	14,587

Key actions taken in the year

The Education team have worked extremely hard to create as many accessible platforms as possible to engage schools and young people – this includes the online Education Hub (videos of Education Officers delivering the education presentations and online materials/presentations) and the offer of virtual lessons and face-to-face visits.

Throughout the year, the team have contacted 100% of schools (primary, secondary, SEND and PRU) in Essex to ensure they are aware of the education offer available to them – whether that is virtually, face-to-face or signposted to the Education Hub online.

The Education team will continue to promote both face-to-face lessons, with 488 lessons already booked for the coming year, as well as the Education Hub. Furthermore, the team has been liaising with schools to see how best to engage during a virtual session so can we see the students via the camera, and questions be fielded by the teacher to the presenter.

In terms of content delivered, the team reviewed the school presentations to ensure that they were current and regularly do this. The Education also created alternative films to ensure accessibility and inclusion of current trends. In addition to, creation of safety education films for adults (to be uploaded to the Education Hub) and trialling personal safety lessons (KS5).

In addition to the above, the team also made contact with Staywise (national online resources / learning materials created by the NFCC nationally) to see if any more input required from ECFRS. All ECFRS school programmes had been previously sent to Staywise.

Actions planned for year ahead

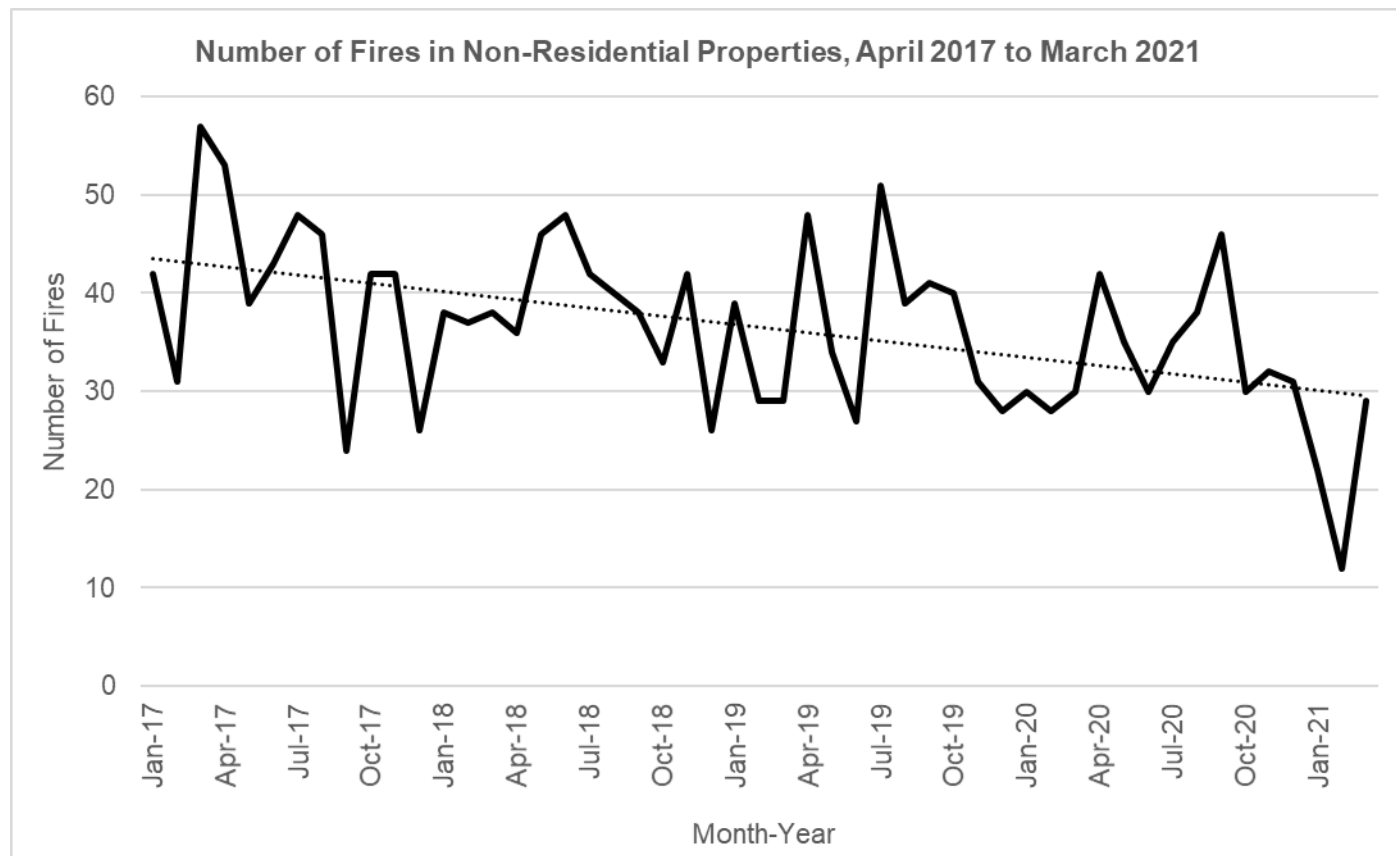
- Creation of an Education steering group with Essex Police in April 2021.
 - Previously, when new programmes had been developed / trialled, Police colleagues have been invited to observe lessons and give feedback.
 - The steering group will discuss prioritising areas /districts for the Education Team to visit based on police data.
 - The steering group will review the Education team programme offer to ensure they meet the current police strategy.
- Continued promotion of face to face and virtual lessons.
- Continued promotion of Education Hub.
- Additional learning materials and films to be added to the Education Hub.
- Contact with schools about competitions and ideas to create more engagement (poems, short stories, poster designs from students).
- Contact with schools to set up focus groups to look at issues / concerns of students (e.g., Cyber Safety, gangs etc).
- Development of Hate crime materials (after contact with Victim Support).
- Development of pedestrian safety materials (in conjunction with the RTC Team).
- First Police/ Fire Education steering group to be actioned.
- Migration of Education data to CFRMIS.

PROTECTION

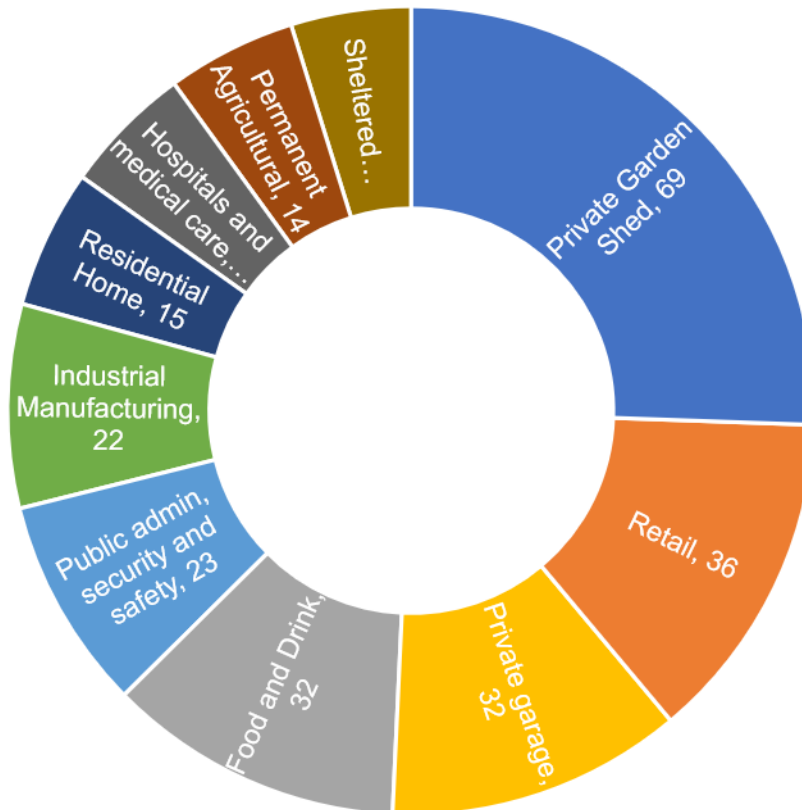
Service Measure: Number of fires in non-residential properties.

The table below shows the number of fires in non-residential properties for each quarter and the total for 2020/21 as well as for previous financial years. The totals within the table and chart below clearly shows a decreasing trend in the number of fires in these properties.

	2020 - 2021	2019 - 2020	2018 - 2019	2017 - 2018
Q1, Apr – Jun	107	109	130	135
Q2, Jul - Sept	119	131	120	118
Q3, Oct - Dec	93	99	101	110
Q4, Jan - Mar	63	88	97	113
TOTAL	382	427	448	476



Top 10 Property Types involved in Fires within Non-Residential Properties



Note – Private Garden Sheds and Garages do not fall under the auspices of the Fire Safety Order, and therefore are not manageable by the Protection team.

In 2020/21, 18% of all fires in non-residential properties were in private garden sheds (69 fires), 9% in retail (36) and 8% each in food and drink (32) and private garage (32). Of the 36 fires in retail, 47% occurred in single shops and the peak month was March 2020 (5 fires), closely followed by November 2020 (4 fires). 56% of the fires that occurred in food and drink establishments were in pubs/wine bars/bars, and the peak month was October 2020 (6 fires).

Nationally⁹, the number of fires in other buildings decreased from 20,755 fires in 2010/11 to 15,560 fires in 2014/15 and plateaued (with small decreasing increments) until 2019/20 where there were 14,308 fires. Over the 10-year period, on average, 21% of these fires were in private non-residential properties, like ECFRS' pattern as described above. In 2019/20, in particular, 21% of non-domestic fires were in private buildings, 14% in industrial premises, 10% in retail as well as food and drink premises.

⁹ FIRE0301: Primary fires, fatalities and non-fatal casualties in other buildings by motive and building type, England.

Focus: Protection Activity

The Service monitors activity undertaken by the Protection team and the table below shows the number of jobs completed in 2021/21 as well as 2019/20's figures for comparison.

	2020 - 2021					2019 - 2020
Job Type	Completed	Successful	Satisfactory	Unsatisfactory	RBIP H or VH (%)	Completed
Planning	921	917* ¹				532
Desktop Audit	2293				86* ²	0
Full Audit	319		168	151	88* ²	824
Building Regulations	1375	1368* ¹				1326
HMO	128					165
Licencing	510	509* ¹				507
Other Fire Safety Activity	685					922
Other Consultation	138					132
Alleged Fire Risk	224					234
Other* ³	598					2424
Enforcement Notices	11					0
Prohibition Notices	0					7
TOTAL	7202					7073

*¹ 2794 out of the 2806 statutory consultations were responded to within 15 working days = 99.6%

*² 88% of Full Audits and 86% of Desktop Audits were carried out at High (H) or Very High risk premises as defined within the Service's Risk Based Inspection Programme (RBIP) (figures are from January – March 2021 only, due to the introduction of the new RBIP)

*³ Other = FSO30/40/50 inspections, dry riser inspections

151 Notifications of Deficiencies were served.

11 Enforcement Notices issued:

- 8 to high rise residential premises (as part of the NFCC's Building Risk Review project focusing on External Wall Systems (Cladding) following Grenfell).
- 1 to a student residential premises
- 1 to a hotel
- 1 to a caravan site

For benchmarking purposes, fire protection activity carried out by fire and rescue services is submitted to the Home Office on an annual basis at the end of the financial year. The data will be published circa autumn 2021. Previous quarterly performance reports have provided statistics on ECFRS fire protection activity in comparison to other Services¹⁰.

¹⁰ FIRE1202: Fire safety audits carried out by fire and rescue services, by fire and rescue authority

Commentary (Protection)

Observations and key insights about the data

The number of fires in non-residential premises is lower for 2020/21 than for 2019/20, they are also lower for every quarter when compared to the corresponding quarter for 2019/20. This continues the downward trend showed for the last 3 years.

18% of or non-residential fires occurred in private garden sheds. This is not covered under the order but a collaborative response between Prevention and Protection departments can be used to mitigate.

Despite being in a pandemic, the Protection team carried out more activity (7202 jobs) than in 2019/20 (7073). Enforcement activity has significantly increased in the period than has been the case in previous years.

Key actions taken in the year

Two strategies related to Protection were developed and approved in the year:

1. Protection strategy
2. Enhanced Enforcement strategy

The HMICFRS protection improvement plan was concluded. A peer review of the HMICFRS protection improvement plan was commissioned and delivered.

ECFRS' new Risk Based Inspection Programme was launched and implemented. It has been embedded into the new risk information system, CFRMIS, that has been implemented in the Protection team and across the wider Service.

Where safe and possible to do, the Service conducted full audits of premises in the Service area. However, due to restrictions, the Service also instigated desktop audits which enabled high risk premises to be inspected during a pandemic.

10 new inspecting officers were trained during the period and an additional 7.6 recruited.

Actions planned for year ahead

- ECFRS new Protection lead will be joining the Service in Q1 2021/22.
- An updated Risk Based Inspection Programme will be developed.
- The protection department will be restructured to deliver against the new strategy.
- Business engagement will be enhanced, and new technologies will be utilised to enhance this.
- Additional Government surge funding will be allocated to key areas.

- Delivery of the Grenfell Phase one Action plan.
- Continued refinement, identification and targeting of those premises identified as high risk.
- Continued partnership working including identification of new partnership opportunities.
- Operational crews will receive enhanced levels of training to enable a greater number of properties audited.

RESPONSE

Focus: Incidents Overview

ECFRS attended 14339 incidents in 2020/21 and as the table below shows, this is less than previous financial years. It shows that there were fewer attendances to fires and special service incidents in 2020/21 compared to previous year, whereas ECFRS attended more false alarms. Fires and special services both accounted for 29% of all incidents and false alarms, 42%.

	Total	Fires	Special Service	False Alarms
2017 - 2018	15566	4769	4485	6312
2018 - 2019	15515	4938	4283	6294
2019 - 2020	15243	4720	4521	6002
2020 - 2021	14339	4201	4088	6050

Fires are covered in detail under the Fire and Rescue Plan priority, Prevention section of PPR. Nonetheless, the table below shows the number of fires by classification in 2020/21.

Primary	Secondary	Chimney	Other
1907	2233	60	1

Special Services are normally reported as Road Traffic Collisions (RTCs) and non-RTCs, where the former is reported in more detail under the Fire and Rescue Plan priority, 'Improve Safety on our Roads'. In 2020/21, despite a pandemic that had travel restrictions, 21% of special service (SS) incidents attended by ECFRS were RTCs (845). The most common special service incidents, i.e., non-RTCs were effecting entry/exit (836, 20% of SS incidents), flooding (492, 12% of SS) and assist other agencies (471, 12% of SS). The table below shows the peak months in 2020/21.

Incident	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
RTC	29	53	64	82	101	70	97	71	88	70	52	68
Effecting entry/exit	55	58	62	64	76	81	76	68	77	85	62	72
Flooding	22	24	24	27	78	23	37	30	56	94	45	32
Assist other agencies	44	26	43	51	44	37	53	34	36	32	36	35

False Alarms are covered in detail under the priority, Make Best Use of Resources.

Service Measure: To get to our first attendance to a potentially life-threatening incident within an average of 10 minutes.

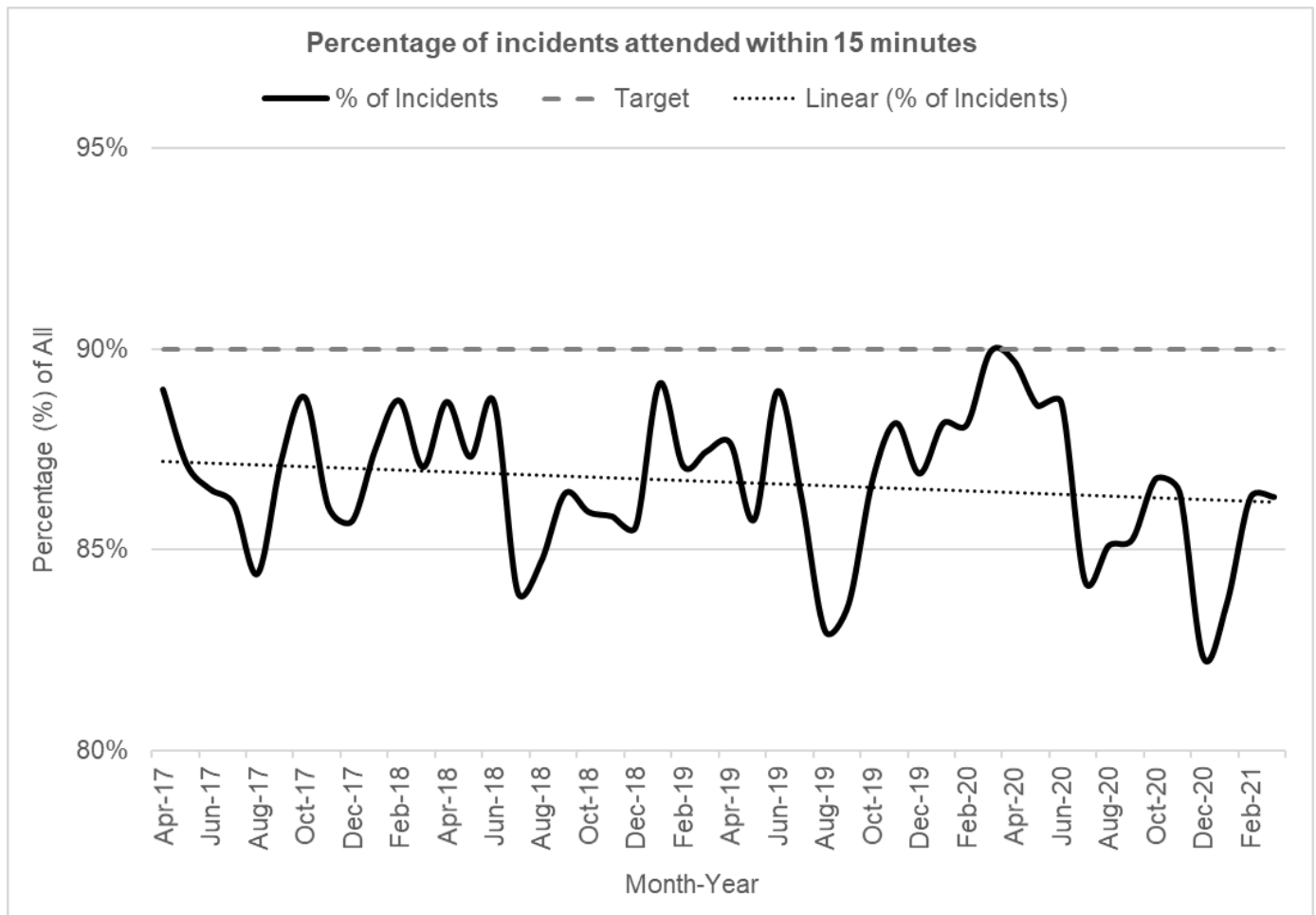
This measure calculates the response time of first attendance to a potentially life-threatening incident and the target is a 10-minute average. The table below shows the response time in minutes: seconds (mm:ss) for potentially life-threatening incidents for the last two financial years. Values highlighted in green indicate when the 10-minute average was met.

2020 - 2021	Response Time (mm:ss)	2019 - 2020	Response Time (mm:ss)
Apr-20	09:21	Apr-19	09:56
May-20	09:11	May-19	10:44
Jun-20	10:11	Jun-19	10:20
Jul-20	09:52	Jul-19	10:09
Aug-20	10:00	Aug-19	10:41
Sept-20	10:14	Sept-19	09:57
Oct-20	10:22	Oct-19	10:08
Nov-20	10:17	Nov-19	10:26
Dec-20	11:07	Dec-19	10:18
Jan-21	11:00	Jan-20	10:16
Feb-21	09:34	Feb-20	10:30
Mar-21	10:49	Mar-20	09:27
Average of Averages	10:10		10:14

Service Measure: Percentage of incidents attended within 15 minutes.

This measure calculates the percentage of incidents that were attended by an ECFRS appliance within 15 minutes. The service-wide target is 90%.

The graph below has the percentages attained for each month since April 2017 to March 2021.



It clearly shows that the target of 90% was met in the last financial year, in April 2020, and was 1% away from it in the following two months (May and June 2020). 82% was the lowest percentage of incidents attended within 15 minutes in 2020/21, which is only 8% from the target.

Service Measure: Total Pumping Appliance Availability

This measure includes the total pumping appliance availability for the Service as well as the Wholetime and Day Crew (WT & DC) and on-call (OC) pumping appliances availability. Each crewing type has a target: total is 94%, WT & DC is 98% and OC is 90%.

The table below shows the pumping appliance availability by month for the last two financial years and percentages highlighted in green when the target was met.

2020 - 2021	TOTAL 94%	WT & DC 98%	OC 90%	2019 - 2020	TOTAL 94%	WT & DC 98%	OC 90%
Apr-20	94%	99%	92%	Apr-19	82%	96%	75%
May-20	91%	99%	88%	May-19	80%	95%	73%
Jun-20	87%	99%	82%	Jun-19	80%	96%	73%
Jul-20	84%	97%	77%	Jul-19	82%	95%	75%
Aug-20	78%	94%	71%	Aug-19	77%	93%	70%
Sept-20	83%	95%	78%	Sept-19	79%	94%	72%
Oct-20	81%	96%	74%	Oct-19	80%	96%	72%
Nov-20	82%	96%	76%	Nov-19	81%	96%	74%
Dec-20	76%	87%	71%	Dec-19	79%	94%	72%
Jan-21	85%	98%	79%	Jan-20	85%	98%	79%
Feb-21	85%	97%	79%	Feb-20	83%	97%	76%
Mar-21	85%	97%	79%	Mar-20	86%	97%	80%
Total (Average)	84%	96%	79%	-	81%	96%	74%

On average, total pumping appliance availability improved, from 81% in 2019/20 to 84% in 2020/21. This improvement is highly likely due to the increased availability of on-call pumping appliances, from 74% in 2019/20 to 79% in 2020/21. On-call pumping appliance availability was higher for every month, when compared with previous year's figures, for nine months of 2020/21. The months of April, May and June had significant availability for on-call pumping appliances.

Wholetime and day crew pumping appliance availability average was 96% for both years.

Commentary (Response)

Observations and key insights about the data

The Service attended just over 900 fewer incidents in 2020/21 than in 2019/20, it is highly likely that this is due to the three lockdown periods throughout the year. The reduction in incidents was primarily made up of 520 fires and 434 Special Services, the main response type to False Alarms only saw a reduction of 47.

The average speed of response to potentially life- threatening incidents within 10 minutes was slightly improved on last year, except for December and January which saw a marked increase on 2019/20 of approximately 40seconds.

It is encouraging to note that for some months of the year, the percentage of incidents / calls attended within 15minutes hit or was close to the target of 90% and the lowest percentage of 82%, is only 8% from the target. Additional work around call handling and the time needed by service control to manage the calls has offered an opportunity for response and service control to develop further joint working.

Additional variables within the response timings can be linked directly to appliance availability and particularly the increased availability of on-call appliances during the lockdown period due to more On-Call firefighters being available.

Increases are often linked to appliances needing to travel further distances as other stations may not be available therefore increasing attendance times. December and January's increase is likely due to the decrease in on-call availability and the end of the whole-time leave period where an increase in the taking of leave, which had not been taken during the year. Under the current national pandemic restrictions, the taking of leave and working from home may have altered previous patterns.

Key actions taken in the year

This has been a challenging year for Operational teams on fire stations because of the direct impact that managing the risks associated with COVID-19 have had on their ability to provide an effective response whilst maintaining their own safety.

It has been a Service priority to protect our personnel from contracting the virus, and equally, to prevent them transmitting the virus to those individuals that they come into contact with a significant proportion of whom would have some form of vulnerability. For a significant period, stations were locked down and personnel have worked well to ensure that the service has in the main seen lower levels of Covid 19 infections than anticipated originally.

Actions planned for year ahead

There has been some good progress made in the transition to on-call from wholetime at Dovercourt, and the lessons learned are being utilised at South Woodham Ferrers, Great Baddow and Waltham Abbey by the new Station Managers, of which improvements are already being noted.

The current day crewed stations that are continuing to show low availability are due to crewing levels at the station with recruitment continuing to be supported by the On Call Liaison Officers.

The Staff Team continue with their availability modelling of on-call stations to predict the stations that regularly have short falls during the day as some stations still have areas of concern and continue to have poor availability. The key areas of concern around availability are mainly during daytime hours with already low crewing numbers and the potential opportunities for recruitment being hampered due to town sizes, transient populations, the required turn out times (6 minutes) and on-call to wholetime firefighters transferring. In particular, Canvey On Call availability has been performing poorly, however a sustained recruitment and promotional campaign have started to show results and a marked increase in potential firefighters being recruited.

The new Response Strategy has been approved by SLT and will be ready to be launched after June 2021. The Strategy details how ECFRS will deliver against the Integrated Risk Management Plan 2020-24 (IRMP) to reduce the impact of an emergency within Essex, however the new strategy will not only enable the service to resolve emergency situations efficiently and effectively but also adapt to the changing political, environmental, and societal impacts that are facing Essex and therefore ECFRS.

FIRE AND RESCUE PLAN: IMPROVE SAFETY ON OUR ROADS

The aim of this priority is that fewer people are killed or seriously injured on Essex roads.

Fire and Rescue Plan Measure: Reduction in the number of people killed or seriously injured.

The Safer Essex Roads Partnership (SERP) that ECFRS are a key partner in launched Vision Zero in 2020, an ambition to have zero road deaths and serious injuries on roads in Essex, Southend, and Thurrock council areas by 2040.

The table below shows the number of people that were killed or seriously injured (KSI) in 2020/21 (provisional figures), and the previous financial year.

2020 - 2021	Fatal	Serious Casualties	Total	2019 - 2020	Fatal	Serious Casualties	Total
Apr-20	2	25	27	Apr-19	2	60	62
May-20	4	53	57	May-19	4	74	78
Jun-20	6	49	55	Jun-19	5	61	66
Jul-20	5	51	56	Jul-19	1	74	75
Aug-20	7	76	83	Aug-19	6	68	74
Sept-20	4	53	57	Sept-19	3	70	73
Oct-20	4	51	55	Oct-19	6	53	59
Nov-20	1	54	55	Nov-19	5	72	77
Dec-20	5	53	58	Dec-19	1	78	79
Jan-21	2	49	51	Jan-20	1	62	63
Feb-21	1	38	39	Feb-20	5	59	64
Mar-21	1	49	50	Mar-20	4	47	51
	43	598	641		43	778	821

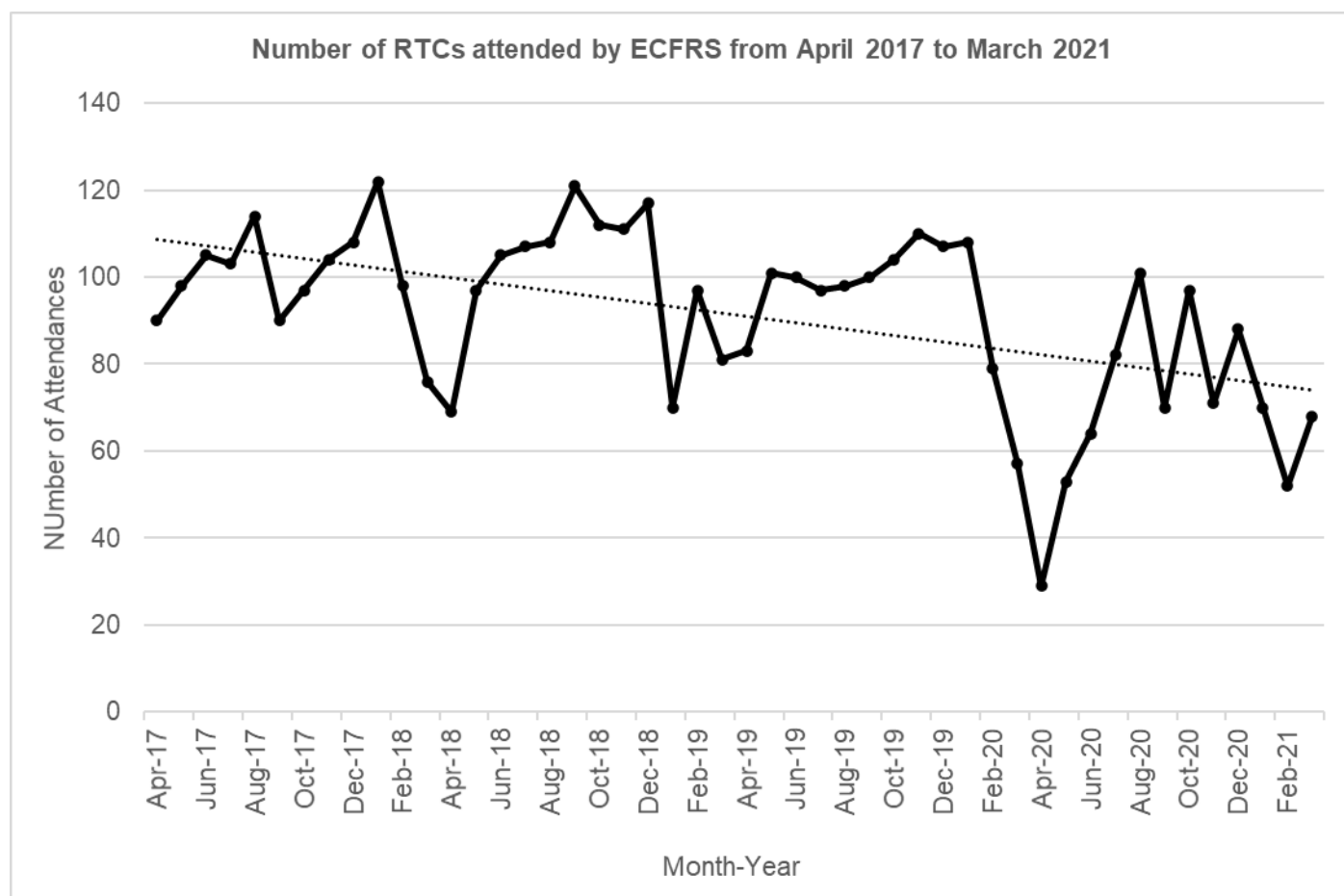
Data Source: KSI stats as at 3 May 2021 from Essex Police, sourced from CRASH system.

The highest number of people KSI in the last two financial years was 83 in August 2020, this is when COVID-19 lockdown restrictions were easing and during the summer months where the weather is fair. The lowest number of people that were KSI in road collisions was 27 in April 2020, which coincides with the first nationwide lockdown.

Service Measure: Number of Road Traffic Collisions (RTCs) attended by ECFRS.

This measure is monitored by the Service with no target. The table below shows the number of RTCs attended by ECFRS for the last four financial years as well as a chart to show the number per month. The totals in the table show that the last financial year was the lowest number of attendances to RTCs in the last four, with less attendances across all quarters but particularly Q1.

	2020 - 2021	2019 - 2020	2018 - 2019	2017 - 2018
Q1, Apr – Jun	146	284	271	293
Q2, Jul - Sept	253	295	336	307
Q3, Oct - Dec	256	321	340	309
Q4, Jan - Mar	190	244	248	296
Total	845	1144	1195	1205



The table below lists the property types involved and the activity undertaken by ECFRS at RTCs in 2020/21. 56% of the activity were undertaken at RTCs was making the scene or vehicle(s) safe and 24% involved the release or extrication of person/s.

Property Type	Advice only	Extrication of person/s	Make scene safe	Make vehicle safe	Medical assistance	Other	Release of person/s	Stand By	Wash Down Road	Total
Car	21	78	158	178	9	5	73	52	12	586
Multiple Vehicles	4	23	71	29	3	1	16	13	5	165
Motorcycle			15	5	4			5	7	36
Van	1	2	4	2	1	1	3	4	1	19
Lorry/HGV		3	4	3			3	2		15
Other outdoors (including land)			1		1			1	3	6
Bicycle			1		1			1		3
Dwelling			1					2		3
Bus/coach				1				1	1	3
Other				1	1					2
Non Residential			1					1		2
Tanker									1	1
Aircraft								1		1
Minibus		1								1
Outdoor equipment and machinery			1							1
Outdoor structures	1									1
Total	27	107	257	219	20	7	95	83	30	845

Service Measure: Number of deaths and serious injuries at RTCs attended by ECFRS.

ECFRS attend a proportion of RTCs that are KSI collisions, whereas the Police and the Ambulance Service will attend all. In 2020/21, ECFRS attended 845 RTCs of which 95 incidents (11%) involved victims who died or sustained serious injuries (where victim to hospital with injuries that appeared to be serious) within the collision.

ECFRS attended 95 incidents where 21 people were killed, of which 17 of these were male, 3 were female and 1 person where the age and gender was not known. 87 people were seriously injured where 64 were male and 23 were female.

Furthermore, the Service also attended 209 incidents where there were 239 victims who went to hospital with injuries following an RTC. 127 victims were male, 108 victims were female and four victims where the age and gender were unknown.

RTC Reduction Events in 2020 - 2021

P2W

11 Total FireBike events/115 interactions

6 FireBike Advanced Machine Skills Courses/65 riders trained

5 FireBike Better Biking Courses/50 riders trained

RTC – Other

7 Total events, (1x NCS) (2x Military), (3x Rochford Hospital) and (1x Young Drivers Scheme)

In the events, the Fire Car was used 3 times, the Van once, and Community Wheels once.

2021/22:

FireBike activities are planned to resume in May, running through to October, subject to the Covid situation nationally. FireBike team members will be undergoing their annual advanced rider/instructor refresher training during May.

RTC events will be delivered via Secondary Contract Personnel at the start of this year, while the Department goes through its restructure and support posts are clarified.

Commentary

Observations and Key Insights about the Data

Reduced traffic levels have had an impact on road casualties in the last 12 months. The data presented by SERP (reported in previous ECFRS performance reports) regards traffic flow and capacity in Essex during 2020/21 is as expected, exceptional. There was a significant drop in traffic during the earlier lockdown months, although higher speeds were recorded, which has continued as lockdown measures are lifted and traffic flows have returned to almost normal levels.

There was an increased prevalence of speed and errors behind the wheel as factors in RTC's, suggesting driver skills had declined during lockdown, and/or drivers and riders took the opportunity to drive faster. Younger drivers are the most effected.

Causation for the RTC mostly attributed to observation / distraction such as use of a mobile phone while driving, combined with high speed. Essex Police reported an increase in drug driving impairments alongside other offences.

ECFRS notes that there was a slight increase in powered two-wheeler (P2W) KSI from previous years. Motorcycle casualties are often influenced by good weather conditions, which Essex experienced for much of last year, alongside some riders sought to take advantage of the quieter roads at those times.

The road network saw more people taking up cycling, with anecdotal evidence of an almost doubling of the number of this road user group.

Key actions taken in the year

The Safer Essex Roads Partnership launched the aspirational strategy of Vision Zero, which can only be realised by adopting a "safe system" approach to road safety. ECFRS continue to develop our Road Safety pillar within the Prevention Strategy, by embedding a safety culture and considering our role in the delivery of a safe system approach.

The SERP MOU was signed by our Senior Leadership Team, continuing our partnership approach to Vision Zero, and embedding a safe system within each partner organisation. Following this, the SERP delivery plan was agreed, which sees ECFRS refresh its commitment to work in partnership to make Essex Roads safer. However, there is a decrease in funding available to ECFRS for activity in the coming year as caution is applied to the SERP budgets, coming out of the pandemic.

During this period, the team saw changes in line management and other movements within the team. The team has also managed change in relation to personnel and RTC products. Discussions are in place to consider options for RTC Reduction Products namely Community Wheels as it reaches end of life.

The Covid pandemic had a significant impact on the delivery of all RTC activity in the year 2020/21.

A highlight in quarter four was a replacement of a new Fire Car which was kindly gifted via Audi; the team aim to utilise this vehicle over the next few months in RTC activities and campaigns. It should be noted that the Fire Car is provided by Audi for an undetermined duration.

Actions planned for year ahead

The Service will look to embed the principles of Vision Zero within ECFRS Delivery.

The RTC Reduction Officer role will become vacant over the next period and the service will look to revise this role into a Water Safety and RTC Reduction Officer.

The recruitment process for the Community Speed Watch (CSW) Co-ordinator took place in the last quarter, with the successful appointment made in April. Support from the wider prevention team has been gratefully received during the absence of a dedicated member of staff. Furthermore, CSW recommenced under the COVID-19 risk assessment, and issues relating to letters being sent to offending motorists has been resolved.

The SERP Strategic Group meeting was held on Teams recently. SERP is taking the opportunity to undertake a review of all its P2W safety activities/interventions, and a specific Working Group has been established for this purpose, chaired by ECFRS' FireBike & P2W Safety Manager

FIRE AND RESCUE PLAN: MAKE BEST USE OF RESOURCES

The aim of this priority is to reassure the people of Essex that their money is being used efficiently and effectively.

There are three Fire & Rescue Plan measures under this priority and the one reported on regularly is related to false alarms. The other two measures, the HMICFRS rating and cost of the service per resident are reported when data is finalised by the relevant department or following inspections.

Fire and Rescue Plan Measure: Reduction in number of false alarms.

The table below shows that ECFRS attended 6050 false alarms in 2020/21, 48 more than in 2019/20 but less attendances than in 2018/19 and 2017/18.

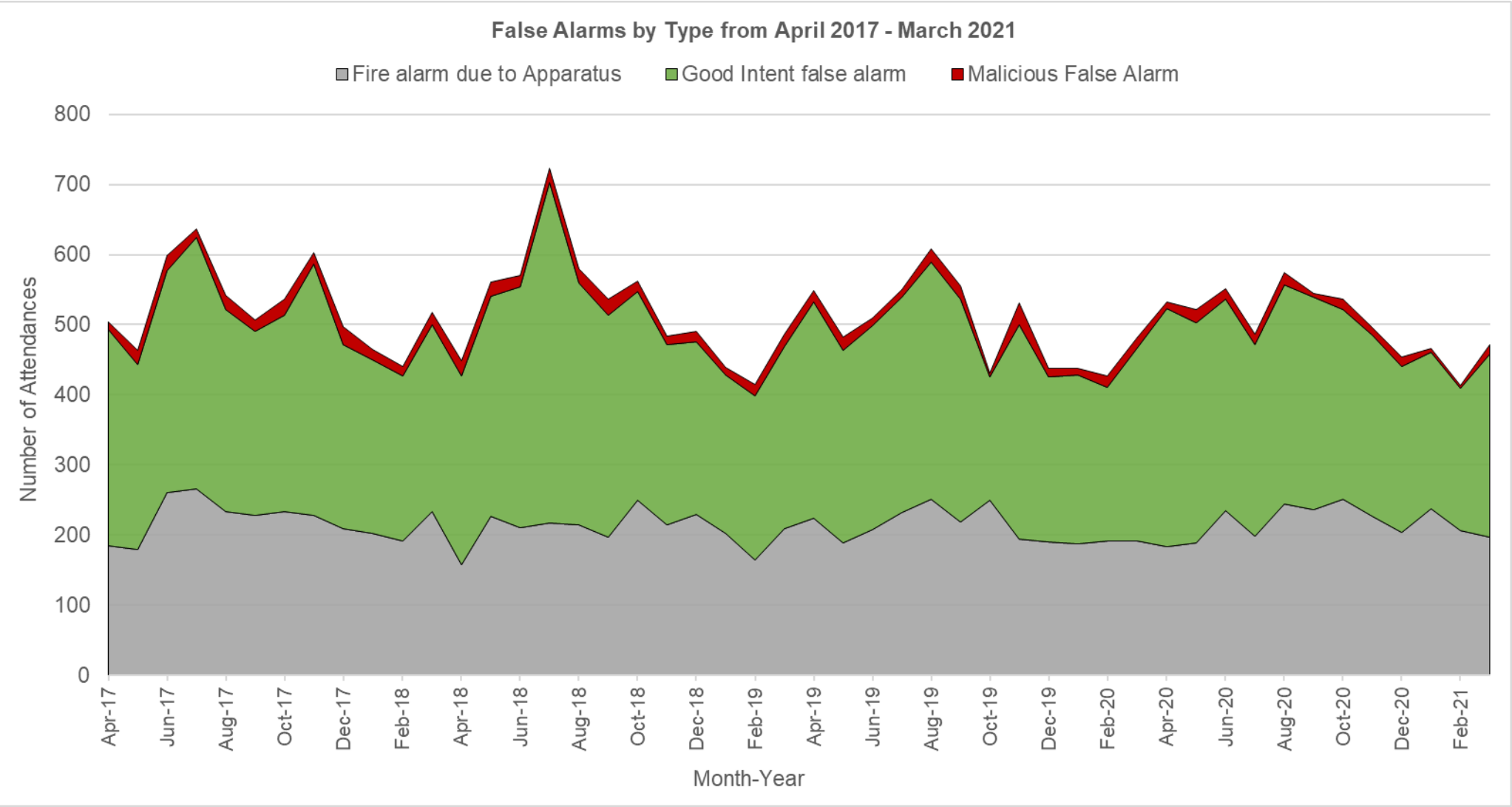
	2020 - 2021	2019 - 2020	2018 - 2019	2017 - 2018
Q1, Apr – Jun	1606	1540	1579	1567
Q2, Jul - Sept	1606	1714	1839	1686
Q3, Oct - Dec	1487	1400	1536	1637
Q4, Jan - Mar	1351	1348	1340	1422
Total	6050	6002	6294	6312

The peak months for false alarm attendances by ECFRS are July and August, as the Service has attended over 600 false alarms in these months for three consecutive years. The highest number of false alarms attendances in a month in 2020/21 was 574 in August 2020.

Comparing false alarm attendances across all quarters for 2019/20 by ECFRS in comparison to other fire and rescue services (FRSs), except Isles of Scilly due to exceptional small number of incidents, it shows that on average, 28% of false alarm attendances occurred in quarter two for all FRSs. Similarly, to ECFRS (see table above), other FRSs in England attended less false alarms in quarter four of 2019/20, with 23% of the grand total.

The chart on the following page shows the number of attendances to false alarms by subtype (due to apparatus, good intent or malicious) from April 2017 to March 2021. During peak months for all financial years reported, good intent false alarms counted for at least 55% of the false alarms attended. At the highest peak in July 2018, good intent false alarms accounted for 67% of all these false alarms attended within the month.

False alarms due to apparatus attended by FRSs (excluding Isle of Scilly) in 2019/20 accounted for, on average, 68% of attendances, with 19% occurring in quarter two and 18% in quarter three. 29% of all false alarms attendances by FRSs were due to good intent and ECFRS attended a higher proportion of this subtype (instead of the former), in quarter one and two of the period compared to other FRSs. For example, in quarter two of 2019/20, 15% of ECFRS' false alarm attendances were due to good intent, second to South Yorkshire (17%), which is higher than the average of 8% for all FRSs. Conversely, this means that the Service (13%) and South Yorkshire FRS (12%) attended less false alarms due to apparatus in this quarter of 2019/20. In relation to malicious calls, the number of calls attended by FRS (excl. Isle of Scilly) in 2019/20 ranged from 23 by Warwickshire FRS to 973 at London Fire Brigade. ECFRS attended the third highest number of malicious calls for a non-metropolitan FRS in 2019/20.



The Service monitors unwanted fire signals which are false alarms due to apparatus caused by automatic fire detection in properties categorised as 'non-residential' and 'other residential'. The table below shows ECFRS attended 991 unwanted fire signals in 2020/21, less than the number attended in 2019/20 and 2017/18 and only 13 more than 2018/19.

	2020 - 2021	2019 - 2020	2018 - 2019	2017 - 2018
Q1, Apr – Jun	228	273	214	230
Q2, Jul - Sept	251	282	248	334
Q3, Oct - Dec	248	261	270	277
Q4, Jan - Mar	264	219	246	255
Total	991	1035	978	1096

Since April 2017, there has been nine months where ECFRS has attended over 100 unwanted fire signals in a month. These were:

- 2017 – July (113), August (107), September (114), November (105)
- 2018 – November (116)
- 2019 – October (113)
- 2020 – September (102)

Based on the months listed above, autumnal months (i.e., September onwards) are likely the peak period for unwanted fire signals within Essex Fire's service area. Further exploratory analysis of 1133 unwanted fire signals that occurred between September and November in the last four years indicates that 59% were in non-residential and 41% in other residential properties. Of interest, 44% of the 1133 unwanted fire signals were caused by human/s, 20% by smoke alarm system 15% by other system and 13% by contaminants.

For benchmarking purposes, false alarms distributed by property type are not published by Home Office fire statistics.

FIRE AND RESCUE PLAN: PROMOTE A POSITIVE CULTURE IN THE WORKPLACE

The aim of this Fire and Rescue Plan priority is to establish a modern, forward looking, innovative and collaborative culture in the Service that anticipates and delivers against the changing needs of communities in Essex.

Fire and Rescue Plan Measure: Improved workforce diversity.

This measure is for monitoring purposes only. The following tables present the Service's headline diversity metrics as at 31 March 2021 and as at 31 March 2020 for comparison.

EE Group	Gender - % Female ¹			Percentage that are women England 2020 ¹¹
	2021	2020	Trend	
Wholetime	7.4%	6.6%	↑	7.4%
On-Call	3.0%	1.5%	↑	6.2%
Control	86.5%	83.3%	↑	76.1%
Support	52.7%	52.5%	↑	53.6%
Overall	18.3%	17.0%	↑	17.3%

EE Group	% Ethnic Minority ¹			Percentage from an ethnic minority, England 2020 ¹²
	2021	2020	Trend	
Wholetime	3.6%	2.6%	↑	5.9%
On-Call	1.9%	2.5%	↓	1.5%
Control	2.8%	3.7%	↓	2.9%
Support	3.5%	2.7%	↑	8.0%
Overall	3.0%	2.6%	↑	5.1%

EE Group	Majority Age Band			Indicative Average Age, England 2020 ¹³
	2021	2020	Trend	
Wholetime	46-55	46-55	←	42
On-Call	25-35	25-35	←	39
Control	25-35	25-35	←	42
Support	56-65	56-65	←	46
Overall	46-55	46-55	←	42

¹¹ Home Office Fire Statistics data table: [FIRE1103: Staff headcount by gender, fire and rescue authority and role](#)

¹² Home Office Fire Statistics data table: [FIRE1104: Staff headcount by ethnicity, fire and rescue authority and role](#)

¹³ Home Office Fire Statistics data table: [FIRE1105: Staff headcount by age, fire and rescue authority and role](#)

EE Group	% LGBTQ+ ¹			% Disability		
	2021	2020	Trend	2021	2020	Trend
Wholetime	6.4%	5.3%	↑	4.3%	1.4%	↑
On-Call	3.8%	1.2%	↑	3.6%	1.4%	↑
Control	3.4%	9.5%	↓	0.0%	0.0%	←
Support	5.7%	6.8%	↓	6.0%	4.0%	↑
Overall	5.4%	4.7%	↑	4.3%	1.9%	↑

Note 1: reflects the proportion of those individuals that explicitly self-identified their gender, sexual orientation, or ethnicity.

For benchmarking purposes, Home Office fire statistics data tables provides statistics as at 31 March 2020, and figures as at 31 March 2021 are expected to be published soon. Statistics for percentage of staff that explicitly self-identified their gender and sexual orientation as well as age has been extracted from the tables to compare ECFRS' 2020 figures with England's figures.

ECFRS provides percentage of staff that explicitly self-identify their sexual orientation as LGBQ+ whereas national (Home Office) statistics are solely LGB therefore not suitable for benchmarking. At ICOD, there is no publicly available fire service related statistics to compare the percentage of ECFRS staff that declared a disability.

Service Measure: Average number of working days/shifts lost per person per year.

This measure has a target of 6.9 days for the average number of days/shift lost per year (median).

The table below presents the Service's sickness absence metrics for the 12 months up to 31 March 2021, and last year's for comparison.

Figures include any time recorded as self-isolating or otherwise absent from the workplace due to COVID-related reasons.

EE Group	% of Employees taking sick leave			Median Working Days Lost per Person			Total Working Days Lost to Sickness Absence			% of which were Long Term ¹		
	2020/21	2019/2020	Trend	2020/21	2019/2020	Trend	2020/21	2019/2020	Trend	2020/21	2019/2020	Trend
Wholetime	66.8%	62.8%	↑	9.0	7.0	↑	9,056	7,279	↑	59.4%	66.09%	↓
On-Call	56.0%	42.5%	↑	14.0	14.0	←	9,535	7,546	↑	54.9%	75.79%	↓
Control	92.1%	75.7%	↑	14.0	8.0	↑	846	392	↑	59.5%	43.12%	↑
Support	38.4%	60.2%	↓	6.0	5.4	↑	2,503	2,680	↓	68.2%	54.33%	↑
Overall	57.7%	55.7%	↑	11.0	8.0	↑	21,941	17,898	↑	58.5%	67.91%	↓

Note 1: Periods of absence lasting 28 calendar days or more are classified as Long Term. All shorter periods than this are considered to be Short Term.

Note 2: Sickness data for 2019/20 refreshed for end of year performance reporting.

At ICOD, there is no publicly available data to enable benchmarking.

Service Measure: Employee relations casework.

This Service measure includes the percentage of end of year appraisals completed (target of 100%), however, this will be reported in a 2021/22 performance report as the process is ongoing at time of reporting.

This measure also monitors the Service's employee relations casework, and the table below presents the metrics as at 31 March 2021, with comparison to the end of the previous financial year.

Case Type	Number of New Cases in Year			Number of Cases Closed in Year			Average time to Close Cases (Calendar Days)			Number of Cases Open at Year End		
	2020/21	2019/20	Trend	2020/21	2019/20	Trend	2020/21	2019/20	Trend	2020/21	2019/20	Trend
Attendance	68	132	↓	88	148	↓	131	183	↓	16	34	↓
Disciplinary	6	5	↑	8	5	↑	296	136	↑	1	3	↓
Grievance	11	9	↑	13	7	↑	79	125	↓	0	2	↓
Performance	22	52	↓	32	42	↓	108	108	←	4	16	↓
Overall	107	198	↓	141	202	↓	131	164	↓	21	55	↓

At ICOD, there is no publicly available data to enable benchmarking.

Commentary

Observations and key insights about the data

Overall, the proportion of those individuals that explicitly self-identified their gender as female, sexual orientation as LGBTQ+, ethnic minority or declared as disability as at 31 March 2021 has increased when compared with previous year's percentages. The majority age band has remained the same (overall), 46 – 55, across all employee groups.

For benchmarking, Home Office has published data for some diversity metrics (gender, ethnic minority and age), as at 31 March 2020 (at ICOD), to enable ECFRS to be compared with the percentage for all English fire and rescue services. ECFRS had an overall higher percentage of staff that self-identified as a female or from an ethnic minority, as at 31 March 2020 compared with the England percentage.

With regards to absence, the overall percentage of employees taking sick leave was 57.5% in the last 12 months up to 31 March 2021, a 2% increase compared to previous year. There were percentage increases for Wholetime, On-call and Control staff, but a decrease in percentage support staff taking sick leave. Similarly, overall, the median working days lost per person increased when comparing the two years, and above the target of 6.9, although this has been an unprecedented year with COVID-19. Also, the overall percentage of staff with long-term sick was 58.5% in 2020/21, a decrease from 67.9%. This is likely due to the percentage decrease for long-term sick from Wholetime and On-Call staff, whereas increases for Control and Support.

The final metric is employee relations casework, and the table on the previous page shows that there has been a decrease in the overall number of new, closed, and open cases at year end, as well as the average time to close has decreased by 33 calendar days. This decrease can be attributed to a decrease in attendance and performance management cases, although it should be noted that the last year has seen an increase in the number of grievance and disciplinary cases.

Key actions taken in the year

Recruitment / inclusion

In August 2020, the Service adopted a series of Positive Action recommendations and updated the recruitment process and assessment methods for potential firefighters in order to provide equal opportunities to candidates from under-represented groups.

This included:

- allowing candidates to present existing level 2 qualifications,
- changing the provider that undertook the literacy and numeracy assessment,
- a move to an objective, game-based psychometric assessment rather than manually assessed PQA statements. The provider has been able to demonstrate that their product – Arctic Shores - removes bias and increases the opportunities for candidates from minority backgrounds and / or where English as an additional language, as well as provides an efficient Service, able to manage the over 3000 applications that have been received,
- adoption of an additional alternative (Chester Treadmill test) method of attempting the fitness test while achieving the same standards,
- access to “how to” videos for the manual dexterity test, and
- a move to Values and Success based interviewing from PQA / competency interviewing.

These measures have been successful in not only reducing the drop off for candidates from under-represented groups at points in the process where those groups traditionally were unsuccessful in progressing and have directly led to an increase in the diversity of new recruits, and to maintaining proportionate numbers of individuals from underrepresented groups at each stage of the process.

In addition, focus groups such as the Women's Forum, the Female Firefighters forum and the ethnic minority forum have had a greater presence in recruitment activity, which has helped with representation. The panel of assessors was expanded to include firefighters, and a principle of balancing operational and non-operational employees, and male and female panel members adopted.

Wellbeing & attendance management

In the context of COVID-19 pandemic, an increase in absence from the workplace throughout 2020/21 was to be expected, and it is testament to the guidance and communications and work undertaken around COVID safe ways of working, that the absence increase has been, in most areas, a minor increase.

The move to homeworking has resulted in a significant decrease in cases of support staff absence as people have been able to continue working when isolating, or mildly symptomatic, and cases of cold / flu / gastro are significantly reduced, likely to be due to different ways of living and working.

There was a significant focus on wellbeing and health support work, including mental health awareness work, throughout the year as part of a holistic drive to support employees maintain healthy living throughout the pandemic.

Casework

In light of an increased focus on wellbeing and attendance management support throughout the year, with a focus on early intervention, the number of long-term absence cases has been reduced. In addition, several long-term attendance cases were resolved. In addition, the HR team, and in particular the Business Partnering team, had a priority to review attendance management cases and practices from the outset of 2020, in line with a specific and requested PFCC focus.

Grievance and disciplinary process remained at a stable level, and, despite restrictions, a focus on maintaining contact and presence (virtually) in all areas of the Service from supporting individuals led to a continuation of early interventions and resolving issues as early and as informally as possible.

Further investigation into the reasons behind the reduction in performance cases will need to be undertaken to understand the reasons behind this and to assure that appropriate performance management is being undertaken and new ways of working have not been a barrier to this.

Actions planned for year ahead

The HR action plan for 2020 was achieved, and the focus areas for 2021 will include consolidating on the work regarding wellbeing and attendance management.

Focus on the recovery plan and transition back to the workplace by adapting and applying a range of measures that may be impacting wellbeing and mental health.

Focus on looking to review positive action interventions in other areas of recruitment (including internal progression and promotion), increasing representation in other areas of the Service – in particular with a focus on On-Call and increasing representation in this employee group by applying the learning outcomes from the Wholetime Firefighter campaign to On Call attraction and selection process.

This inclusion and diversity focus will also include operational management and succession planning as part of overall employee wellbeing – satisfying the need for self-fulfilment and development by providing opportunities for growth and development.

HCMIFRS audits and review of internal promotion processes, and employee relations (disciplinary and grievance) are due in Summer 2021 which will further sharpen this focus, and in addition, Disciplinary Policy is due to be consulted on throughout 2021.

One of the key elements of the Service's People Strategy focuses on wellbeing, and focus will be on continuing to support a reduction in longer-term attendance management cases.

Focus will remain on early and, where possible and appropriate, informal intervention in grievance and conduct issues. We believe that every employee has the right to be treated fairly, inclusively, with kindness, equality, dignity and respect. We are committed to providing a supportive and inclusive working environment to foster such a culture. We are supporting managers to tackle bullying, harassment and discrimination in a timely and consistent way.

A new Disciplinary Policy will be launched in Quarter 4 to reflect current Service practice and the Advisory Conciliation and Arbitration Service (ACAS) Code of Conduct for Disciplinary and Grievance Procedures. It provides managers with practical procedural guidance to support colleagues in the fair and consistent management of behaviour and conduct issues.

The overall number of all cases and the duration of cases has reduced. This is because of improved housekeeping in the system and focused working with line managers to deal with issues at the lowest practicable level and to ensure that our approach supports timely and appropriate outcomes.

FIRE AND RESCUE PLAN: BE TRANSPARENT, OPEN AND ACCESSIBLE

The aim of this Fire and Rescue Plan priority is to enable the public to hold ECFRS to account for the services it provides.

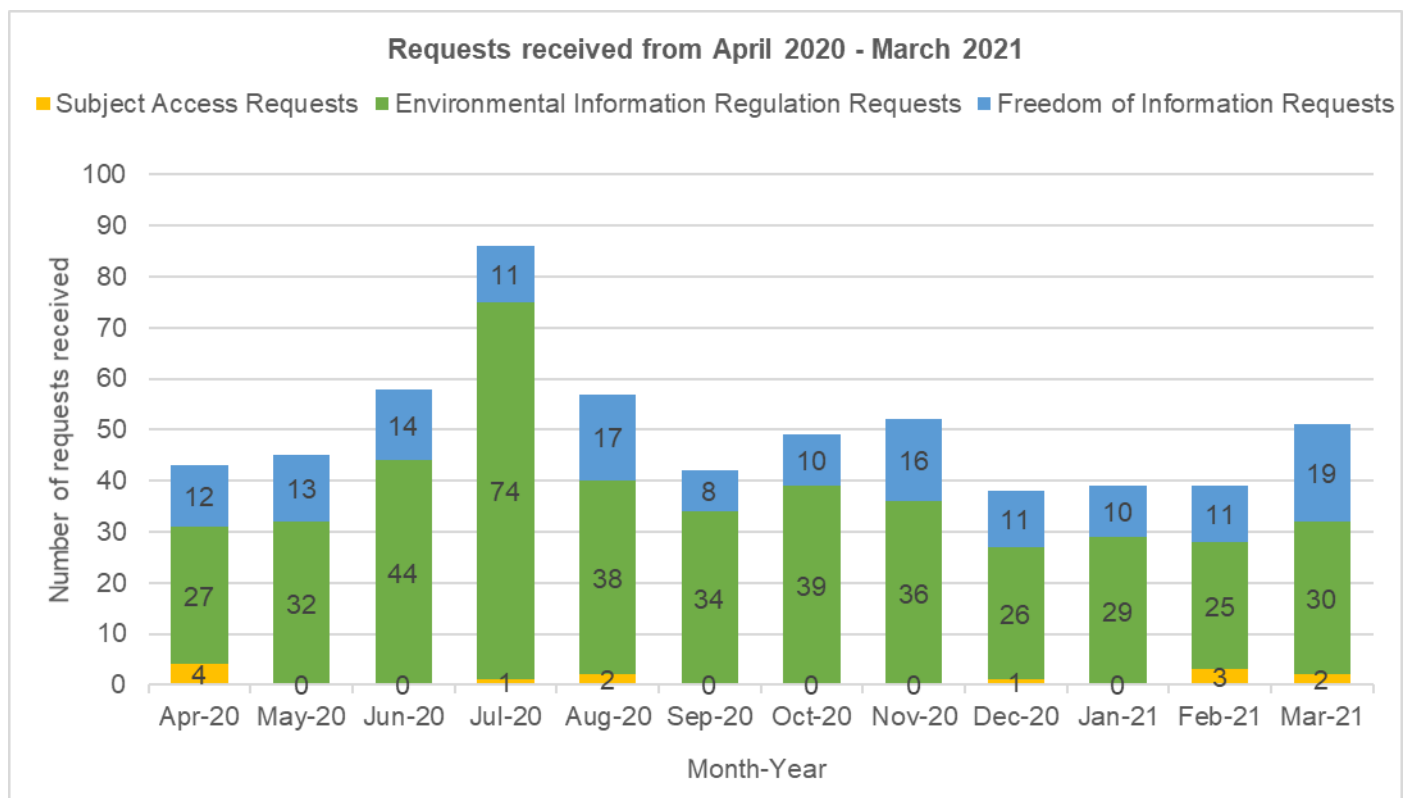
Service Measure: Percentage of FOIs, SARs and EIRs closed on time.

The target for the percentage of Freedom of Information (FOI) requests, Subject Access Requests (SARs) and Environmental Information Regulation (EIR) requests closed on time is 90%. The closed-on time refers to the number of requests responded to within 20 working days.

The table below shows that the response rate for 2020/21 was 90% (target met). For comparison, ECFRS responded to more statutory requests within time limit in 2019/20.

2020 - 2021	2019 - 2020
90%	96%

For monitoring purposes, the Service also provides the number of FOIs, SARs and EIRs received per month in 2020/21.



The chart on the previous page shows that the Service received a high number of statutory requests in July 2020 (14% of annual total), the majority of these were EIRs. There were also a high number of requests in June (58) and August (57).

The total number of requests received in 2020/21 was 599, and the statements below provide the number per type and main themes associated with each:

- 434 EIR Requests, and 64 more than 2019 – 2020 (370). The main themes were fire reports (422) and other environmental information requests (12).
- 152 FOIs, 11 less than 2019 – 2020 (163). The main themes around FOIs were data requests (57), fire safety (20), HR/Recruitment (19), ICT (18), contracts (8), operations (7), purchasing (7), finance (4), fleet (4), policy (2), training (1), H&S (1) and others (4).
- 13 SARs, 17 less than 2019 – 2020 (30). 6 SARs were received from current members of staff, 4 SARs from former staff members, 2 SARs from the Police and 1 SAR from HMRC.

ECFRS' Information Governance (IG) team publish responses to requests made under the Freedom of Information Act 2000 and Environmental Information Regulations 2004 on the Service's transparency page. Responses are published as they demonstrate how we have made decisions, spent public money, or used our resources. Personal information has been removed in accordance with the Data Protection Act 2018. The page can be accessed via [this hyperlink](https://www.transparency.essex-fire.gov.uk/information/) or copying the following URL into a web browser:
<https://www.transparency.essex-fire.gov.uk/information/>

The IG team also uploads incident data on ECFRS' transparency page. During the year, monthly incident datasets are uploaded and after all quality assurance has been completed, a single dataset for the financial year is uploaded. Incident data and appliance definitions are also provided to aid understanding.

In April 2021, the ECFRS worked in collaboration with Essex County Council's Open Data team to publish a Fire Service incidents dashboard on the Essex Open Data platform. The dashboard displays the last three years' worth of incident data that has also been published on the transparency page. It aims to reduce the number of data-focused FOI requests.

Service Measure: Complaint Response Rates.

The target for the percentage of complaints closed on time is 90%.

The table below shows that the response rate for complaints in 20/2021 was 94%. This means that ECFRS responded to 21 (out of 23) complaints within 20 working days. For comparison, ECFRS closed more complaints on time compared to last year.

2020 – 2021	2019 – 2020
94%	81%

The main complaint themes were staff attitude/behaviour (9), driving (5), operational capability/service provision (5), HR/Recruitment (1), social media (1) and others (2).

In total, ECFRS received 58 complaints and compliments in 2020/21, compared to 63 in 2019/20. Note, in January 2021, ECFRS reviewed complaints handling and a number have been reclassified as fire safety correspondence for the Protection Team.

Alongside statutory requests, ECFRS' IG team handles reported data breaches. In 2020/21, the team handled 30 data breaches, of which 1 was reported to the Information Commissioners Office (ICO). For comparison, ECFRS handled a reported 43 data breaches in 2019/20.

Every member of staff must complete mandatory e-learning on managing personal information. The table below shows the completion rate of this training as at 31 March 2021 and 2020's figures for comparison. It shows that the completion rate as at 31 March 2021 was 86.5%, with higher rates overall and for all employee groups except support. It is likely that the decrease in completion rates for support personnel is due to the levels of turnover.

Employee Group	As at 31 Mar 2021	As of 31 Mar 2020	Trend
Wholetime	92.1%	89.0%	↑
On Call	82.6%	70.3%	↑
Control	92.1%	89.2%	↑
Support	80.7%	82.4%	↓
Overall	86.5%	81.3%	↑

Furthermore, the IG team conducts several training and awareness sessions to reinforce or improve understanding of managing information securely. The team organised and completed 11 sessions between April 2020 to March 2021, 22 less than the previous year.

Information Asset Register (IAR)

ECFRS' Information Governance Officer facilitates the completion of the IAR, a database that holds all the information assets across the Service. This document is essential to demonstrate compliance with the Data Protection Act 2018 and Records Managements regulations.

As at 31 March 2021, 72% of the data in the IAR has been reviewed and recorded in ECFRS' Data Protection management system. It includes an inventory of new technology implementations and upgrades, as well as data cleansing and records assessment. Most departments in the Service have updated their information assets and retention periods. These steps are helping to identify essential records and their location.

Commentary

This year, key highlights include finding ways of handling statutory and non-statutory requests in a compliant manner from home. The team had to quickly adapt, retrain, and respond in a manner that meant we still met our deadlines. Another has been progress in records management. The actions taken on records were in response to the two external audits that the Service had in the previous financial year. Completing the records management piece of work will move the Service compliance level from “adequate to complete”. On completion of the data cleansing, departments are handed over to ICT department to undertake the migration of data to SharePoint or other locations that line up with the Service Digital and Data strategy.

Technologically, Data Protection Impact Assessments (DPIAs) were conducted on key systems and activities including the Service wide Office 365 programme. Drones were commissioned for operational use for the first time in ECFRS after a DPIA, training and policy was put in place. The Information Governance Board continued to meet virtually once every two months this year.

Statutory requests continued to be handled in the lawful manner with over 90% completion rates as seen above. This year, there was a fall in the number of Subject Access Requests (SAR) received. There has been a 17% increase in the number of Environmental Information Regulation (EIR) requests compared to previous year, this is mainly due to an increase in the number of fire report requests. March 2021 had an increase in the number of FOI requests, aligning with purdah.

There has been a review of how complaints are handled/processed by the Information Governance (IG) Team. This has involved improving the triaging and classification of complaints, as well as identifying and training colleagues who have the potential to handle/investigate complaints on behalf of the Service. The changes in triaging of complaints have resulted in a fall in the number of complaints recorded. Fire safety concerns are no longer recorded in the IG data, they are recorded and handled by the Protection Team, which has helped both teams to handle complaints promptly and to a high standard. 94% of complaints were closed within 20 working days, a percentage increase compared to previous year. This is likely due to the public’s recognition of the role that the Service has in carrying out not just our statutory responsibilities but also volunteering during the pandemic.

Training and awareness on our data protection obligations have continued this year despite the COVID-19 restrictions and impact on face-to-face training. Focus has instead been on more risky areas and activities that are being undertaken by the Service. The Service Leadership Team undertook training on data protection this year. Training sessions have also been delivered via Teams to Information Asset Owner, HR, Control and Finance. Information Asset Owners meet regularly to focus on and deal with more detailed issues around information governance that the Information Governance Board is unable to effectively cover in its bimonthly meetings.

Actions planned for year ahead

The Service is in the process of rolling out a new e-learning package for colleagues. This will include courses on Phishing, data protection and records management. If employees undertake these training, it will equip them with the knowledge, ability, and confidence to handle records and personal data in a manner that reduces reputational, financial and other risks to the organisation. These refreshed and new training packages will be rolled out in May 2021 and colleagues are expected to complete them by the end of June 2021.

This year, other lessons learned include:

1. The Service can still comply with our legal obligations even while working differently.
2. Automated processes and using less paper reduce the number of data breaches.
3. Training that is being offered to colleagues need to be relevant, interactive, and reflective of changing circumstances such as working from home, etc.

[END OF REPORT]

ANY QUESTIONS OR FEEDBACK...

CONTACT US

WORKPLACE GROUP:

<https://essexfire.workplace.com/groups/performance/>

EMAIL:

informationgovernance@essex-fire.gov.uk

SUBJECT LINE TO INCLUDE "END OF YEAR PERFORMANCE REPORT"



AGENDA ITEM – 5
Report EPFCP/19/21

Report title: Essex County Fire and Rescue Service Annual Report and Statement of Assurance 2020-2021	
Report to: Essex Police, Fire and Crime Panel	
Report author: Roger Hirst (Police, Fire and Crime Commissioner Fire and Rescue Authority)	
Date: 21 October 2021	For: Review
Enquiries to: Darren Horsman (Strategic Head of Policy and Public Engagement) Telephone: 07967 821067 Email: darren.horsman@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of report

This report provides the Essex Police, Fire and Crime Panel with the draft Essex County Fire and Rescue Service Annual Report and Statement of Assurance 2020-2021. The draft report is attached at Appendix 1.

The Police, Fire and Crime Panel has a statutory duty to review and provide feedback on the draft document.

2. Recommendation

That Panel members review the draft Annual Report and Statement of Assurance 2020-2021 and either agree this version or provide comment on the content.

3. Overview

The Fire and Rescue National Framework sets out the priorities and objectives for fire and rescue authorities in connection with the discharge of their functions. Every Fire and Rescue Authority must publish an annual statement of assurance of compliance with the Framework. For Police, Fire and Crime Commissioner Fire and Rescue Authorities (PFCCFRAs) such as Essex, this statement is subject to scrutiny by the Police, Fire and Crime Panel and is called the Statement of Assurance.

The statement outlines the way in which the Authority and its fire and rescue service has had regard – in the period covered by the document – to the National Framework, the Integrated Risk Management Plan and to any strategic plan prepared by the Authority for that period. In the case of this statement, this includes the Fire and Rescue Plan 2019-2024. The Authority must also provide assurance to their community and to government on financial, governance and operational matters.

The document presented to the Panel also includes further information to help our communities understand the work undertaken by the fire and rescue service and its performance during 2020-2021. Following feedback from the Authority's Audit Committee, this year's version also includes a short section setting out at a high level the governance arrangements in place within the Authority. This summarises the content of the Annual Governance Statement.

The document presented to the Police, Fire and Crime Panel today is a draft. The Panel can either agree this version or provide feedback on it. If the Panel provides feedback, a further final version will be shared with the Panel prior to publication.

4. Appendices

Appendix 1 – DRAFT ECFRS Annual Report and Statement of Assurance 2020-2021



Annual Report and Statement of Assurance

2020-2021



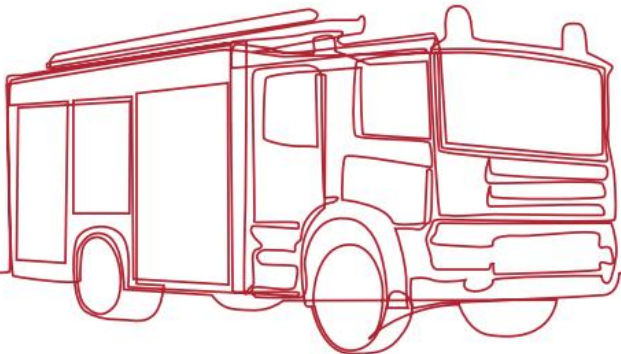




Welcome to the Fire and Rescue Statement and the Annual Report for Essex County Fire and Rescue Service.

The report covers the financial year 2020/21 and includes highlights of the year, how we spent your money, performance against our targets and how we are working to improve our service to you.

It incorporates the Fire and Crime Commissioner Fire and Rescue Authority's Statement of Assurance. Under the Fire and Rescue National Framework for England, Police, Fire and Crime Commissioner Fire and Rescue Authorities must provide annual assurance on financial, governance and operational matters.



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Fire and Rescue Statement

The Fire and Rescue National Framework for England sets out a requirement for the fire and rescue authorities to publish a statement of assurance.

It says the statement should:

“... outline the way in which the authority and its fire and rescue service has had regard – in the period covered by the document – to this National Framework, the Integrated Risk Management Plan and to any strategic plan (e.g. the Fire and Rescue Plan) prepared by the authority for that period.

The authority must also provide assurance to their community and to government on financial, governance and operational matters. For Police Crime Commissioner Fire and Rescue Authorities (PCC FRA), this statement is subject to scrutiny by the Police, Fire and Crime Panel. The name of this statement differs across governance models. In the case of PCC FRAs it is called the ‘Fire and Rescue Statement’.”

2020/21 Fire and Rescue Statement of Assurance

Essex Police Fire Crime Commissioner Fire and Rescue Authority (EPFCCFRA) is satisfied that its business during the financial year 2020/21 was conducted in accordance with the law and proper standards and that public money was properly accounted for and used economically, efficiently and effectively.

The Authority is further satisfied that the requirements of the Fire and Rescue National Framework for England have been met.

Evidence to support this judgement can be found within this report, specifically:

Governance matters - page 7

Integrated Risk Management Plan - page 19

Financial Matters - page 52

Signed:

Roger Hirst

Police Fire and Crime Commissioner

Governance

The Service is governed by Essex Police, Fire and Crime Commissioner Fire and Rescue Authority (EPFCCFRA).

The role of the Essex Police, Fire and Crime Commissioner is to be the voice of the people, hold Essex Police to account and provide an efficient and effective fire and rescue service.

Responsibilities regarding Essex County Fire and Rescue Service

The PFCC must:

- Provide a local connection between the fire and rescue service and local communities
- Set a budget and determine the council tax requirement
- Maintain an efficient and effective fire and rescue service for the county
- Approve an Integrated Risk Management Plan
- Develop a Fire and Rescue Plan and Fire and Rescue Statement
- Scrutinise, support and challenge performance against the Plan
- Appoint a Chief Fire Officer to lead and manage the service

The PFCC is elected by the public to hold the Chief Fire Officer and Chief Constable to account, effectively making the fire and rescue service and police force answerable to the communities they serve. The PFCC ensures that community needs are met as effectively as possible, and local relationships improve through building confidence and trust. They work in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime.

Our Police Fire and Crime Commissioner is Roger Hirst. Roger took on governance of Essex County Fire and Rescue Service in 2017 following approval from the Home Secretary and wide spread support from the public and partners across Essex. As the first Police, Fire and Crime Commissioner in the Country Roger has helped to establish the role and developed the first Fire and Rescue Plan.

The Plan sets out an ambitious programme of change and development for the Service, increasing efforts to keep vulnerable people safe, prevent fire, work collaboratively with partners and ensure an efficient and effective fire and rescue service.

The Purpose of the Governance Framework

The governance framework comprises the systems, processes, culture and values for the control and management of all activities and how the Commissioner accounts to, engages with and leads the community.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.

The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Commissioner's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

Copies of these documents are available at www.essex.pfcc.police.uk or can be obtained from the Commissioner's office at Kelvedon Park, London Road, Rivenhall, Witham CM8 3HB.

The Governance Framework

The Scheme of Governance that operated during the year included the following:

- The Constitution
- The Scheme of Delegation
- The Elected Local Policing Bodies (Specified Information) Order 2011; the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2012, and the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2013. Quarterly audits are undertaken by the PFCC's office to ensure the Service's continued compliance with these Orders
- Information Management Protocol between the PFCC FRA and the PFCC
- Information Sharing Protocol relating to information shared between the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority and the Essex Police, Fire and Crime Panel
- Revised Financial Management Code of Practice For the Police Forces of England and Wales and Fire and Rescue Authorities created under section 4A of the Fire and Rescue Services Act 2004
- Codes of Conduct applying respectively to the PFCC and their Deputy and to the PFCC FRA's staff
- The Police, Fire and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012
- Government Security Classifications
- Financial and Procurement Regulations

Governance

HMICFRS

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) is responsible for carrying out Inspections of fire and rescue services in England and Wales.

Police, Fire and Crime Commissioner Fire and Rescue Authority

Police, Fire and Crime Panel

- Scrutinise Fire and Rescue Plan and Statement
- Scrutinise Senior Appointments
- Review Precept
- Hear certain complaints against PFCC and DPFCC

Strategic board

- Strategic oversight of the Service
- Delivery of Fire and Rescue Plan and IRMP
- Development of Budget

Performance and Resource Board

- Monitor overall operational and financial performance
- Functions delegated to Chief Fire Officer
- Medium Term Financial Plan
- Monitor Financial and Service Performance

Audit Committee

- Overview of financial regulations, contract procedures
- Financial management regulations
- Good governance
- Risk management

Essex Emergency Services Collaboration Board

- Strategic governance of Emergency Services Collaboration Programme

Police, Fire and Crime Commissioner's Report

Roger Hirst

Since becoming the Police, Fire and Crime Commissioner for Essex in 2017 it has been a pleasure to see how Essex County Fire and Rescue Service (ECFRS) has continued to develop its prevention and protection offer, look after its people and improve the value it delivers for communities across Essex.

This report is important because it records the Service's Statement of Accounts 2020/21 and details how the Service manages and spends its budget. This budget ensures that the priorities that are set out in the Fire and Rescue Plan 2019-2024 and the Integrated Risk Management Plan can be delivered. The Fire and Rescue Plan marks an important shift in the priorities for the Service with increased focus on working together with partners to reduce harm in Essex. Wherever possible we need to reduce the risk to the public and prevent incidents happening in the first place and this report shows clear, early signs of this shift taking effect.

The last year has been an incredibly challenging year with the global pandemic affecting us all in some way. Throughout this difficult time, ECFRS has continued to be

there when the public needs it and have gone above and beyond for their communities. Even while dealing with these new challenges the Service has continued to deliver against its priorities such as prevention and protection, kept its people safe, and has played a key leadership role in the Essex Resilience Forum, and supporting other organisations to keep Essex residents safe.

Collaboration continues to be a priority for me, and the work ECFRS has done to support the East England Ambulance Service Trust and other NHS trusts across the county in response to COVID-19 demonstrates the impact that working together can have. In fact, ECFRS on-call firefighters gave 7,770 hours and crewed more 700 ambulances this year.

This hugely successful collaboration also shows what we are capable of when we work together and how we could deliver more together in the future.

It is reassuring and encouraging, that despite having to do things differently, the Service fitted 43% more smoke alarms than it did the previous year, and still carried out 4,346 home fire safety visits. This is good work and I know there is more that we all want to achieve.

In 2019, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspected the Service, with the feedback that ECFRS needs to do more with

regards to its fire safety inspection programme. This supported our understanding of where the service was and work was already underway to develop a plan focusing specifically on its protection activities. This programme of works is ambitious, and ensures that buildings are safe, protecting both residents and workers. Despite the pandemic, the Service has continued to deliver against this programme of works and in 2020/21 completed 319 full audits and 2,293 desktop audits against premises.

HMICFRS inspected the Service again in October 2020, with a focus on how Fire and Rescue Services across the UK were responding to Covid-19. I am delighted that ECFRS was praised for the support it has given to partner organisations, for being well prepared and for continuing to put the welfare of its people first.

I would like to thank all staff across Essex County Fire and Rescue Service for playing your part and keeping Essex communities safe throughout the last year. It's been a year like no other, where we have all had to consider how we can contribute to the national effort and ECFRS have really stepped up and made a difference. I am looking forward to what the next year looks like for the Service.

Roger Hirst

Police, Fire and Crime Commissioner



Review of the year

Chief Fire Officer/Chief Executive

Jo Turton

I am delighted to share with you Essex County Fire and Rescue Service's Statement of Accounts 2020/21. This report has been developed to help our public understand our Service, and how we manage our budgets and spend our money. It also provides insight into our activities throughout the global pandemic and how we have adapted to ensure that we continue to support our communities.

I think it's fair to say that we've all had a year like no other. But throughout the uncertainty of last year, one thing has remained constant, and that's the professionalism and passion that all our staff and volunteers display. I often talk about how proud I am to be Chief Fire Officer of Essex County Fire and Rescue Service, and I am truly bursting with pride with everything that we have done during this very difficult year.

Our vision is that safe and secure communities are the bedrock on which we build well-being and prosperity for all. To do this, our Service needs to be efficient and effective

across all the services we provide, preventing incidents wherever possible and making sure we're embedded in our communities across Essex.

To be able to do this, we need the right financial support and for our budgets to be managed in the correct way. Our statement of accounts outlines some of the key financial issues in areas such as revenue and capital spending, ensuring that we are investing in the key areas that help drive change reduce risk and ensure that we can continue to provide a first-class emergency response service. Our priorities for improvement and investment are prevention, protection, response, and technology, and our budget is planned to enable us to develop and deliver against these.

COVID-19: Stepping up and stepping in

Throughout a global pandemic, we maintained and sustained the fire and rescue service that Essex can be proud of. And we have continued to do what we do best, and that's keep the people of Essex safe.

The pandemic has shown us that risks can present themselves in different ways, and our work with the Essex Resilience Forum, alongside our robust business continuity plans and our approach to budgeting has meant that we were prepared, maintained our core services and put the welfare of our staff at the heart of our decisions and activities.

Not only have we maintained a strong and resilient Service to our communities and looked after our own staff, but we've also used our resources, capabilities and willingness to do more to support the wider combined response.

But more than that, we've been there for one another, we've stood shoulder to shoulder, often socially distanced and more often than not virtually, but we've been together as one team, and the resilience we've shown for one another, and as a Service is something that I'm immensely proud of.

From driving ambulances for the East of England Ambulance Service Trust (EEAST), to training EEAST staff to become ambulance drivers. From volunteering and delivering food parcels to those who are isolating, to delivering and collecting COVID-19 tests to those areas of the county where a different strain has been detected. From setting up community hospital's and moving beds to delivering much needed PPE across the county. And from setting up new vaccination centres, to going through training to be able to administer vaccinations.

Our Service has stepped up, stepped in and been there for our communities and partners when they needed us the most.

We innovated. We rolled out IT so we could work remotely and more productively. We've used new communication

channels that we hadn't used before, and we moved our education online as schools closed. We've continued to deliver safe and well visits for the most vulnerable. And despite the pandemic we've continued with the ability to service our fleet, repair property defects and ensure our water hydrants remain serviced and usable.

We continued carrying on with our fire safety audits and taking enforcement action where it was necessary. We rolled out a new wellbeing support package, including mental, physical and financial help. And we made sure the Service was sustainable financially, even with the additional resources we suddenly needed. And of course if all that wasn't enough we've continued to mobilise and respond to around the same number of incidents we would do normally.

As I said, it's been a year like no other. But despite the pressures and the roles we've stepped up and into, we've continued to provide prevention, protection and response services to the communities across Essex. We'll always be there when you need us.

Maintaining our Services: protecting our communities

Despite county-wide and national lockdowns, and Covid restrictions, we've continued to deliver protection and prevention activities, and attend a number of incidents across the county.

We attended 14,339 incidents from April 2020 to March 2021; that's down from 15,243 the previous year, with the total number of incidents attended by the Service decreasing consistently over the last four years.

Although over the last decade the number of fires has significantly reduced across Essex, we need to continue to understand the ever-changing risk picture. As the risks, demands and needs of our diverse communities change, our Service needs to develop and evolve, responding to these new challenges by being innovative and adaptable in keeping the people of Essex – including our own staff – safe from harm.

Prevention and protection continued to be a priority, and over the last year our teams have found different ways to provide these vital services. During the pandemic, the team adapted to government guidelines to ensure it can still visit the homes of the most vulnerable people in Essex while wearing the appropriate personal protective equipment (PPE).

In 2020/21, our Prevention team carried out 4,346 home fire safety visits to vulnerable people in Essex where they fitted 5,865 smoke alarms including 753 sensory alarms. The team also supplied 1,349 smoke alarms during doorstep deliveries for people without working smoke alarms in their home during the pandemic.

And although these numbers are slightly less compared to that of 2020, the drop in activity is marginal considering the year and the amount of time our county spent in lockdown. In fact, we fitted 43% more smoke alarms than we had in the previous year.

The Community Development and Safeguarding team received 597 safeguarding referrals, the majority received from operational crews (211 referrals) and the team assess all against the Essex Effective Support Windscreen to ensure appropriate support and signposting is provided.

Reaching school-aged children has also been a priority, and ECFRS's education team moved their education hub online. All schools were contacted to make them aware of the education offer available, resulting in 20,576 pupils still receiving education advice.

As more people were staying at home, we saw an increase in accidental dwelling fires, as well as garden fires. In fact, April 2020 saw an increase of garden fires by almost 100% compared to the same month in 2019 and 2018. Alongside this increase, there was a decrease in road traffic collisions in the first wave of the pandemic and national lockdown.

We created bespoke safety campaigns and messages for our social media and digital channels, and worked with our partners and our local media, to share our messages and reach the public. Our digital channels continue to be a key

tool when informing the public about safety and incident information, with 1.65 million website views in a year, alongside reaching 10.4 million across our social media channels.

The Protection team completed 7,202 jobs in 2020/21, this includes 319 full audits and 2,293 desktop audits against premises. 99.6% of statutory consultations received were responded to within 15 working days by the team.

HMICFRS Inspection

In October 2020, the Service was inspected by HMICFRS as part of an inspection into how fire and rescue services were responding to Covid-19, as they continued to face challenges during a difficult period.

ECFRS was praised for being well prepared, the support we offered to partners, maintenance of our core services and putting the welfare of our staff at the heart of decisions and activities. We have continually worked to reassure our public that regardless of what is happening we will always be there for them in an emergency, and this report echoed this message. The overwhelming feeling I got when reading this publication was that the inspectors spoke of a Service that I recognise, and a Service that I am incredibly proud to be a part of.

And our public felt that we'd still be there for them too. Using our social media channels, we asked our public: "were you ever concerned we'd reduce our emergency response during the pandemic or related lockdowns?" 92 per cent of our Facebook respondents, and 89 per cent of our Twitter respondents said "no, I wasn't concerned".

Responding to large incidents

The last year has seen us respond to a number of large incidents that have tested our organisation resilience. This has including a large and complex incident at Tilbury Grain Terminal. Over the course of 20 days last July, firefighters managed an incredibly complex incident involving several grain silos in the port of Tilbury – the only incident of its kind to ever happen in the northern hemisphere.

The rarity and scale of the incident meant that our response was truly ground-breaking – and, after realising there was an almost identical site at Liverpool docks, we reached out to Merseyside to share what we'd learned.

In January 2021 – in the height of the second wave, and with Essex declaring a major health incident – we showed we were ready to respond to a major issue involving water shortages in Epping and Harlow. As well as putting extra resources in place to make sure we could respond to fires, including having Water Bowzers and USAR's High Volume Pump on standby, we were part of a Tactical Co-ordination

Group with our partners, helping to reach the local communities and those who were vulnerable.

Medium Term Financial Plan

The medium term financial plan (MTFP) ensures that we work as a value for money organisation, and that we demonstrate our efficiency and effectiveness. Our approach to budgeting is sustainable and ensures that we meet the needs of our communities across Essex.

Our 2020-24 MTFP was published in the financial year of 2019/20, and seeks to deliver against our financial challenges and save £4.3m over this term, while ensuring we have sufficient financial resources that can be invested into areas we have identified as our priorities.

You can read more, and read our MTFP here: https://www.essex-fire.gov.uk/documents/Medium_Term_Financial_Plan_2020-24

We took early action in the year to identify savings, which were also then reflected in our 2021-22 budget.

A Medium Term Financial Strategy (MTFP) update is being published in 2021-22, which will provide an update on the progress against the published MTFP, along with providing an update on the medium term outlook.

Recognising our people

Our people are the heart of our organisation, they're our greatest asset and they've continued to shine in this last year.

And we've continued to recognise them – albeit slightly differently. We held our first ever virtual ceremony that paid tribute to those colleagues who have achieved their Long Service and Good Conduct medals. These awards are one of the highlights of my year and I am so pleased that we could still celebrate the hard work and dedication of our colleagues with our first ever virtual ceremony.

Over the year we've continued to recruit, and have welcomed and trained wholetime firefighters and on-call firefighters. Our pass-out parades have been different too, but through the use of technology we've been able to live stream them, so families and loved ones can still watch on with pride.

I am delighted that between April 2020 to March 2021 we welcomed 40 wholetime firefighters, 69 on-call firefighters, two control officers and 37 support staff to the Service.

Recognising you

Finally, I have one last thing to share with you. And that's thank you. I want to thank our communities for the continued support they give to all of us at Essex County Fire and Rescue Service. For many, your support has shifted from attending our station events and open days, and instead you may be supporting us through engaging with us on our social media channels, following our safety advice, or passing on details of a vulnerable neighbour or person for us to visit. However you have supported us this year, thank you.

Jo Turton

Chief Fire Officer/ Chief Executive



Our Service

Essex County Fire and Rescue Service is one of the largest fire and rescue services in the country, serving a county which includes Stansted and Southend airports, Harwich seaport, Lakeside shopping centre, Coryton oil refinery, power stations, docks at Tilbury and parts of the M25 and M11 motorways.

Essex is a county of contrasts. It contains numerous ecologically important areas and manages one of the largest sections of coastline (350 miles) in the country. There are various conservation areas and over 14,000 listed buildings.

ECFRS provides prevention, protection and emergency response services from 50 fire stations and an Urban Search and Rescue facility.

The organisation is administered from its headquarters at Kelvedon Park in Kelvedon, where the Service also has a mobilising control centre.

Our Vision

Safe and secure communities are the bedrock on which we build success and well-being for all.

Our mission

Essex is a safe place to live, work and travel.

Our Values

We are open, honest and trustworthy

We are courageous in everything we do

We work as one team

We are always professional

We value the contribution of all

Our Service Leadership Team

Jo Turton

Chief Fire Officer/ Chief Executive

Rick Hylton

Deputy Chief Fire Officer

Dave Bill

Assistant Chief Fire Officer Innovation and Change

Karl Edwards

Director of Corporate Services

Colette Black

Assistant Chief Executive People, Values and Culture

Moira Bruin

Assistant Chief Fire Officer Prevention, Protection, Response

Neil Cross

Chief Finance Officer Section 151 Officer

Emily Cheyne

Assistant Director

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Corporate Communications and Marketing

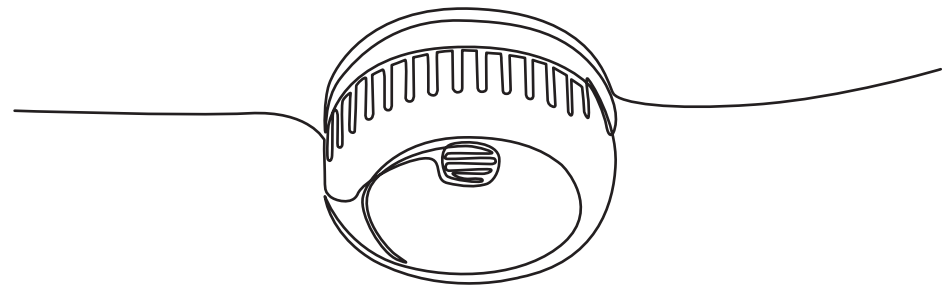
Our strategic priorities

Fire and Rescue Plan

The Fire and Rescue Plan sets out the priorities for fire and rescue services in Essex on how we will keep our communities safe.

Working with the public and alongside our partners, we created the plan to make sure we provide efficient and effective prevention, protection and response activities. This report focuses on our achievements and actions against each of these Fire and Rescue Plan priorities:

1. Prevention, protection and response
2. Improve safety on our roads
3. Help the vulnerable stay safe
4. Promote a positive culture in the workplace
5. Develop and broaden the roles and range of activities undertaken by the Service
6. Be transparent, open and accessible
7. Collaborate with our partners
8. Make best use of our resources



Integrated Risk Management Plan

Our Integrated Risk Management Plan (IRMP) is our corporate plan and it focuses on how we achieve our strategic aims. Like all fire and rescue services, our IRMP identifies and outlines how we manage our communities' fire and rescue risks.

Our plan covers four years and will:

- Reflect up-to-date information on how we manage risks to lives and properties in the Greater Essex area;
 - Outline how we will enforce the Regulatory Reform (Fire Safety) Order 2005 as set out in the Statutory Code of Compliance for Regulators and the Enforcement Concordat;
 - Demonstrate how we can best use our prevention, protection and response activities and resources to prevent incidents and manage risk;
 - Be reviewed each year and revised to make sure that we can act on it;
 - Show how we have used what we have learned from consulting our workforce, communities, representative bodies and partners; and
- Be easily accessible.

Priority 1 | Prevention, Protection and Response

Prevention

Keeping our communities safe and preventing harm is at the heart of all we do. We work in partnership with agencies such as our local authorities, district councils and other emergency services to ensure that:

- There is a joint understanding of risk, and that the most appropriate intervention from all partners is identified and agreed
- Our approach is intelligence led and targeted to individuals who are deemed vulnerable from:
 - Risk of fire
 - Risk of being killed, seriously injured on our roads
 - Risk of injury or death in the water
- Our prevention strategy and focus aligns with the National Fire Chiefs Council (NFCC) and HM Government campaigns
- There is effective safeguarding of adults and children
- That we review and continuously improve delivery of our activities to ensure high quality, effective interventions
- We evaluate the work we deliver to ensure that we can demonstrate that we prevented an event from occurring

Accidental Dwelling Fires

We are focused on continuing to reduce the number of Accidental Dwelling Fires (ADFs), keeping our most vulnerable and communities in Essex safer. This number has been declining in Essex since 2017. This decreasing trend can also be seen nationally (a 22% decrease since 2010/11).

2020/2021	738
2019/2020	787
2018/2019	831
2017/2018	837

The Service has worked to improve the percentage of ADFs that are cooking related (31% in 2019/20, to 28% in 2020/21.



case study

Emergency Services give safety lessons to more than 46,000 school children during pandemic

Over 46,000 schoolchildren across Essex have been given safety lessons in collaboration with Essex Police.

Prior to the pandemic, our Education Officers would visit more than 190,000 students across Essex to deliver safety and awareness presentations in primary and secondary school classes. During the pandemic, our six Education Officers had to adapt quickly to schools learning remotely during lockdowns.



The team took their lessons online when we launched our Education Hub on 2 April, 2020. The Education Officers recorded the lessons they would usually deliver in schools to make them accessible to the many parents and carers home schooling children while juggling other commitments. Schools that were open to key workers also had access to the lessons.

Between 2 April, 2020 and 31 March, 2021, our Education Hub has had 6,142 visitors watching the lessons that cover a variety of topics including home fire safety, summer safety, knife crime and road safety.

The team also delivered 320 virtual lessons using virtual meetings to schools in Essex and when restrictions lifted, we were able to visit schools in person with 197 visits.

Teaching children and young people about fire safety and crime prevention can help them grow up into safer adults. Our goal ultimately is to give young people the knowledge and resources to make better decisions. This will help to reduce incidents of crime, accidental dwelling fires, Arson and hoax calls.

www.essex-fire.gov.uk/education

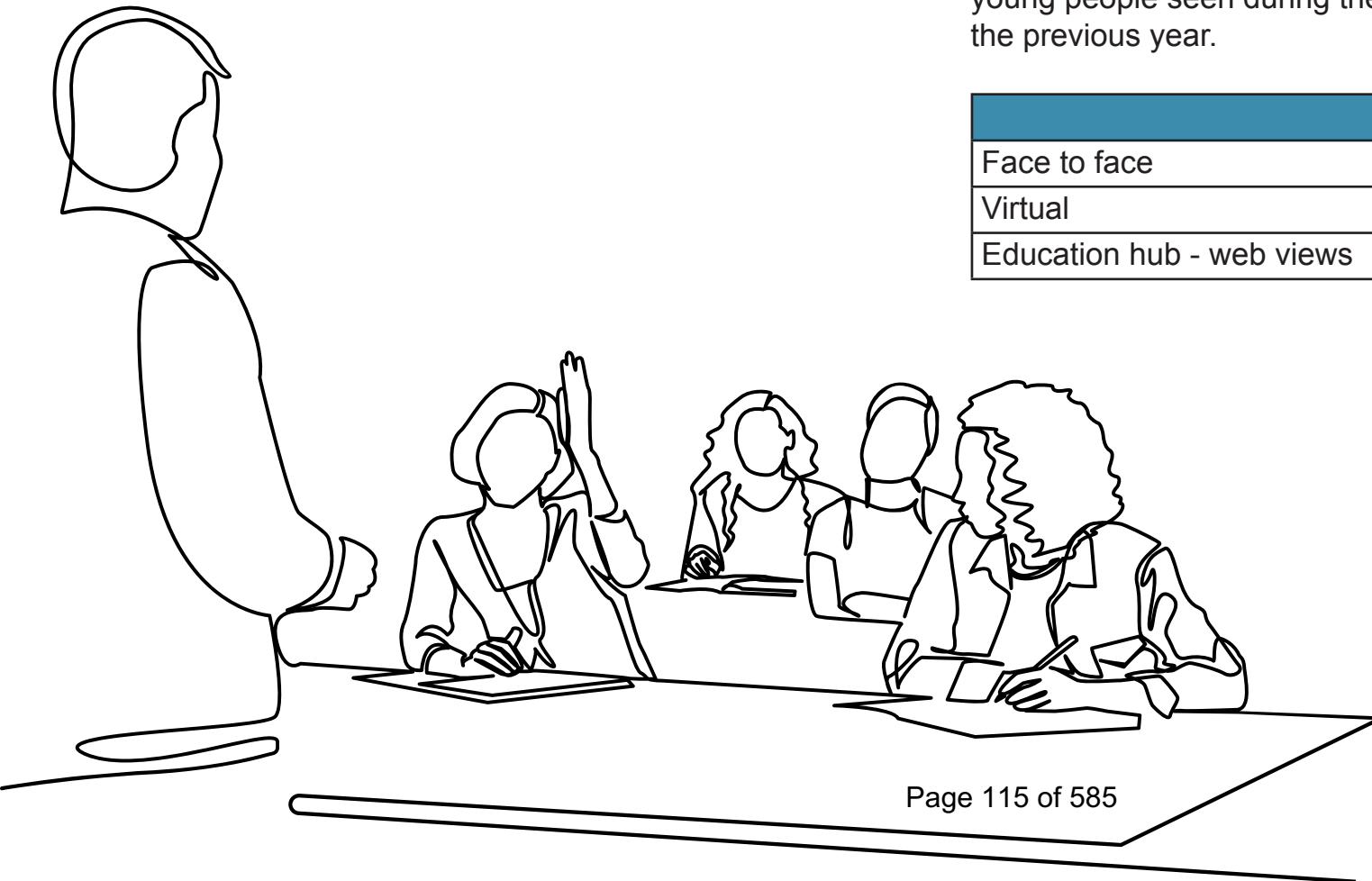
Education Programmes

By educating our children and young people in safety issues we make them aware of the dangers and consequences, enabling informed choices about their safety. At the same time, we can inform parents and carers about keeping their family safe.

Education Officers deliver safety awareness programmes to young people in Essex. The overall aim of the team is to help reduce the number of accidental dwelling fires and incidents of arson and hoax calls, among young people.

The table below shows the number of children and young people seen during the last year compared with the previous year.

	2020/2021	2019/2020
Face to face	5,366	191,491
Virtual	15,390	N/A
Education hub - web views	13,853	N/A



case study



Water rescue awareness sessions

ECFRS has been working in partnership with the Royal National Lifeboat Institution to deliver throw line awareness sessions to licensed venues near water in Essex.

With 350 miles of coastline across Essex, there are many venues dotted along coasts and rivers in Essex and national data suggests that consuming alcohol contributed to accidental drownings in the UK.

In 2019, 223 people in the UK drowned and data across the UK suggests that half of all people who drown never intended to enter the water. With this in mind, Community Safety Officer Lisa Mitson, who is also a Water Safety Ambassador in her local community, has worked closely with the RNLI to deliver awareness sessions to colleagues across our Fire Service and licensed venues across Essex.

During an awareness session, staff at licensed premises are taught how to calm somebody down who is in the water, how to throw a throw line to help save the person and how to keep a person safe and well until the arrival of the emergency services.

Lisa has passed on her RNLI training to other colleagues in our Service and so far we've delivered awareness sessions to six waterside venues across Essex.

Lisa said: "The biggest and the most important thing we tell our licensees to do is to stop the casualty panicking and to remain calm themselves. Our delivery equips them with the confidence to take the lead in saving a person by keeping them calm and explaining how they can grab the throw line should they be in trouble in the water."

Roy Evans, Community Safety Officer led an awareness session at the Railway Tavern in Kelvedon that sits alongside the River Blackwater. Usually this river is only ankle deep but with the rain, the river can swell and start to move quite fast. We've given the pub a throw line, and so if anyone does fall in, they can come out and they know how to use it."

Jenny, a staff member at the Railway Tavern said: "Thankfully we've never had any incidents here but it's been really good to do the training so that we are prepared for the future. The session has been really useful, I learnt some skills that I didn't know and it's going to be really helpful for future references."

www.essex-fire.gov.uk/water_safety

Protection

Our priority is to protect businesses, people, the local economy and the environment from fire and wider community-related risks. Our protection work is guided by the duties placed on us by the Fire and Rescue Services Act 2004 and the Regulatory Reform (Fire Safety) Order 2005.

Our protection teams work towards reducing the impact of fire in commercial premises. The teams work closely with local businesses, supporting them to meet their fire safety responsibilities, guiding them on how to keep to regulations, and making sure protecting people from fire is their priority.

We are committed to making our communities safer through appropriate regulation, while also using our enforcement and regulatory powers where necessary.

As with all fire and rescue services, we have reviewed our policies and procedures in line with the outcomes of the Grenfell Tower Inquiry reports. We will make sure our organisation is in a position to be able to respond quickly and effectively to any recommendation made by the inquiry.

Our teams are involved in a number of activities to make sure our communities are safe.

- Inspection and audit
- Statutory consultations

- Undertaking enforcement activities as appropriate
- Carrying out activities associated with Higher Risk Residential Buildings (HRRBs)
- Reducing unwanted fire signals

Statutory Consultations

Despite being in a pandemic, the Protection team carried out more activity (7202 jobs) than in 2019/20 (7073).

As well as auditing premises to check compliance with fire safety regulations, team members are involved at the design stage of new buildings through planning where ECFRS are consulted by local authorities on access and water supplies to new premises. In 2020-21 Inspecting officers received and completed 921 planning consultations.

Where safe and possible to do, the Service conducted full audits of premises in the Service area. However, due to COVID restrictions, the Service also instigated desktop audits which enabled high risk premises to be inspected during a pandemic. The team completed 2,293 desktop audits and 319 full audits.

Licensing applications are also processed by the Protection Team as the Service are a statutory consultee. Premises require a licence for a number of reasons, for example the sale or supply of alcohol, to provide regulated entertainment, or to provide late night refreshment. In 2020-

21 Inspecting Officers received 510 licensing applications.

case study

Sprinklers to be installed at seven housing estates in Basildon

ECFRS has contributed funding for the installation of sprinkler systems throughout seven housing estates in Basildon.

The latest match-funding project was agreed for sprinklers to be installed at all residential properties in the seven housing estates in the Felmores area of Basildon. Basildon Council were awarded £70,000 from the fire service's sprinkler fund to match-fund their project.

ECFRS Area Manager, Jim Palmer, said: "It's fantastic that Basildon Council are taking on this large project to fit sprinklers in every home in seven of their housing estates, and we're pleased that with our help their residents will have the best fire protection equipment available.

Director of Housing and Property at Basildon Council Lesley O'Shea said: "We are delighted to have received £70,000 funding from Essex County Fire and Rescue Service for our sprinkler project on the Felmores estate. I would like to thank them for this contribution which will help improve fire safety on the estate."

Think Sprinkler Strategy

Since 2013, the service has part-funded and supported the retrofitting of sprinklers in a number of high risk premises in Essex and has awarded a total of over £600,000.

Sprinklers are a reliable and cost-effective way of stopping fires from growing and spreading. In most cases, they actually put them out completely.

Did you know?

There is a common belief that if a fire starts in a property that has sprinklers fitted, that every sprinkler head will activate, flooding a property. This is untrue. Individual sprinkler heads will only activate when the room temperature reaches a certain point. The heads operate as individual heat sensors – water is only released in the area where there is a fire.

In 60% of cases, fires are controlled by the spray from four sprinklers or fewer. Firefighters often use 15 times more water from hoses to do the same job as a sprinkler does alone.

Response

We respond to a variety of emergencies, including fires, road traffic collisions, specialist rescues, maritime incidents, flooding, and incidents relating to hazardous materials.

To make sure we can respond effectively we have a modern fleet of fire appliances, including specialist appliances such as aerial ladder platforms, heavy rescue pumps, incident command units and water rescue units. We also have equipment, vehicles and firefighters used to support fire and rescue services across the country, which include urban search and rescue, high-volume pump, hose layers and tactical advisers.

ECFRS attended 14,339 incidents in 2020/21 - less than previous financial years. It shows that there were fewer attendances to fires and special service incidents in 2020/21 compared to previous year, whereas ECFRS attended more false alarms. Fires and special services both accounted for 29% of all incidents and false alarms, 42%.

The average speed of response to potentially life-threatening incidents within 10 minutes was slightly improved on last year, and the percentage of incidents/ calls attended within 15 minutes hit or was close to the target of 90%.

Incident numbers across Essex over the last five years

	Total	Fires	Special service	False alarms
2020 - 2021	14,339	4,201	4,088	6,050
2019 - 2020	15,243	4,720	4,521	6,002
2018 - 2019	15,515	4,938	4,283	6,294
2017 - 2018	15,566	4,769	4,485	6,312

The Essex Police, Fire and Crime Commissioner Fire and Rescue Authority has set response standards for the attendance of fire engines at fires and other emergencies. Our two response standards defined within our IRMP:

First attendance to potentially life-threatening incidents Target - average of 10 minutes	
2020-2021	10 minutes 10 seconds
2019-2020	10 minutes 6 seconds
2018-2019	10 minutes 26 seconds

First attendance to 90% of all incidents within 15 minutes	
2020-2021	86%
2019-2020	87%
2018-2019	87%

case study

Large fire at a grain depot

In July 2020, firefighters were called to a large fire at a grain depot in Tilbury. Initial reports indicated that a fire had broken out within one of their large grain silos, and due to their proximity, the fire managed to spread to several of other silos.

Our priority was to contain the fires and minimise the impact on the rest of the busy operational site. The location of the fire and type of material involved meant that fire crews couldn't simply pour water into the silos to extinguish the fires.



Firefighters worked for 20 days alongside site engineers, scientific advisors and other partner agencies and used specific firefighting techniques including using nitrogen and foam to extinguish the fires while working at height in challenging conditions. Fire crews managed to contain the fires and the site was deemed safe to leave in the care of the grain Port of Tilbury staff on Thursday 23 July.

Chief Fire Officer/ Chief Executive, Jo Turton, said: "I'm really proud of our team for their professionalism. The welfare of our staff was a priority and regular risk assessments were carried out to protect our crews, site staff and partners working to safely resolve this incident.

"This has been a great example of multi-agency working where different teams have worked closely together to contain this incident to the affected area. We worked closely with the grain terminal at the Port of Tilbury and even after officially leaving the site, was on hand while they continued to manage this incident."

A spokesperson for The Port of Tilbury said: "We would like to express our gratitude for the commitment and professionalism that has been displayed by all members of the fire service who have been involved in this significant issue."

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Control

Service Control is responsible for answering 999 calls from members of the public, our partner agencies and our staff and, where appropriate, mobilising the appropriate response to the emergency.

Year	Calls	Incidents
2020 - 2021	28,651	14,384
2019 - 2020	30,542	15,033
2018 - 2019	32,595	15,513

Another vital part of this role includes liaising with our blue light partners including Essex Police and East England Ambulance Service, as well as contacting third party providers such as National Rail, Highways Agency, energy companies and water companies. Control are also responsible for answering and dealing with administrative calls from across the Service from Stations and Support services.

Control also hold the responsibility for ensuring the Service maintains its fire cover throughout the county, which simply means making sure we have appliances distributed across Essex in such a way that we can reach all incidents within our agreed response times.



Injuries and fatalities

We work to reduce the number of fatalities and injuries that occur in fires. These have decreased every year for the last four financial years.

	Primary fire fatalities	Primary fire injuries
2020 - 2021	5	67
2019 - 2020	3	66
2018 - 2019	4	68
2017 - 2018	7	74

Appliance availability

We maximise the availability and utilisation of resources within our operational response model.

Our Central Resourcing Team and our Control Team consistently monitor the availability and levels of resource within Essex. This includes those at station ready to respond and those already attending incidents across the county.

case study

Record number of On-Call Firefighters welcomed during the Pandemic

We welcomed a record number of on-call firefighters during the pandemic, with 69 new recruits joining on-call fire stations across Essex from April 2020.

On-call firefighters are people who live or work within five minutes of an on-call fire station and are paid to protect their community. We have more than 500 on-call firefighters in our Service based at fire stations across Essex.

“A lot has changed in the last year, but I’m so proud of the fact that so many people in our communities have still wanted to become on-call firefighters,” says Steve Osborn, On-Call Liaison Team Manager.

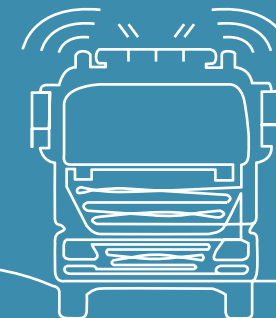
With lots of people looking to help in the community during the pandemic, the recruitment team, HR, On-Call Liaison Team and our training team have had a busy year working to bring on as many new recruits as possible.

Prior to the pandemic, ECFRS ran six on-call basic training courses a year but to keep up with the number of successful applicants, the Service has doubled its capacity to twelve courses a year.

In order to accommodate so many applicants, our training team took on two additional trainers - Linda West and Tariq Khan - at our Service Training Centre in Witham and sought support from Group Trainers and Support Trainers from fire stations. Fellow firefighters and managers on station have got stuck in welcoming and supporting the development of our new recruits.

To help us train more on-call firefighters, we’ve moved our training courses around the county to help candidates train locally and in the communities they will be serving and in the last year, we held our first ever training courses at Dovercourt, Waltham Abbey and Canvey Island fire stations.

“It really goes to show what we can achieve when we work as a team and we are already looking to see how we can do more to support our on-call colleagues,” says Station Manager Jason Gould, On-Call Trainer.



"We think this more flexible approach of moving our training courses around the county, with the support of our on-call colleagues at local venues throughout Essex, is making a real difference."

Steve Osborn, On Call Liaison Team Manager



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Priority 2 | Improve the safety on our roads

In 2020-2021, ECFRS attended 845 road traffic collisions (RTCs) of which 95 incidents (11%) involved victims who died or sustained serious injuries (the victim went to hospital with injuries that appeared to be serious) within the collision.

As a key partner of the Safer Essex Roads Partnership (SERP) we are working to reduce the number of people killed or seriously injured on the roads in Essex. SERP launched Vision Zero in 2020, an ambition to have zero road deaths and serious injuries on roads across Essex by 2040.

We have a range of initiatives designed to help all road users, including:

- FireBikes
- Community Wheels
- FireCars
- Ford driving simulator
- Virtual-reality road safety

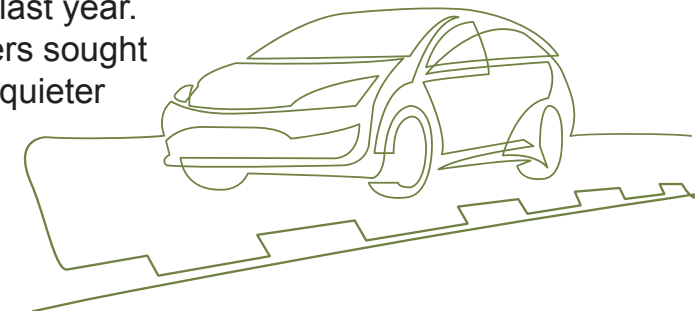
In 2020-2021, our road safety and RTC Reduction Team held a total of 18 events. Due to COVID-19 restrictions, less events were held compared to previous years. In 2019-2020 the teams held 392 separate events.

The impact of COVID on the roads

Reduced traffic levels have had an impact on road casualties in 2020-21. There was a significant drop in traffic during the earlier lockdown months, although higher speeds were recorded, which has continued as lockdown measures are lifted and traffic flows have returned to almost normal levels.

There was an increased prevalence of speed and errors behind the wheel as factors in RTC's, suggesting driver skills had declined during lockdown, and/or drivers and riders took the opportunity to drive faster.

We noticed a slight increase in powered two-wheeler killed and seriously injured (KSI) from previous years. Motorcycle casualties are often influenced by good weather conditions, which Essex experienced for much of last year. Alongside this, some riders sought to take advantage of the quieter roads at those times.





Advanced Machine Skills course “best day’s training”

The FireBike team held an Advanced Machine Skills course in August 2020 - the first since lockdown - teaching 10 motorcyclists at Wethersfield Airfield.

One of the motorcyclists on the course, said learning from our three FireBike instructors was a fantastic experience.

The motorcyclist started riding 40 years ago but gave up after witnessing a fatal accident. He got back on his bike 18 months ago for the first time in 26 years and has thrown himself into all sorts of training.

He said: “I’d like to say a huge thank you – it was absolutely the best day’s training. They had me doing things on two wheels I’d never thought I’d be confident enough to attempt and experienced what emergency braking at real speed feels like.

“It is a great location and the instructional expertise inspired confidence to really commit to pushing myself in these exercises. I knew I’d never have a safer environment in which to learn, try these things for real and be confident I’d know what to expect in these situations on the road.

“I feel I’m so much better equipped to handle whatever the road throws at me and my bike.”

FireBike is our motorcycle safety initiative. It promotes skills improvement and safer riding and encourages advanced rider training in a bid to reduce the number of motorcycling casualties.

Our instructors are all RoSPA (Royal Society for the Prevention of Accidents) Gold advanced motorcyclists, as well as qualified RoSPA advanced riding instructors and, of course, motorcycle enthusiasts.

Priority 3 | Help the vulnerable stay safe

ECFRS staff and volunteers undertake Home Safety (HSV) and Safe and Well visits across Essex, to help the most vulnerable in our communities.

The main aims of our Home Safety and Safe and Well visits are:

- To reduce the number of accidental house fires in Essex
- To reduce the number of people killed and seriously injured as a result of house fires.

We offer two types of visit:

A Home Safety visit by firefighters, volunteers and other community safety staff. This visit focuses on giving people advice on fire safety around the home.

A Safe and Well visit by highly trained Safe and Well Officers. This more in-depth visit aims to improve the health and well-being of the more vulnerable people in our communities, by advising them on where they can get support.

Number of home safety/ safe and well visits

Measure	2020-2021	2019-2020
Total number of visits	4,346	7,718
Safe and Well visits	3,764	5,288
Standard smoke detectors fitted	5,865	8,459
Sensory smoke detectors fitted	753	1,307
Home safety doorstep interactions	762	N/A
Smoke detectors provided to public via doorstep drop offs	1,349	N/A

Number of individuals visited in the following vulnerable groups:	2020-2021	2019-2020
Over 65 years old	3,230	5,278
Who live alone	1,916	3,248
Who have a disability	1,663	3,053
Who live in social housing	243	525

case study

ECFRS reassures communities through Safe, Well and Secure visits

October 2020 saw our Service and partners knock on 2,146 doors in West Mersea and in Rayne, providing more than 200 smoke alarms in Safe, Well and Secure events.

Our Operational and Community Risk North team was supported by firefighters, our Safe and Well team, Education team, Community Safety Officers and Community Builders.

They worked with a range of organisations and charities, including Essex Police, parish councils, Community 360, Essex Dementia Care, United in Kind and Provide.

While our Service's main aim was to give fire safety advice and provide smoke alarms if needed, we were able to help residents get support from other agencies.

Our Operational and Community Risk Officer, said:
"The biggest thing we're finding with COVID is we're knocking on doors of people who haven't seen anyone for months. They will chat with us for five or ten minutes, but we're happy to give them our time."

"It shows there are still members of our communities that are socially isolated and in need of our support.

"It also allows us to involve other services and provide them with information to help with mobility, social isolation or health issues. We're doing as much as we can do help our communities at the moment."



Priority 4 | Promote a positive culture in the workplace

Our people are at the heart of making sure we keep our communities safe, one of our key priorities. We want our colleagues to be supported and feel engaged so that they can do this to the best of their ability.

Our colleagues demonstrate our Service's values every day - and that has never been more apparent than during the last year. As colleagues we have collectively risen to unprecedented challenges.

Our focus is to continue developing a positive culture. As part of this work, we have continued to develop our staff networks, delivered dignity in our workplace facilitated sessions, engaged dignity at work champions, provided training for people impact assessments and neurodiversity training and coaching, and have focused on diversity data declarations. Where concerns do arise, we have continued trying to resolve concerns early via informal resolution where it is appropriate to do so.

Leadership Development

Our objective is to have a safe and diverse workforce who we enable to perform well in a supportive culture underpinned by excellent training. We do that so we have a forward looking, innovative and collaborative culture that can deliver against the changing needs of our communities.

We have invested £1.4m over four years in a Leadership Development programme and which focuses on self-awareness, behaviours and culture.

The programme is part of a much wider approach to learning and development which includes coaching and core learning pathways.

Culture

Our 2020 staff survey tells us that colleagues feel more engaged (from 71% to 82%). Colleagues feel 21% more positive about our culture than they did in 2018 (up to 54%). Colleagues feel significantly more confident that bullying, harassment and discrimination are not tolerated- up from 49% to 64%.

case study

First virtual Long Service and Good Conduct Ceremony

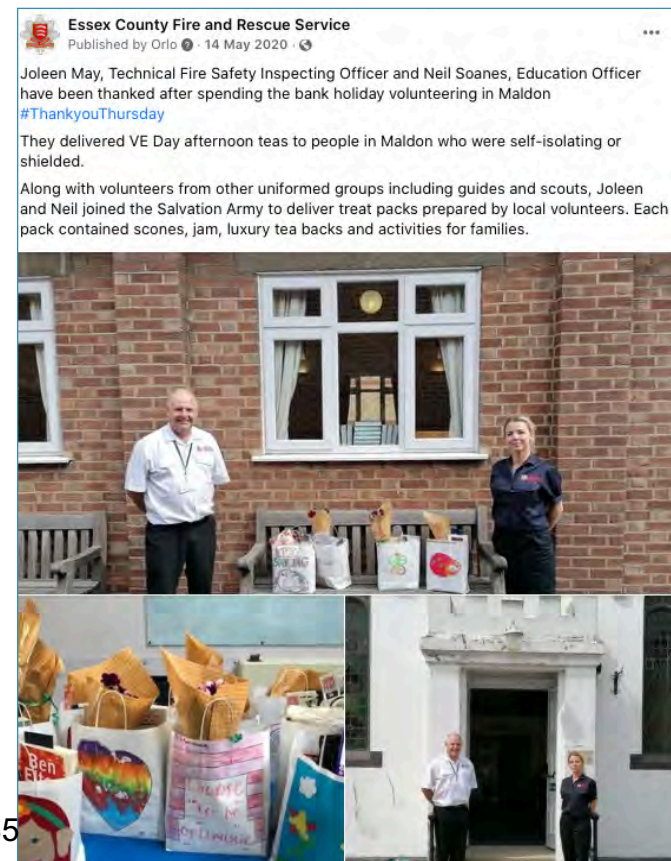
The pandemic couldn't stop ECFRS recognising and celebrating those colleagues who had achieved their Long Service and Good Conduct medals and awards, honouring them at a virtual ceremony.

A total of 26 colleagues were joined by Lord Lieutenant of Essex, Jennifer Tolhurst, Assistant Chief Fire Officer Moira Bruin (Host), Roger Hirst, Police, Fire and Crime Commissioner, Chief Fire Officer/Chief Executive Jo Turton, Rick Hylton, Deputy Chief Fire Officer, and Area Manager Neil Fenwick (who read the Royal Warrant).

Our operational colleagues with 20 years' exemplary service were recognised with a Long Service and Good Conduct Medal and support colleagues who have completed 20 years' service were recognised with a Long Service Award. Nine colleagues were honoured for an amazing 40-plus years' service

Engaged and Valued

We know that rewarding and recognising our people is part of a positive, kind culture. Due to the pandemic, we couldn't hold our annual People Awards celebration. However, we have continued to recognise and thank our people through our monthly recognition awards, #ThankyouThursday and also through our Chief Fire Officer Commendations.



case study

Fair, Kind and Inclusive

Andre Turner, Technical Fire Safety Watch Manager, has demonstrated our One Team value by supporting colleagues' wellbeing. He posted regular messages on our Service's Wellbeing Hub on Workplace to give colleagues a lift. He also completed a 52-mile fundraising walk for The Fire Fighters Charity, raising £750.

He said: "As soon as the first lockdown began, I took the opportunity to change my mindset, which included making use of the natural world by exercising.

"I felt the difference and wanted to share my experience with others to help them through the lockdowns. It was nice to see how people were reacting to the posts and I received emails from colleagues to say how it had helped.

"It's been hard for people to support each other; not being able to have a quick chat in person, you have to make an extra effort to do it on Teams or on the phone.

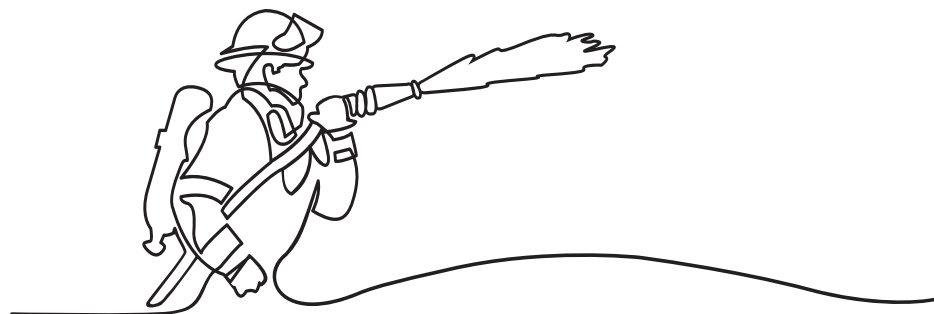
"Our Service has come a long way in looking after its colleagues' wellbeing and it is doing well but, as always, there is more to do. It is an ongoing process that requires adaptability and flexibility."



Operational Training

Our training strategy makes clear our commitment to offering training opportunities so that all of our people have the skills and behaviours they need to flourish and remain safe in their work.

Our £1.4m investment in Operational Training has delivered benefits including increased assurance of competence via our Competency Skills Assurance Programme and is delivering results.



case study

Operational Training Team demonstrate versatility and resilience

Colleagues across our Service have showed their versatility and resilience over the past 15 months - and none more so than in our Operational Training team.

Paul Chipperfield, Operational Training Group Manager, said: "It has been challenging for everyone, but at the same time it has been inspiring to see how people have gone the extra mile to provide a service.

"Against a very difficult set of circumstances we have been able to deliver 90 to 95% of what we would normally deliver. The credit goes to the team for being really flexible, operational colleagues for adapting to the changes and our Service for supporting us."

On top of completing Risk Assessments and adhering to control measures to continue "business as usual" training, a number of complex projects have been completed or are on track.

Paul said: "We've been able to maintain the vast majority of our training and get very complicated projects out on time, all against the backdrop of COVID. We've learnt lessons too and now understand more about remote training and using videos.

"I'm immensely proud of the team. What we've achieved collectively shows our Service in its best light; reacting to an ever-changing environment really positively."

Priority 5 | Develop and broaden the roles and range of activities undertaken by the Service

#NotJustFires

Responding to fires, accidents and rescues are just part of our day to day activities. We also work with our communities and businesses across Essex to keep them safe, and help prevent fire and incidents from happening in the first place.

We also work with our partners and play a huge role in tackling wider social issues by creating a number of intervention programmes that can influence positive behaviour change. ECFRS has been recognised nationally and internationally for its innovative approach to community engagement and supporting some of the most vulnerable members of the community.

Our willingness to step up and lean in has never been more apparent as it has in the last year, coming together with our partners to help stop the spread of COVID19. The situation has been unprecedented in our lifetimes, but through the intense challenges we've seen kindness and community strength. Essex County Fire and Rescue Service is proud of the contribution we have made to support our partners, our staff and our communities.

Not only have we maintained a strong and resilient service to our communities and looked after our own staff affected by the coronavirus, we've also used our skills, resources and 'can-do' attitude to support the wider combined response.



National Fire Chiefs' Council COVID-19 position statement

In March 2020, the NFCC issued a position statement which confirmed that the Government's objectives in the response to the pandemic were to deploy phased actions to contain, delay and mitigate any COVID-19 outbreak, using research to inform policy development.

Roy Wilsher, Chair of the National Fire Chiefs' Council said:

"The way all fire and rescue services have adapted to the pressures of COVID-19 has been second to none. This is what the FRS does best – ensuring those who need help, receive help.

"At the same time, they have maintained the delivery of our core duties and their dedication and commitment has been clear to see. The fire and rescue service has stepped up and carried out this work professionally with the community at the heart of its response – our 'can do' ethic and the use of our existing skills, competence and capabilities has been exemplary."



Develop and broaden the roles and range of activities undertaken by the Service

Priority 6 | Be transparent, open and accessible

Statutory Request

We have responsibilities to process and respond to statutory requests made under the Freedom of Information Act (FOI), Environmental Information Regulations and Data Protection Act. We have a statutory deadline to respond to 90% of those requests in 20 days. In 2020-2021 we replied to 95% of statutory requests within the statutory deadline.

ECFRS' Information Governance (IG) team publish responses to requests made under the Freedom of Information Act 2000 and Environmental Information Regulations 2004 on the Service's transparency page. Responses are published as they demonstrate how we have made decisions, spent public money, or used our resources. Personal information has been removed in accordance with the Data Protection Act 2018.

The page can be accessed here
<https://www.transparency.essex-fire.gov.uk/information>

2020-2021 statutory requests

The total number of requests received in 2020-2021 was 599:

- **434 Environmental Information Regulation (EIR) Requests.** The main themes were fire reports (422) and other environmental information requests (12)
- **152 Freedom of Information (FOI) requests.** The main themes around FOIs were data requests (57), fire safety (20), HR/Recruitment (19), ICT (18), contracts (8), operations (7), purchasing (7), finance (4), fleet (4), policy (2), training (1), H&S(1) and others (4).
- **13 Subject Access Requests (SAR).** 6 SARs were received from current members of staff, 4 SARs from former staff members, 2 SARs from the Police and 1 SAR from HMRC.



Open and accessible with our public

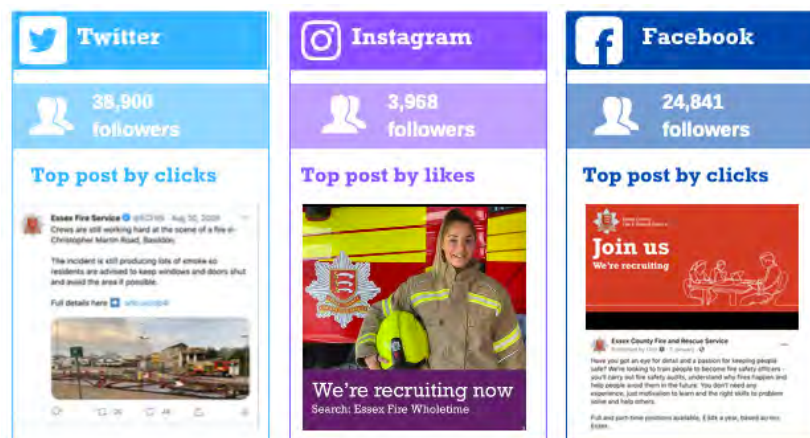
The use of strategic and tactical communication in emergency services is ever-changing, but a constant is the evidence that such activity is vital in a number of ways. Communication can be used to raise awareness, correct inaccurate information or “fake news”, campaign for behaviour change and support positive action recruitment - reaching communities that might now have thought about a career with our Service before.

Our communication, marketing and brand team works in partnership with colleagues, the public and our partners to deliver campaigns which make a difference to our communities and our people.

We use a range of channels to communicate with the public. We check in with our public and employees through a range of polls and surveys, to ensure that we are telling a narrative that people want to engage with, in a way that is accessible and favoured by them. Communications in ECFRS also specifically supports and delivers against operational activity and priorities as set out in the Integrated Risk Management Plan (IRMP).

External communication statistic headlines

1,650,322	visits to essex-fire.gov.uk
292,887	visits to join.essex-fire.gov.uk
67,709	total social media followers
10.4m	total social media reach
127,000	total social media clicks
555	press enquiries into the team
164	press/ news releases issued
429	incidents published on the website
1,277	subscribers to our newsletter



Performance monitoring and management framework

To make sure we can monitor our performance against the Fire and Rescue Plan and the IRMP, we have developed a performance framework. This framework includes a continuous improvement board who will meet regularly to discuss progress.

The Police Fire and Crime Commissioner receives highlight and exception reports each month, monitoring and analysis reports every three months, and an end-of-year performance report. These are available to the public and are published externally.

As part of the ongoing review of this IRMP, we will continually review our performance measures to make sure that our performance is monitored and managed across all parts of our service, in line with the priorities laid out in the Fire and Rescue Plan.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) is responsible for carrying out Inspections of fire and rescue services in England and Wales.

Our inspection reports can be found here:
https://www.essex-fire.gov.uk/About_Us/Inspections

Performance measures

The most effective way to save lives and to reduce injuries and other losses through fires and other emergencies is to reduce the number of incidents that happen.

We track and report on our prevention activities through a range of measures. We also recognise the importance of considering how these work together to make our communities safer.

These are the measures we will report to the public on, telling them whether we have met our target. They have been reported in the various sections of this document.





Priority 7 | Collaborate with our partners



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case study

Tri-Service Rural Community Officer

Les Davis is Essex's first Tri-Service Rural Community Officer, representing all three emergency services. He has begun working in the Maldon and the Dengie Peninsular areas as part of a 15-month pilot for our Service, Essex Police and the East of England Ambulance Service.

Les, a former firefighter and Community Safety Officer, provides fire safety and crime prevention advice, as well as being First Responder for the Ambulance Service.

Les joined our Service as a firefighter in 1983 and enjoyed a long a varied operational career, including in Fire Protection, Breathing Apparatus training and Operational Assurance, before retiring in 2010. He re-joined our Service as Community Safety Officer in 2014.



We know that we are better able to achieve our aims and objectives across all areas of the Service by collaborating and working in partnership with others who have similar aims and goals – these include other emergency services and public sector organisations, charities, voluntary groups and other fire and rescue services. Not only does this improve the service we each deliver, it also makes financial sense to remove duplication and share resources.

In 2017 the revised Policing and Crime Act directed emergency services to consider collaboration in the interests of efficiency or effectiveness.

We have agreed the shared use of Dovercourt fire station with the Police, a relocation subject to Business Case of our fleet services to a Police site and the introduction of a fire investigation dog to support arson conviction and reduce time spent on fire investigation.

Partnership has of course been vital throughout the pandemic and our Service was praised for its work with our partners during a COVID specific inspection by HMICFRS.

case study

Response to water shortages an Essex team effort

In January 2021 our Service demonstrated it is always ready to respond after a major issue involving water shortages in Epping and Harlow.

Affinity Water reported that a pumping station had broken down, causing a loss of pressure and water shortages to 9,000 homes and 25,000 residents. There was a risk it could quickly escalate and affect 40,000 homes and 150,000 residents.

As well as putting extra resources in place to make sure we could respond to fires, including having Water Bowsers and USAR's High Volume Pump on standby, we were part of a Tactical Co-ordination Group with our partners which supported:

- council volunteers contacting 1,200 vulnerable people to provide support and reassurance
- Affinity Water providing a water supply to a hospital and COVID-19 care home, and delivering pallets of water to residents

- keeping residents informed and reassured with social media messages
- readying volunteers from the Essex Tactical Co-ordination Group

Work continued into the night to repair the pumps, recharge the system and start refilling the reservoir. It will be at full capacity over the next few days, but levels are already sufficient for our Service.

Group Manager Martyn Hare, our lead on the incident for the Essex Resilience Forum, said:

"This was a significant issue but thankfully the impact to the public was not as bad as it could have been.

"Colleagues dropped what they were doing, pulled together and were involved in some really impressive multi-agency work."

Essex Resilience Forum (ERF)

The Essex Local Resilience Forum is a multi-agency partnership that's made up of representatives from emergency services, other local public services, local authorities and the NHS.

Under the Civil Contingencies Act 2004 every County in the United Kingdom is required to establish a resilience forum.

Through the Essex Local Resilience Forum (LRF), we are prepared and rehearsed for a number of issues and scenarios. We do it every month of every year for issues such as bad weather, major disasters on our transport network or pandemic health crisis.



COVID19 and the ERF

The last year has seen a coordinated effort and approach across Greater Essex. Co-chaired by the Chief Constable of Essex Police and the Deputy Chief Fire Officer of Essex County Fire and Rescue Service, the response to the pandemic has been a multi-agency approach.

- Essex Police (Co-Chair)
- Essex County Fire and Rescue Service (Co- Chair)
- East England Ambulance Service Trust
- Health – NHS, CCGs, DPHs, EPUT, Acute Hospitals Trust (MSE/ESNEF/West Essex)
- MHCLG – via GLO
- PHE
- Military
- Unitary authorities: Essex County Council, Thurrock Council, Southend Council
- Local Authorities: all Districts
- Essex Communicator Group - through co-chairs (Fire and Police)
- TCG Leads

Alongside the pandemic, a number of large incidents have been managed including flooding, a large and first of its kind grain terminal fire and water outage in Harlow which required a full ERF coordinated approach.

Priority 8 | Make best use of our resources

Ensuring that we have an efficient Service that offers value for money underpins everything we do. The Authority is responsible for ensuring that our Service's business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively.

The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way our Service's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

The Statement of Accounts includes an Annual Governance Statement that sets out a review of the key financial controls. The Statement of Accounts for the financial year that ended on 31 March 2021 was published June 2021.

In 2020/21 the Authority's total planned net expenditure was £74.9m.



This was an increase of £1.1m from the Authority's budget of £73.8m in 2019/20. This increase primarily related to a 2% pay provision that was included within the 2020/21 budget.

65% of the net expenditure of the Authority is funded by Council Tax, payable by householders in Essex, Southend-on-Sea and Thurrock. The Authority increased the Council Tax precept by 1.99% in the year, from £72.45 to £73.98 for a band D council tax property.

The balance of funding is provided by central government, through a share of non-domestic rates and revenue support grant. Specific grants provided by the government, for example to support the Authority's Urban Search and Rescue unit are included in operational income.

Overall employment costs for the year 2020/21 totalled £59m, which was an overspend of £1.4m as compared to the budget of £57.6m.

The full statement of accounts is here:

www.essex-fire.gov.uk/documents/Statement_of_Accounts

2019/2020		2020/21		
Actual £000	Net Revenue Expenditure	Latest approved budget £000	Actual expenditure £000	Variance overspend/ (underspend) £000
33,308	Wholetime firefighters	34,633	35,130	(497)
6,782	On call firefighters	6,893	7,064	(171)
1,365	Control staff	1,368	1,616	(248)
14,176	Support staff	14,715	15,243	(528)
55,631	Total Employment Costs	57,609	59,053	(1,444)
2,336	Support costs	2,174	2,137	37
10,163	Premises & equipment	10,678	10,437	241
3,248	Other costs & services	3,298	2,869	429
2,261	Ill health pension costs	2,276	2,252	24
1,301	Lease & interest charges	1,265	1,264	1
4,781	Revenue provision for Capital Financing	5,100	4,318	782
24,090	Total other costs	24,791	23,277	1,514
79,721	Total gross expenditure	82,400	82,330	70
(8,378)	Operational income	(7,539)	(9,274)	1,735
71,343	Total net expenditure outturn	74,861	73,056	1,805
	Funding			
8,337	Revenue support grant	8,473	8,473	-
16,569	Non domestic rates	16,519	16,919	(400)
643	Council tax collection amount	400	543	(143)
45,695	Council tax precepts	47,851	47,765	86
731	Collection fund adjustment amount	-	(37)	37
-	Capital grant	-	211	(211)
(632)	Contribution (to)/ from reserves	1,618	(818)	2,436
71,343	Total funding	74,861	73,056	1,805





Ready, Willing and Able Our response to COVID19

#EssexUnites #StaySafeEssex



The international spread of the COVID-19 has changed the way we live our lives. But throughout the national emergency, Essex County Fire and Rescue Service has stepped up, stepped in and been ready to serve.

After the situation had escalated rapidly in March 2020, April then saw continued upheaval as the UK descended into lockdown - the most draconian restrictions since World War II and the biggest health crisis for a generation.

What hadn't changed was the need for the people of Essex to get what they deserved – a functioning and efficient fire and rescue service. At a time when nothing seemed truly certain, our ability to respond to emergencies could not waver.

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Coordinating our Response

Our Critical Incident Team (CIT) was established following the first confirmed cases of COVID-19 in the UK.

Our colleagues needed guidance, our teams needed to adapt and our partners needed our support.

In order to reassure our communities that we'd be there for them in the face of such significant challenges, we needed to establish a team of colleagues that could consistently and appropriately work as one.

As the picture began to improve in the summer months, we adapted again. That meant moving into what became known as the 'recovery' phase – making all of our sites COVID safe workplaces and implementing longer-term practices and procedures with our people's wellbeing as a priority. Colleagues who had been working remotely and assessed as needing to return were safely re-inducted back into workplaces and our practices were adapted in line with the risks associated to the Government's local tiered system.

When the national situation grew more serious from November onwards, we moved into our third phase – the Covid Operational Facility. This facility, hosted virtually with a small physical presence at Rayleigh Weir, ensured that

as absence levels began to increase our operational availability and response times remained consistently good.

With case levels particularly high in parts of Essex, the situation felt more local than ever – and even more challenging.

In all, more than 100 colleagues volunteered more than 8,000 hours of their time to the CIT, Recovery and Covid Operational Facility phases.

Claire Sanders, our Business Continuity Advisor, said: "This has been an incredibly dynamic situation throughout – and we never rested on our laurels or hesitated to adapt our approach.

"Providing our operational response alongside our support functions during a time that was like nothing any of us had ever seen before was a tremendous challenge. It required the dedication of our people and - throughout our CIT, Recovery and Covid Operational Facility phases - leadership and clarity.

"Things remain uncertain but, after such an incredible team effort, we now feel prepared to take our next steps as a Service."

Volunteering and vaccinating

In April 2020, our Service formed an ECFRS Staff Volunteer Working Group, made up of colleagues who volunteered to be part of the management and oversight of our efforts in the community.

There was an overwhelming amount of support from staff across all areas of our Service, registering to volunteer in some way, to support the efforts in the community.

One of the requests for support came in via Essex's Multi Agency Information Cell (MAIC). The Army was asking for support to increase hospital capacity in Essex.

Coordinated through the Essex Resilience Forum, volunteers, military personnel, Witham-based logistics company Simarco and NHS employees, began clearing furniture and moving hospital beds, both within single buildings and across the county.

The purpose of this was mainly to convert office space into specialist hospital wards ready for patients.

Volunteers also supported PPE logistics, delivering PPE to hospitals and residential homes and food parcel deliveries.

Mark Powell, ICT senior application analyst, said: "Being stuck inside with the restrictions was frustrating; this was a chance to help the NHS in its fight against COVID-19.

"It was a pleasure to help, and I hope we can do the same again in the future."

Our staff also supported local Community Voluntary Service (CVS) in their virtual befriending services, with some of our staff maintaining contact with their person all year, often twice a week. The group also made sure fire safety literature was included within emergency food parcels going to at risk communities, ensuring they received advice on all matters relating to their safety.

By late summer 2020, the working group stood down, only to reassemble again in January 2021, to support the national vaccination role out. The ECFRS Staff Volunteer team regrouped and created volunteer recruitment questionnaires. These were circulated to all staff who wished to support partners voluntarily.

Having negotiated and supported colleagues in the NHS directly, our people were volunteering to support vaccination centers by the end of January 2021.

Our staff worked at Chelmsford Racecourse, Colchester Stadium and Thurrock and Southend centres. Initially our people supported the logistics for the mass vaccination centres, including the physical setting up of sites, movements of vaccines and patient logistics while on site.

Alison Brewster said: "As some areas became hotspots for new variants we needed to support community mass testing. This saw us knocking door to door in areas such as Nazeing and Brentwood.

"This work was often requested at late notice, with many of us responding almost immediately and travelling long distances to take part but it was so important to keep the virus contained, particularly when little was known about different variants.

I really enjoyed the work - it was nice to talk to people and support the communities. It's really nice to put people's mind at rest."

In February 2021, 15 colleagues volunteered to begin training as volunteer vaccinators, undertaking a significant 50 hours of online learning, practical training (including jabbing oranges) and assessments, and committing to at least one shift a week to support the continued vaccination effort for the country.

During 2020-2021, ECFRS personnel gave approximately 4,000 hours to the pandemic response.





Andrea MacAlister, Road and Water Safety Manager in Prevention, is one of a number of colleagues who have carried out an additional role this year, as lead for the volunteer response to COVID.

About 200 colleagues have come forward to give their time in a variety of roles to support our communities and our Service, and Andrea has been an integral part of making that happen.

She said: "Colleagues have clearly demonstrated a commitment to make Essex safer over the past year. They have felt enabled and supported to get involved in various ways, including the Wellbeing Hub, volunteering, Critical Incident Team activity and recovery work.

"Our Service has supported a volunteering programme of wide-ranging activity, which allowed colleagues who were willing and able to give their time and energy.

"Our values really shone through; we worked as one team to support one another and our community through this extraordinary time. I am grateful and honoured to have been part of this team effort."





Ambulance drivers

On Easter Monday 2020, 19 on-call firefighters from Essex County Fire and Rescue Service began working as ambulance drivers with the East of England Ambulance Service, following two days of training that included blue light ambulance driving practice, equipment familiarisation and basic first aid.

These on-call firefighters came from stations and communities across Essex and were selected from more than 90 colleagues at our Service who applied to support. They were among the first firefighters to begin supporting the Ambulance Service in this way, and did so on an initial two month secondment, providing 12 hour shifts as part of a tri-partite agreement.

Within the first two weeks, two firefighters helped to deliver babies.

Adriaan Phillipson, one of the drivers and Crew Manager at Frinton, said: "Being able to bring a little bit of joy into the world at that time of uncertainty and sadness was a great experience. The role of ambulance driver was really eye-opening and I really enjoyed it."



Marcus Bailey, Chief Operating Officer at the East of England Ambulance Service Trust, said he is grateful to our firefighters for their help during the pandemic.

He said: “The support they have provided us has been invaluable and has helped keep our patients, staff, volunteers and the wider public safe during this challenging time.”

During the second wave of the pandemic from December 2020, 12 drivers once again supported the Ambulance Service.

Between them, our on-call firefighters gave 7,770 hours and crewed more 700 ambulances in the 12 months to April this year – including one, Kevin Cope, who personally gave more than 2,000 hours of support!



Engaging with our On-Call colleagues

The wellbeing of all our colleagues is our ultimate priority. We knew our on-call firefighters would have personal issues to contend with and acknowledged we were not their ultimate priority, so our main message was always: you and your family's health and wellbeing come first.

Immediately our Occupational Health Team worked with our HR Team to produce a wellbeing leaflet. This simple guide signposted people to useful resources, ranging from mental health to financial support. A hard copy was sent out to all sites and a digital copy was sent to all staff.

Because of the nature of their roles, our on-call have historically been our hardest to reach employee group, so we needed to find ways of informing them of the latest guidance and Service information, which was changing rapidly.

Tom Rodwell, Employee Communications Manager said: "Clear and regular engagement eased anxiety and feelings of isolation and helped people navigate growing pressure – which meant a happier and healthier workforce and a better service."



#WellbeingWednesday: 'You're not alone... use this support'

27 January 2021

It's now almost four weeks into the latest national lockdown and more than 10 months since restrictions were introduced to slow the spread of COVID-19.

We've all had to adapt to changes, overcome challenges, and make sacrifices since the onset of the virus – and now we have a fight at the end of the tunnel in the form of vaccines.

But as the pandemic continues to effect all of us, we thought it would be useful to remind you what support is available from our Service and our partners.

The most important message is: please don't struggle on your own. Talk with your line manager, or whoever is most appropriate, and speak up if there is something you need. There is a huge amount of support in place, so please do reach out.

Wellbeing Support

Our Service's Wellbeing Support leaflet is a good place to start. The leaflet details what support is available and how to access it. You can download it [Wellbeing Support](#) or watch this video:



Most read

Watch today's livestream our new wholetime recruits at their Passing Out Parade
495 views

Mike: Choosing Philip to go live from Monday (18 August): what you need to know
331 views

Chris reflects on of Fire Officer Commendation
295 views

Jeff retires after 36 years' Service
229 views

Fire Cadet Jack receives Chief Fire Officer Commendation
229 views

James, Mervyn and Leanne
218 views

Gregory reflects on a week's lockdown
205 views

'Thank you for your professionalism and dedication in dealing with challenging incidents'
177 views

Meet Scarlett – our Learning and Development team
159 views

#Thankyou/Thankyou: Chief Constable praises firefighters for support when office is closed
155 views

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Availability highs

Like every other fire and rescue service, we didn't know what we would be faced with at the peak of the pandemic. We prepared for every eventuality in the initial stages – bracing for a worst case of 60% operational absence, as well as scenarios of 20% and 40%. Thankfully we didn't come close to it: total sickness levels peaked at just over 10%, meaning we saw the highest availability levels in two years.

We put this down to our on-call colleagues, with many of them not at primary workplaces or working from home during lockdown – something we're hopeful will continue to some extent as more people work from home or more flexibly as the new normal takes shape.

Continuing training

After group gatherings were stopped, we had to quickly come up with an alternative for our on-call's weekly training sessions. Virtual drill nights offered an hour of remote training every week, live streamed to all on-call, and covering key operational learning including Hazmat, RTCs and Urban Search and Rescue.

All sessions were recorded and available to watch at a later date, and anyone watching live submitted real-time comments and questions. This has been so successful during lockdown that it will now continue long-term, and has

been widened out to include wholetime colleagues too. Of course, we know this will never replace practical training, but as another channel it's meant more flexibility for our on-call colleagues and continued engagement.

Continuing recruitment

Even when the world feels like it's stopped, you can't stop key activities in an organisation, and recruitment is one of these activities. On-call recruitment is an ongoing focus, but recruiting in the middle of a pandemic has its challenges, not least the lack of face-to-face events you can hold.

"This year we've seen a record number of recruits, so we've doubled our assessment days and training days – it's a record for the Service and never been done before," said Steve Osborn, On-Call Liaison Manager.

"We've also spent the last year looking at what works well and what could be improved. We've committed to taking no more than three months to get on-call recruits through the process, this should immediately improve on-call availability. We've introduced a dedicated on-call training team and we're looking at how we can be flexible with contract hours.

"And above all, we're really taking the opportunity to listen to our colleagues through forums and steering groups, so we can understand how to continually improve the process as well as retain the talent we already have."



Our response to COVID 19



Yerne Lewis, Marketing Communications Manager for Essex County Fire and Rescue Service, tells *FIRE* all about the on-call experience during the Covid-19 pandemic

Valuing the on-call firefighters in times of crisis

Al Essex County Fire and Rescue Service, our people are our service, and those people have shown a dedication to the community like no other. This is the story of our on-call colleagues, how Covid-19 affected their role and how it has shaped their future.

Engagement: Keeping Healthy, Keeping Happy
The wellbeing of all our colleagues is our ultimate priority. We know our on-call firefighters would have personal issues to contend with and acknowledged we were not their ultimate priority, so our main message was always: you and your family's health and wellbeing come first.

Immediately our Occupational Health Team worked with our HSE Team to produce a wellbeing leaflet. This simple guide supported people to useful measures, ranging from mental health to financial support. A hard copy was sent out to all sites and a digital copy was sent to all staff.

Because of the nature of their role, our on-call colleagues have historically been our hardest to reach employee group, so we needed to find ways of informing them with the latest guidance and Service information, which was changing rapidly.

Tom Rodwell, Employee Communications Manager, said: "Clear and regular engagement eased anxiety and feelings of isolation and helped people navigate growing pressure - which means a happier and healthier workforce and a better service."

"One success story was our use of Facebook Workplace - 77 per cent of on-call colleagues signed up. They were able to join a dedicated on-call group for information and guidance - particularly at a time when station access was restricted."

"There's no doubt we've faced significant challenges over the last five months, but in overcoming them we've found genuine positives and opportunities to embrace change"

Jo Turton, Chief Fire Officer/Chief Executive



Tillingham fire crew

"We also used weekly livestreams for all colleagues, hosted by our Chief Fire Officer/Chief Executive and Critical Incident Team/Recovery lead. These could be watched using any personal or work device, anywhere - either live or at any time after. It gave people the chance to ask questions and have them answered immediately. It's something we're planning to continue even after the pandemic is over."

Our TRIM (Trauma Risk Management) continued throughout - if any operational colleague attends a difficult incident, a letter highlighting available resources is sent to their home address. They can then meet, either at social distance or remotely, with a TRIM Practitioner if necessary.

Availability Highs

Like every other fire and rescue service, we did not know what we would be faced with at the peak of the pandemic. We prepared for every eventuality in the initial stages - bracing for a worst case of 60 per cent operational absence, as well as scenarios of 20 per cent and 40 per cent. Thankfully, we did not come close to it: total sickness levels peaked at just over ten per cent, meaning we saw the highest availability levels in two years.

We put this down to our on-call colleagues, with many of them not at primary workplaces or working from home during lockdown - something we are hopeful will continue to some extent as more people work from home or more flexibly as the new normal takes shape.

Continuing Training

After group gatherings were stopped, we had to quickly come up with an alternative for our on-call's weekly training sessions. Virtual drill nights offered an hour of remote training every week, live streamed to all on-call, and covering key operational learning including thermal, RTCs and urban search and rescue.



Sefton Wadden

All sessions were recorded and available to watch at a later date, and anyone watching live submitted real-time comments and questions. This has been so successful during lockdown that it will now continue long-term and has been widened out to include wholetime colleagues too. Of course, we know this will never replace practical training, but as another channel it has meant more flexibility for our on-call colleagues and continued engagement.

Supporting our Ambulance Service

For three months, 15 on-call firefighters joined NHS staff on the frontline to work as ambulance drivers, alongside East of England Ambulance Service (EEAST) paramedics. In total they gave 8,320 hours and responding to an average of 4,175 emergency calls. Their work meant almost 700 extra ambulances were available during the pandemic.

Trevor Garrod is a traffic enforcement officer at Stansted Airport who has been an on-call firefighter at Braintree Fire Station for 18 years. He said: "My employer has been really supportive and enabled me to give back to communities in Essex in my on-call role as much as possible during the pandemic; they extended my furlough to enable me to continue driving ambulances."

Our partnership with the EEAST was invaluable: not only to the people of Essex but to us as a fire and rescue service. Those who look part have learned new skills that will enhance their careers. Our relationship with EEAST has never been stronger and we are excited to explore other collaborative ways of working in the future.

To acknowledge this fantastic place of work, we held a recognition event via Zoom for all 19 on-call colleagues, with several SCT members, including our CFO/CO and DCO.

Recognising Value From the Start

Roger Firt was the county's first Police, Fire and Crime Commissioner and he is a strong advocate of Essex's on-call firefighters and the service they provide to all those who live, work and travel in the county.

In his *Fire and Rescue Plan*, published 18 months ago, one of Roger's priorities was to promote a positive culture in the workplace. He believes recognising the value

of on-call firefighters and improving recruitment and retention within the on-call system is key to achieving this.

Roger said: "On-call firefighters play a vital role right within the very heart of their communities and they make such a difference. The fact that many of them volunteered as ambulance drivers during the height of the pandemic to support their emergency services colleagues clearly demonstrates their commitment to helping to keep people safe."

"They enabled Essex to lead the way in terms of collaboration, providing the best possible service to the public at a very difficult and challenging time. I am extremely proud of them all."

Throughout the pandemic, the support of the OPTCC and all Essex public sector partners, as well as the NFCC, enabled us to continually navigate local issues and pressures to put the right control measures in place to prevent the spread.

Looking Forward

When things begin to return to a new normal, we will start to use the stories and lessons learned to encourage new people to join our service. With community spirit flourishing and working days looking so different, we hope we may be able to use this to create a successful recruitment campaign across the county.

In the meantime, our current on-call colleagues continue to be some of the unsung heroes of our story. Continuing to protect their communities and support our service alongside the rest of their day-to-day commitments.

In Turton, Chief Fire Officer/Chief Executive, said: "There's no doubt we've faced significant challenges over the last five months, but in overcoming them we've found genuine positives and opportunities to embrace change."

"It's been inspiring to see the way on-call colleagues have stepped up, whether that's in the increased availability they've given, their willingness to embrace new ways of working or their volunteering within the community. I couldn't be prouder of each and every one of them."

"We've worked so hard during this time to respond to the changing needs of our workforce. I'm so excited to continue to harvest those ideas and actions to ensure we're an inclusive workplace that stays ahead of the game."



Coronavirus Resilience

Valuing our people

During the pandemic, our people overcame significant challenges and went beyond the call of duty to keep their communities and each other safe.

COVID-19 and the associated restrictions meant they'd had to sacrifice a lot, but we were determined that they would not miss out on the deserved recognition that underpins so much of what we do on a regular basis.

From firefighters who had just completed their training to colleagues who had given decades of dedication, we have always been passionate about valuing our people – and the pandemic reminded us just how vital that is.

It meant that we had to innovate, be flexible and adapt to the changing circumstances and - for the first time - use virtual means to bring people together safely.

In February 2021, we hosted our inaugural virtual Long Service and Good Conduct Awards via Zoom. 26 colleagues from both operational and support backgrounds joined on the night, many of whom were accompanied by their families, having been delivered their medals or awards in advance along with a hamper. Nine colleagues were honoured for an incredible 40-plus years' service.

Our Chief Fire Officer/ Chief Executive, Deputy Chief Fire Officer, Police Fire and Crime Commissioner and the Lord Lieutenant of Essex, as well as several Service Leadership Team colleagues, joined them for a special evening.

Then in April, we hosted our first ever virtual wholetime passout ceremony at our Service Training Centre in Witham. Producing a digital programme and inviting families and colleagues to join the event during continuing COVID restrictions, our Corporate Communications team led the event.

The parade and a full road traffic collision drill was streamed with commentary, along with speeches from our hosts and presentations of certificates to all 16 firefighters.

Tom Rodwell, Employee Communications Manager, said: "Whether at the very beginning or decades into their career, we've always been passionate about recognising our people.

"These events had always been popular in person and we were determined that even in the most difficult periods of the pandemic, we looked for the opportunities."

Page 161 of 585 **The wholetime passout ceremony is available on our Service's official YouTube channel.**

Doing things differently

As a fire and rescue service, face to face activity is at the heart of what we do. Whether that's attending incidents, meeting our community, delivering education or welcoming new recruits.

Two major changes the Service quickly implemented when face-to-face no longer an option as was moving education and recruitment online.

Education hub

Almost immediately our Education Officers recorded lessons they would usually deliver in schools to make them accessible to parents and carers home schooling children as well as sharing them with schools.

On 2 April 2020 the Education Hub launched, immediately gaining popularity and views. Between April 2020 – March 2021 it gained 13,853 views.

Roger Hirst, Police, Fire and Crime Commissioner for Essex, said: "This was a great innovation that was delivered quickly and at a time when parents and careers really needed new resources to help their children continue with their learning."

Since then the team have continued to record lessons as well as deliver sessions virtually as pupils returned to the classroom.

Recruitment

When it came to recruitment, the Service knew it was another priority that couldn't be put on hold. On-call recruitment is ongoing and wholetime recruitment was due to launch within a few months.

Firefighter recruits are used to meeting people as part of the process – they want to see what the role is like rather than just read about it. And they need to be inspired by those who already do what they are considering.

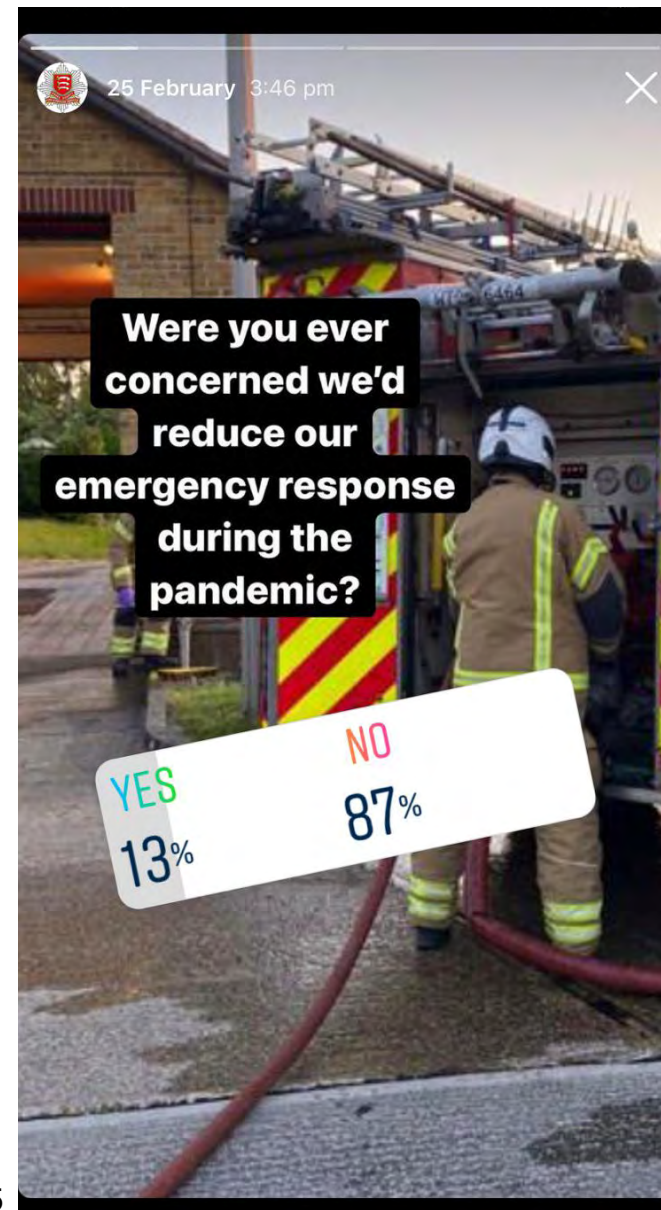
So a group of people from across ECFRS set to work. Building on the recruitment campaigns, which had already included case studies and videos from a diverse group of Essex firefighters, they directly challenged outdated myths. This was supported by the creation of a dedicated Facebook group to start building an inclusive and engaged community that could communicate regardless of where they were.

"You can't be what you can't see," said Station Manager Dave Bond, who had the idea of hosting a live stream 'meet our firefighters' Q&A session.

“That’s why we wanted to get a group of our wholetime and on-call firefighters to tell their stories and give our audience the opportunity to meet them, regardless of whether Covid-19 was throwing barriers in the way. We worked out it was just as effective to do this online, via Microsoft Teams.

“We wanted our sessions to feel intimate. To replicate a closed event, where the focus is entirely on the people who are there, was our priority. We felt giving the small groups the chance to ask whatever questions they wanted, and our firefighters and support colleagues the opportunity to be transparent and open with their responses, was invaluable.”

Overall, almost 300 members of the public attended the sessions, with one saying “It was the best way to spend an evening if you’re interested in becoming a wholetime firefighter. Meeting firefighters very quickly turned into meeting real, ordinary people with extraordinary lives.”



Essex Unites

Reassuring our communities, and providing up to date and timely information and advice has never been so needed. Uniting the Greater Essex voice through a shared narrative across fire, police, health and county council partners through a partnership approach with BBC Essex enabled us to help keep our communities safe, and cut through the misinformation.

Through a regular radio drive time slot, over 50 people were interviewed throughout the pandemic, from the Essex Resilience Chairs (ECFRS and Essex Police), to religious leaders, volunteers, charity workers, doctors and nurses, political leaders and those leading community initiatives.



There was one clear vision: to unite Essex, reassure the public, and give clear asks of our communities to help us.

Led by the Essex Communicators Group, all public sector organisations came together as part of a shared narrative.

Emily Cheyne, Assistant Director of Corporate Communications for ECFRS and co-chair of Essex Communications Group said:

“Partnering with a high trusted channel like BBC Essex enabled us to reach and engage with our communities across Essex. We demonstrated that Essex is united, and we brought key stakeholders together to reassure our public with regular and transparent updates.

“We used the platform to ask for help too, with a strong response to requests for volunteers through our Essex Welfare Services.”

Louise Birt, Managing Editor for BBC Essex said:

“Essex Unites proved invaluable to BBC Essex because we were able to inform our audience about aspects of the fight against Covid, which wouldn’t necessarily have made it to air in any other form.



“Sometimes the problem with “news” is that the bar is quite high to get into programmes, whereas public information is important to our listeners and needs to be relayed. For example, early on in the pandemic, we spoke to two volunteers who were helping to prepare a school for the return of pupils by moving furniture.

“I felt it really brought the collaborative nature of the Resilience Forum into sharp relief. We also trailed Essex Unites heavily in our programming so that the work of the ERF was being talked up day in, day out.

“I know from correspondence received that our audience appreciated having regular updates from those involved across all public bodies, whether it was Essex County Council, health trusts, fire or police.



HMICFRS

We were inspected by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in October 2020 as part of an inspection into how fire and rescue services were responding to Covid-19, as they continued to face challenges during a difficult period.

In an official letter received in January 2021, the inspectors praised ECFRS for being well prepared, the support it offered to partners, maintenance of its core services and putting the welfare of its staff at the heart of decisions and activities.

ECFRS received notable feedback in the following areas:

Preparation

The inspectors said business continuity plans were well developed and enabled ECFRS to respond quickly.

Statutory duties

The work of frontline firefighters, community safety officers, fire protection staff, water services, training staff and fleet and central stores, all underpinned by support services, meant ECFRS was able to maintain the delivery of statutory duties. There was particular reference to targeted and risk assessed approach to prevention and protection work.

Wellbeing

Inspectors said wellbeing and safety was a clear ECFRS priority and firefighters' core competence was maintained. Additionally, 93% of colleagues who completed an all-staff survey said they felt supported and appreciated.

Partnership working

Partnership has been vital throughout the pandemic and ECFRS was praised for the work they put into this. Inspectors noted the additional activities ECFRS carried out, including driving ambulances, delivering PPE and medical supplies, providing driving instructor training and packing food supplies. This was alongside its role in the Essex Resilience Forum and Strategic Coordination Group through the staffing of the Multi Agency Information Cell.

New ways of working

Inspectors praised how quickly new ICT solutions were put into practice and how well ECFRS adapted to remote working to ensure that essential support services could be maintained.

Chief Fire Officer/ Chief Executive, Jo Turton, said:

"We continually work to reassure our public that regardless of what is happening we will always be there for them in an emergency. We're also so passionate about our prevention work and know this is a priority to keeping people safe in their homes."

Roger Hirst, Police, Fire and Crime Commissioner for Essex, said: “There’s some really positive feedback from this inspection that echoes what I’ve seen our Service deliver during this pandemic.

“HMICFRS has recognised our commitment to our core services and staff wellbeing throughout this difficult time, in addition to going above and beyond in the way it supported other emergency services and public sector organisations.

“The inspectorate’s findings reflect the Service’s hard work and the culture we now have. I am incredibly proud of our fire service as are the residents of Essex. Feedback from our regular public engagement meetings has been nothing but praise.”



Statutory responsibilities

As a Fire and Rescue Service we have legal responsibilities under multiple pieces of legislation. We aim here to explain what responsibilities fall under which piece of legislation.

Fire and Rescue Services Act 2004

The Act replaced the Fire Services Act 1948 with a new legislative framework to ensure fire and rescue services were better able to meet the particular challenges of the 21st century.

The Act clarifies the duties and powers of fire authorities to:

- Promote fire safety
- Fight fires
- Protect people and property from fires
- Rescue people from road traffic incidents
- Deal with other specific emergencies, such as flooding and terrorist attacks
- Do other things to respond to the particular needs of their communities and the risks they face.

Civil Contingencies Act 2004

Under Part One of the Act, emergency services and local authorities (defined as Category One responders) have a legal obligation to assess risk, plan and exercise for emergencies and undertake business continuity management

Fire and Rescue National Framework for England

The Fire and Rescue National Framework sets out the Government's priorities and objectives for fire and rescue authorities in England. It was updated in May 2018.

The priorities within the framework are for fire and rescue authorities to:

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
- Identify and assess the full range of foreseeable fire and rescue risks their areas face
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide
- Be accountable to communities for the services they provide
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

Regulatory Reform (Fire Safety) Order 2005

The Regulatory Reform (Fire Safety) Order 2005 replaces most fire safety legislation with one simple order. It means that any person who has some level of control within a premises must take reasonable steps to reduce the risk

from fire and make sure people can safely escape if there is a fire. The Order applies to virtually all buildings, places and structures other than individual private dwellings, for example a family home or individual flats in a block.

Fire and Rescue Services (Emergencies) (England) Order 2007

This outlines the additional statutory duties of the Fire and Rescue Services Act 2004 for fire authorities.

The duty requires authorities, where provision of resources has been made by central government, to respond to incidents both within and outside the authority area involving Chemical, Biological, Radiological and Nuclear hazards (CBRN) and Urban Search and Rescue (USAR).

Localism Act 2011

The aim of the Localism Act was to devolve more decision making powers from central government back into the hands of individuals, communities and councils.

The Act covers a wide range of issues related to local public services, with a particular focus on the general power of competence, community rights, neighbourhood planning and housing.

The key measures of the Act were grouped under four main headings:

- New freedoms and flexibilities for local government
- New rights and powers for communities and individuals
- Reform to make the planning system more democratic and more effective
- Reform to ensure decisions about housing are taken locally.

Fire and Rescue National Framework for England

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- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
- Identify and assess the full range of foreseeable fire and rescue risks their areas face
- Collaborate with emergency services and other local and national partners to increase the

- efficiency and effectiveness of the service they provide
- Be accountable to communities for the services they provide
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

Equality Act 2010

Under the Public Sector Equality Duty, the Service must have due regard to eliminate discrimination, advance equality of opportunity and foster good relations between people of different protected characteristic groups.

Our objectives, published in-line with The Public Sector Equality Duty (PSED) of the Equality Act 2010, are:

- To improve the recruitment, retention, progression, development and experience of the people employed by Essex County Fire and Rescue Service to enable the organisation to become an inclusive employer of choice.
- To promote and encourage employees to voluntarily declare their self-classification diversity data to ensure ECFRS actions as an employer are evidence led and improvement focused.
- To improve the mapping, quality and extent of equality information in order to better facilitate compliance with the public sector equality duty in relation to service delivery including IRMP additional activities.

- To review the equality impact of key organisational policies for differential impact in areas such as recruitment and selection, learning and development, absence management, modified duties, talent management, appraisal, disciplinary and grievance.
- To ensure that all staff are treated with dignity and respect and have a workplace that is free from harassment and bullying by changing the culture of the organisation to one that is genuinely inclusive. All employees are high performing because we value their differences, which includes gender or gender identity, race, or religion, ethnic origin, sexual orientation, disability, age, marital status, pregnancy, caring responsibilities or membership of a trade union.
- To seek external review, challenge and accreditation of ECFRS' actions as an employer by actively participating with relevant equalities standards and benchmarks including the Fire and Rescue Service Equality Framework.

These objectives were adopted on 1 March 2018. They were approved by the Inclusion and Diversity Steering Group and are in place until 28 February 2022.

We last reviewed these as part of creating our People Strategy 2020-24. The objectives are reflected in our People Strategy.

Data Protection Act 2018

The Act is a complete data protection system, so as well as governing general data covered by the GDPR, it covers all other general data, law enforcement data and national security data.

The Act exercises a number of agreed modifications to the GDPR to make it work for the benefit of the UK in areas such as academic research, financial services and child protection. The Act aims to:

- Make our data protection laws fit for the digital age in which an ever increasing amount of data is being processed
- Empower people to take control of their data
- Support UK businesses and organisations through the change
- Ensure that the UK is prepared for the future now we have left the EU

Health and Safety at Work Act

Our Service recognises and accepts the responsibility for the health, safety and welfare of our employees and undertakes to protect people, assets and the communities in which we work.

To achieve this, we meet all relevant requirements of the Health and Safety at Work Act 1974 (together with all other statutory provisions associated with it) and supports staff in meeting their obligations under the act.

Detailed health, safety and welfare specific arrangements, based on the Health and Safety Executive's methodology, are set out in our Health and Safety Policy and associated framework of policies, which take relevant legislation, guidance and industry best practice into account.

The policies provide employees with relevant and comprehensive information on the risks they face and the preventative and protective measures required to minimise them.

Quarterly inspections are carried out on all our premises and any defects are reported and monitored until completed.

There is a shared common understanding of the Service's mission, values and beliefs and a positive health and safety culture is fostered by the visible and active leadership of Senior Managers.

Our Health and Safety Team continually develops and improves systems for monitoring and improving the effectiveness of our Health and Safety Management Systems. These processes include peer Health and Safety Audits.

A productive relationship has been established between the Health and Safety Trade Union Safety Representatives and the Health and Safety Team.

Feedback and recognition

Feedback

Essex County Fire and Rescue Service is fully committed to providing the highest possible levels of service to the communities in Essex.

In 2019/20 we reviewed and updated our compliments and complaints and whistle-blowing policies. This in part was to adapt our policy to incorporate our new Governance arrangements but also to ensure that members of the public had clear information on how they could complain to us and what level of service they could expect when they did.



Getting in touch

If you would like to send us your feedback please
email: compliments.complaints@essex-fire.gov.uk
or call: 0300 303 5555.

Compliments

We love to know when you have received especially good service from us.

This feedback is useful because it helps us to learn about the things we are doing right, so we can make sure we carry on doing those things in the future.

Complaints

Sometimes things do go wrong. Hearing about times when we've not met your expectations helps us to improve the service we provide.

In 2020/21 we received 50 complaints, and responded to 81% of those within the 20 day target.

We will always make sure your complaint is dealt with quickly, fairly and consistently.

Helpful links

Essex County Fire and Rescue Service website:
www.essex-fire.gov.uk

Her Majesty's Inspectorate of Constabulary and Fire & Rescue
Services
(HMICFRS)
www.essex-fire.gov.uk/hmicfrs

Fire and Rescue National Framework for England:
www.gov.uk/government/collections/fire-and-rescue-national-frameworkfor-england

IRMP
https://www.essex-fire.gov.uk/About_Us/Our_Strategy

Fire and Rescue Plan
https://www.essex-fire.gov.uk/About_Us/Our_Strategy



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Report title: PFCC's Annual Report 2020-2021	
Report to: Essex Police, Fire and Crime Panel	
Report author: Roger Hirst (Police, Fire and Crime Commissioner for Essex)	
Date: 21 October 2021	For: Review
Enquiries to: Darren Horsman (Strategic Head of Policy and Public Engagement) Telephone: 07967 821067 Email: darren.horsman@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

This report provides the Police, Fire and Crime Panel with the PFCC's draft Annual Report for 2020 - 2021 (attached at Appendix 1).

The Police, Fire and Crime Panel has a statutory duty under section 28(4) of the Police Reform and Social Responsibility Act 2011 to review the Annual Report and to make a recommendation or report on it to the Commissioner.

2. Recommendations

That members of the Police, Fire and Crime Panel review the draft Annual Report for 2020 - 2021 and make a recommendation or report on it to the Commissioner.

3. Context / Summary

This draft Annual Report for 2020 - 2021 marks the fifth full year since Roger Hirst was elected as Police and Crime Commissioner and reviews the final year of the extended five-year term following the 2016 election.

It is focused on the Commissioner's responsibilities around policing and crime and reports progress against the Police and Crime Plan Extension 2020 - 2021. A separate annual report is being presented to the Panel elsewhere on this agenda that covers the Commissioner's responsibilities around fire and rescue.

The Annual Report covers progress against the seven priorities within the Police and Crime Plan, including the increase in local, visible and accessible policing, the continued recruitment of more officers, and the activities underway to tackle county lines and drug driven violence. Importantly, this report also covers the response to the first year of the global Covid-19 pandemic.

This Annual Report is the fourth that has been aligned to the Statement of Accounts. This means that the content of the report was developed alongside the Statement of

Accounts and will be independently audited as part of this process. The intention in taking this approach is to provide a fuller picture of the performance, both operational and financial, of Essex Police and of the Police, Fire and Crime Commissioner during the year. Because of the timing of this year's report, there are slight differences in the Introductions to both the Statement of Accounts and the Annual Report, to take account of the proposed new Police and Crime Plan 2021-2024 and ensure consistency of messaging.

The draft Annual Report reflects previous feedback from the Panel and this year includes the equality objectives committed to by Essex Police and the Commissioner. Following feedback from the Joint Audit Committee, this year's report also includes a double page summary of the governance arrangements that are in place, good governance principles and identified issues. This provides an accessible summary of the Annual Governance Statement.

The report presented to the Police, Fire and Crime Panel today is a draft. The Panel can either agree this version or provide feedback on it to the Commissioner. If the Panel provides feedback, a further, final version will be shared with the Panel prior to publication.

4. Appendices

Appendix 1 – DRAFT Police, Fire and Crime Commissioner for Essex Annual Report 2020 – 2021



Contents

POLICE AND CRIME PLAN

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The purpose of the Narrative Report is to provide information on the Police Fire and Crime Commissioner and the Force, its main objectives and strategies and the principal risks it faces.

Police, Fire and Crime Commissioner's Report

Foreword from the Police, Fire and Crime Commissioner

The last year has been a difficult and challenge time but it has also shown the strength of policing in Essex and how our longer-term strategy of growth, investment and partnership has started to get crime down and is delivering real results for residents.

By the end of March 2021, we had recruited over 500 extra officers over the previous three years and have secured the financial commitment to recruit a further 218 in 2021-2022. This extra capacity across the force has had a significant positive impact, as has closer collaboration with partners and a stronger focus on prevention.

These extra officers combined with targeted investment in prevention and partnership activity has helped us to get crime down, tackle drug driven violence and ensure that Domestic Abuse hasn't spiked as it has in certain areas of the country during the pandemic.

Through the Violence and Vulnerability Partnership we have supported young people to stay in school and avoid being drawn into gangs. The targeted hot spot enforcement activity delivered by Essex Police has also delivered and we have started to see a levelling off of drug driven violence in the county, with positive signs that this will start to fall in the coming months.

Anti-social behaviour, burglary and theft have been falling for several years and the trend of reducing levels of crime has continued throughout the pandemic.

While much of the country has seen a spike in domestic abuse, in Essex, by investing in programmes to target and change offender behaviour, support victims and the

introduction of Domestic Abuse Problem Solving Teams, we have kept Domestic Abuse in check. Our ambition is to invest further in these areas to start getting domestic abuse down and reducing the harm it causes to so many in our communities.

Our investments in technology have helped our officers be more efficient and be able to spend more time in their communities and less behind desks. Our work within Community Safety Partnerships has given local people a real voice in resolving the issues that are important to them and our ability to work together with partners mean more issues are resolved earlier and better outcomes are being achieved across the county.

COVID-19 has changed the level of reporting with reductions in crime nationally and we will have to wait until there is sufficient data to fully understand the longer term impact of the pandemic on crime levels, but in Essex the foundation of this reduction in crime was already in place and we have taken every opportunity presented by the changes in crime over the last year to hit criminals hard, support victims and put in place longer term improvements to help benefit our county now and in the future.

We are incredibly fortunate in our country to have a police force that works with the community they serve, are recruited from that same community and as a result have strong community support. Creating an environment where everybody can thrive is something that we all contribute towards whether we are officers, volunteers, members of community groups or by being part of a community that doesn't tolerate crime, that reports it, provides intelligence and is willing to give evidence where necessary.

The relationship between the police and the public has never been more important than it is now. Over the last year, for all our safety, police across the country have been asked to



enforce regulations that were unthinkable just a few years ago. As individuals we have had to learn how to act to keep ourselves, our loved ones and our wider community safe. At the same time, we have seen our most vulnerable people placed at increased risk, our children out of school and the value of self-isolating, all of which has required us to put extra support in place.

Given these challenges it is very positive to see what we have achieved as a community, as a county and as a country. Over the last year Essex Police has worked as a central partner within the Essex Resilience Forum which has led the response to the COVID-19 pandemic in Essex. The Chief Constable, along with the Deputy Chief Fire Officer, has chaired the Strategic Coordination Group pulling together the countywide response with senior officers involved at all levels within the coordinated response to the pandemic.

As a service Essex Police had also had to tread a very careful line enforcing regulations appropriately while also maintaining the confidence and support of the wider community. Their approach has proven successful as blatant

Police, Fire and Crime Commissioner's Report

breaches have been robustly tackled and high levels of public confidence have been maintained. In fact, public confidence in Essex Police has reached extremely high levels during the year with periods where over 80% of people have said they were confident or very confident in them.

This positive response to the pandemic and the longer-term trends in reported crime show our plan is working what has been even more pleasing is the clear support the public has for our police force. It is this relationship and our ability to work together that will enable us to push out crime, reduce offending and make Essex safer.

Finally, I would like to thank the Chief Constable, his senior team and all the officers and staff who have done such a good job over the last year. It is at these most difficult times that you see the true strength and commitment of the people within the service.

Roger Hirst

PFCC
POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX



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Chief Constable's Report

Essex Police continues to grow and to put the new and existing resources at its disposal to best use to protect and serve the County. This report relates to the second full Financial Year since the introduction of the current Essex Police Force Plan, which is focused on Victims, Vulnerability, Violence and Visibility.

The number of Officers, Volunteers (including Special Constables) and Police Staff is increasing, funded by both central Government and the local precept.

To ensure that these men and women are appropriately skilled, equipped and enabled the force continues to re-invest savings achieved through its extensive modernisation programme to offer an improved service to the public and to businesses. This ranges from the force's capability to respond to the most serious crimes requiring extensive long-term investigations to the reassurance afforded to local communities through an increased visible presence in communities and crime prevention.

This report is a demonstration of the commitment of the Chief Constable and of all those at Essex Police to deliver justice to every victim of crime.

During the year, seven men were sentenced to a total of 92 years and 10 months imprisonment for one of the most appalling crimes committed in the 180 year history of the force. Following the discovery of the bodies of 39 men, women and children in a lorry trailer in October 2019, the force made public commitment to bring those responsible to justice wherever they might be within the UK or overseas. Delivering on that promise would not have been possible

without the sustained long-term investment the force is making in training and developing its officers and staff and its equipment and facilities. Equally, this outcome would not have been possible if the force had not invested significant time in securing the trust and confidence of the people of Essex and further afield.

The force has and will police with the consent of all communities and make full use of all available resources to be a diverse and inclusive organisation.



In 2020/21 the force grew to 3,369 officers (Full Time Equivalent) and it will grow further in the coming year and will continue to encourage an increasing proportion of candidates from diverse backgrounds. Our colleagues are not only growing in number, they are growing in capability. While continuing to deliver the Force Plan to catch criminals, protect people and keep people safe during the Covid-19 pandemic, the force has taken the opportunity to accelerate the introduction of enabling technology which means that our people are better connected than ever before and more able to share information. Agile working capabilities will mean that officers and staff can spend even more time with the people who need our help and less time travelling to

and from police buildings. This has already assisted the force in the development of an environmental strategy in order that we can protect our rural and urban areas as well as the people within them.

The force is proud to report one of the lowest rates of sickness of any UK police force during the year. However, a number of officers, staff and volunteers have, like so many, experienced bereavement and our thoughts remain with the family and friends of all those whose lives and livelihoods have been lost.

Our work to unite our County against criminals and to deliver the Force Plan in 2021/22 is already underway. Through dedication and hard work we are having a positive



impact on serious and organised crime groups and have achieved some of the largest seizures of drugs and cash in the history of the force, preventing drugs from getting into our communities and dismantling the gangs that deal in them. One such operation saw more than £21m worth of Class A drugs and £1.85m of cash being seized in Essex by our Serious Crime Directorate as part of an international operation, led in the UK by the National Crime Agency.

This is only possible with sustained investment and the support of the people of Essex. During 2020, independent surveys of the public showed that confidence has reached record levels since the introduction of the survey in 2017. This is encouraging. However, everyone at Essex Police is aware that trust must not only be earned but also maintained and never taken for granted.

I have a vision of a united Essex in which we celebrate our diversity and where we value each other's differences. The recovery which is now underway following the global Covid-19 pandemic will bring new businesses and new communities to our County and to neighbouring areas and we will use all our resources to make sure that Essex is a safe and prosperous place to live and work.

Ben-Julian Harrington
Chief Constable



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A woman in a police uniform, wearing a white face mask and a black helmet with a red and white checkered band, stands in front of a brick wall. In the background, a sign reads "WE VALUE DIFFERENCE".

LOCAL, VISIBLE AND ACCESSIBLE POLICING

Local, visible and accessible policing is essential to deliver a policing service that is properly connected to the community, where the public work with the police to squeeze out crime and wherever possible crime is prevented from happening.

Since 2018 we have grown the force by over 500 officers, taking the total number of officers to 3,369. In 2020-21 there has been an increase of 151 officers and 60.8 staff. This growth will continue over the next year with a commitment to recruit a further 218 officers in 2021-2022.



Since 2018 we have grown the force by over 500 officers

As the multi-year growth programme has been delivered, we have seen significant improvement both in public confidence and in the underlying levels of crime. The number of crimes recorded in Essex fell by 11.4% in the twelve months to March 2021 compared to the same period a year earlier. This is a significant drop and while much of the reduction can be attributed to the national lockdowns it also reflects, in part, a pattern we were starting to see prior to the pandemic, where the growth in crime was slowing and starting to decline.

The public's confidence that Essex Police do a good or very good job follows a similar pattern, with steady, consistent increases throughout 2019-2020 and then significant jumps in 2020-2021. Overall, in 2020-2021 76% of the public felt

Essex Police was doing a good or very good job compared to 65% in 2019-2020.

This positive trend is also reflected when we ask the public whether the police understand their community's issues, with 71% of people agreeing or strongly agreeing in 2020-2021 compared to 60% in 2019-2020.

This increased confidence and reduction in overall crime has developed as we have continued to grow the force. The introduction of Town Centre Teams comprising 58 officers and ten sergeants in 2019, had an immediate impact and has continued to drive down business crime and anti-social behaviour, while coinciding with a significant increase in the public's confidence in policing.

Similar growth across community policing, local policing and some of our specialist teams has gained traction through the last year. The introduction of Community Safety Engagement Officers based in Community Safety Hubs has increased capacity in terms of local engagement and continues our investment in local Community

Safety Partnerships as an important way of giving local communities influence over resolving local issues. Together these extra resources and continued investment have led to an increase in public satisfaction with the level of local policing from 64% for the 12 months to December 2019 to 75% by the end of December 2021.

Overall confidence in Essex Police continues to show a strong year on year improvement. In Q1 2020-21 81% of respondents thought that Essex Police did a good or excellent job in their local area, which represents a significant increase compared with Q1 2019-20 at 65% and Q1 2018-19 at 69%.

We have continued our investment in tackling rural crime with the growth of the specialist Rural Engagement Team, representing a dedicated investment of £623k. The team have made a significant difference in rural communities and focus on unauthorised encampments, hare coursing and rural theft. The work of this dedicated team has seen a reduction in the number of unauthorised encampments from 229 in 2018 to 182 for the 12 months to March 2021.



We have seen significant improvement both in public confidence and in the underlying levels of crime.

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The Business Crime Team was established in February 2020 and works closely with business networks such as the Chamber of Commerce, Federation of Small Businesses and business groups across the county to prevent business crime and provide specialist advice to local community policing teams.

In early 2020 we increased the number of Children and Young People officers (CYP) from 13 to 33 as a result of increased funding from the policing precept. These officers work to identify children and young people who are most at risk of becoming repeat offenders or at serious risk of harm/vulnerability. They engage with young people in senior schools to support a partnership approach in keeping young people safe and reducing crime and anti-social behaviour. The work being completed by the CYP officers is providing increased accessibility and visibility with school staff and children and young people and has received positive feedback.

At the same time, our shared School Liaison Team with Essex County Fire and Rescue Service has continued to reach out to schools providing a boarder range of community safety advice to all school children across Essex. Following the pandemic this team developed a range of videos, teaching plans and supporting material to help teachers, children and parents engage their children while teaching from home.

Alongside this growth in officers, we have also continued to develop and improve the technology, helping them to work more efficiently. The mobile first programme has continued to save officers time with 50% of all daily recorded crime now completed via smartphones without the need to return to a station. This success has led to the deployment of extra applications at officers' request, including What3words, an interpreting service, bike register and in September 2020 a stop and search module which was supported by a mobile fingerprint scanner. This has resulted in more successful arrests.

Our Special Constabulary has also continued to deliver a strong service for the public with 521 officers by the end of 2020/21, maintaining Essex Police's position as the second largest Special Constabulary in the country. This year we have also continued to see a significant increase in the number of hours delivered by the Special Constabulary with a 11.45% increase over the year to 214,503 hours, the equivalent to 122 full time officers.

This strong volunteering base is also reflected in the strength of our Police Cadet Programme which has maintained its position as the largest in the Eastern Region with 410 Cadets and 80 Leaders. We also continue to benefit from a large Active Citizen Programme consisting of 69 Active Citizens and 110 Police Support Officers and significant participation in over 15 Watch schemes from Neighbourhood Watch, to Farm Watch. Together these groups reach over 215,000 people across Essex and provide vital crime prevention advice and act as an extremely useful conduit to the public.

At the same time our Community Safety Accreditation Scheme (CSAS) programme is the largest in the country, with 460 accredited people from 44 organisations working together with police across the county in a range of roles and with a wide range of powers given to them by the Chief Constable.

During the year we have also seen a significant improvement in accessibility with investments in an online Live Chat function on the Essex Police website, which went live in April 2020 and the launch of a Single Online Home. The Live Chat function is available seven days a week and received over 10,000 conversations in the first six months. Following the

successful launch of the Single Online Home website, police were also able to significantly improve online reporting systems, including a dedicated way to report anti-social behaviour. Providing a timely and effective Emergency (999) and non-emergency (101) public call system remains a priority. Over 2020-21, largely down to the impact of the pandemic, we have seen a significant reduction in 999 calls with 306,439 calls compared to 353,743 the year before, a 13.4% reduction. Over this period the average time for a call to be answered came down from 9 sec to 7 and the abandon rate fell from 1.8% to 1.5%.



We did not see the same reduction in 101 call volumes with overall numbers increasing from 292,472 to 295,105, a 0.9% increase. However, over the period the force did continue to improve call handling times getting the average down from 3 min 50 sec to 2 min 36 seconds. They also reduced the abandoned rates from 22.7% to 19.2%.

The biggest improvement in call handling over the year was in relation to public calls which experienced a reduction in the volume of calls from 107,925 to 79,762, a 26% reduction. Over this period the average wait time reduced from 13 min 48 sec to 3 min 2 sec and the abandon rate from 21.8% to 5.8% a significant improvement.

A person wearing a dark hoodie is standing in front of a brick wall. They are holding a smartphone in their right hand, which is extended towards the wall. The image is overlaid with a dark teal color and contains white text.

CRACKING DOWN ON ANTI-SOCIAL BEHAVIOUR

Since 2016 there has been a significant year-on-year reduction in anti-social behaviour. With a 21% reduction between 2016-and 2019-20. While this underlying trend is well established, over the last year, since breaches of COVID regulations have been classified as ASB, we have seen a 34.4% increase in reported anti-social behaviour. However, once the COVID related incidents have been removed and we consider the impact of this change in how we record the data we can expect to see a continued long-term reduction in the number of ASB incidents. In the two weeks prior to Christmas, Essex Police recorded the lowest two-week period for non-Covid related ASB in the last ten years.

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HMICFRS assessed Essex Police as Good at dealing with ASB in 2016, 2017 and 2019, and while there has been no separate inspection since 2019 the progress shown in these inspections has continued. The force wide growth programme, for example, has continued to increase the resources and investment in local policing, including the introduction of Town Centre Teams in 2019. This has increased the amount of resources each year that are focused on local, preventative policing.

Anti-social behaviour is defined as “any behaviour where the victim is suffering harassment, alarm, distress, nuisance or annoyance”. The responsibility for tackling it is shared between local councils and Essex Police. As such a lot of the activity is delivered through local Community Safety Partnerships that Community Policing Teams are represented on. In rural communities this support is also supplemented by the Rural Engagement Team who work closely with local police to offer specialist advice and guidance on tackling rural crime such as Hare Coursing, Unauthorised Encampments and the theft of rural machinery.

Expert advice is also provided to Community Policing Teams by specialist ASB Officers who advise on proactive tactics and guidance, as well as training and briefings on changes to legislation and assisting with Criminal Behaviour Orders (CBOs) and ASB Injunctions.



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As discussed in other sections of this report the introduction of Community Safety Engagement Officers during the year has had a big impact on the engagement at a local level. This has been further bolstered by the introduction of a stronger analytic capability which has allowed local policing teams working with Community Safety Partnerships to have a much stronger intelligence focus. This ensures resources are allocated efficiently and the biggest impact is made with the resources we have.

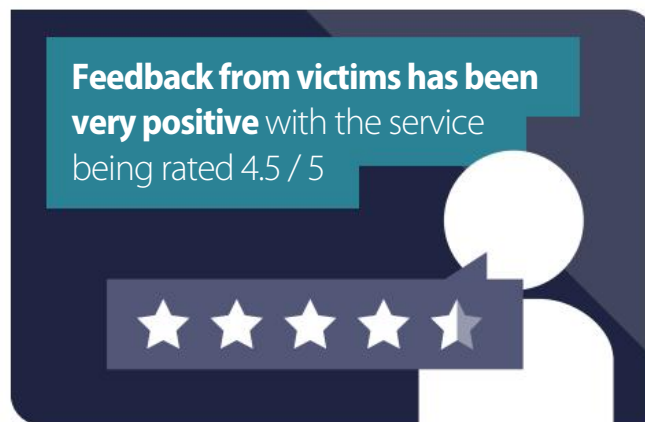
As well as strengthening the size and strength of the force through the Commissioner's office we also provide direct funding to the Community Safety Partnerships. In 2020-21 this amounted to £272,558. Working directly with the Commissioner's office each Community Safety Partnership commits to a local informed annual plan with clear local priorities and objectives. This structure is designed to ensure collaboration and partnership is at the heart of how these teams operate, and that local people get the opportunity to have their say in the priorities for their area. This local variation can be seen in the priorities for the different partnerships with rural crime being a priority in Maldon, while gangs and street drinking appear more frequently in urban areas.

Successfully preventing anti-social behaviour is often about proactive problem solving. Identifying why an issue is happening and then working within the community or with individuals to resolve those underlying issues. Restorative and Mediation practices, which are delivered directly out of the Police, Fire and Crime Commissioner's office, are an effective approach to tackling these issues and are becoming increasingly popular as the impact of the approach is understood.

Restorative Justice is a voluntary process which facilitates communication between somebody who has been harmed and the person who has caused that harm. It has been proven to result in a reduction in reoffending, high participant satisfaction and an improvement in victim recovery.

Our Essex Restorative Justice and Mediation Service accepts referrals ranging from community issues and anti-social behaviour to the most serious offences. The team has grown

from 2 members of staff when the service launched in 2015, to 4 in 2020, managing a team of 40 trained volunteers. Traditionally carried out face-to-face, the team had to adapt to changing circumstances caused by the pandemic this year. Even given this challenge the team processed 297 referrals and 55 cases were carried out using socially distanced meetings or virtual discussions leading to 156 participants being engaged in the restorative process.



Feedback from victims has been very positive with the service being rated 4.5 / 5. Two thirds of those asked reported that the process had a positive impact on their situation and 80% said they felt better after speaking with facilitators. 80% of victims would recommend the service to others. General feedback was equally as positive and as an example one victim said "I think your understanding and sensitivity in these issues is faultless".

Satisfaction rates for those responsible for the harm was even higher with the service being rated at 4.9 out of 5. All of those who responded felt the process had had a positive impact on them and agreed that they had a better understanding of how your actions affect others as a result of this process" and "Do you think that you will behave differently in future as a result of the RJ process". 100% of referrers said they would use the service again and rated it an average of 4.8 out of 5.

Over the last year the service has focused on improving restorative justice access for victims of domestic abuse, which led to an increase in referrals in domestic abuse cases of 57% on the year before. Lots of discussions have been had with relevant services, and during International Restorative Justice week the service hosted a webinar around the use of RJ in domestic abuse cases which was attended by over 160 people.





Domestic abuse accounts for 35.6% of all violent crime in Essex. In 2020-2021 there were 28,952 cases recorded. Reported incidents have grown significantly over the last ten years as we have worked hard to encourage victims and survivors to come forward to report crimes. Changes in law in relation to controlling and coercive behaviour and stalking, have also resulted in new offences and legislation leading to more criminal incidents being recorded. Over the last year, as well as building our support for victims, we have increased our focus on changing the behaviour of perpetrators to prevent domestic abuse from happening in the first place and breaking the cycle.



Jane Gardner, the Deputy Police, Fire and Crime Commissioner, chairs the countywide Southend, Essex and Thurrock Domestic Abuse Board (SETDAB). This is made up of partners from across Essex with a focus on working together to support victims and reduce offending.

In May 2020, SETDAB launched a new, ambitious five-year strategy which focuses on the delivering five key outcomes:

Outcome

1

Children and young people can recognise and form healthy relationships.

Outcome

2

People experiencing and at risk of experiencing domestic abuse are supported to be and feel safe.

Outcome

3

Everyone can rebuild their lives and live free from domestic abuse.

Outcome

4

Supporting and disrupting perpetrators to change their behaviour and break the cycle of domestic abuse.

Outcome

5

Communities, professionals and employers are able to recognise domestic abuse at the earliest opportunity and have the confidence to take action.

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On behalf of the Board, the Police, Fire and Crime Commissioner for Essex and Essex Police take the lead on outcome 2 and outcome 3.

To support people experiencing and at risk of experiencing domestic abuse, a wide range of specialist services are commissioned by the Commissioner which provide specialist, tailored support when and where it is most effective.

Victim Support is the first level of support provided and offers a wide range of general support for all victims of crime. This high-volume service received £1,650,000 over the last three years to provide this important function.

Specialist domestic abuse organisations such as Next Chapter, Safe Steps and Changing Pathways are provided with £2.465 million as part of a jointly commissioned contract with Essex County Council, Southend-on-Sea Borough Council and Thurrock Council worth over £14.875 over five years. This funding delivers an integrated domestic abuse support service including refuges, Independent Domestic Abuse Advisors and community-based support. This funding includes the delivery of a 7-day a week, single point of access; the Compass helpline, which delivers advice and support for victims and professionals.

Specialist support services are also commissioned for the victims of rape and sexual abuse, including historic child sexual abuse. Over three years, the Synergy Rape Crisis Partnership receives £5.281 million to deliver specialist support across the county including therapeutic support, advocacy, counselling and Independent Sexual Violence Advisors (ISVAs). Synergy also offers a single point of contact for victims of abuse to engage through, ensuring help and advice can be found in a consistent and accessible way.

This year a new two-year funding arrangement was put in place for an additional six Independent Sexual Violence Advisors as part of a broader initiative to provide more support earlier in the process. This is to help victims and improve the number of cases that make it through to the courts. Between October and December 2020, the number of victims referred to ISVA increased by 84 per cent compared to the same period a year earlier, an increase from 159 to 289.



The national lockdown presented new challenges around domestic abuse and heightened concern for victims. To manage this potential risk a wide range of activity was developed to reach out to potential victims and perpetrators to reduce the risk of incidents occurring and ensure that victims could access support.

The Commissioner secured £605,967 of extra funding for local domestic abuse charities to increase the capacity of local services. The funding also helped to make venues and services COVID-secure, so they could continue to provide vital support to victims. Sexual violence organisations were also provided with £415,000 to support their work during COVID including the provision of extra counselling.

As well as supporting victims a significant focus continues to be on challenging perpetrators and getting them to change their behaviours. Dealing with domestic abuse incidents can be complex. Where it is appropriate Essex Police officers will pursue a prosecution through the criminal justice system, however, this is not always possible. In these situations, the force has increasingly focussed on alternative ways to safeguard victims using Domestic Violence Protection Notices and Orders (DVPNs and DVPOs) and the application of the Domestic Violence Disclosure Scheme (DVDS) otherwise known as “Clare’s Law”.

Since March 2020, the number of DVPNs has tripled monthly, as officers, legal advisors and partners have received training

on how to apply for them and use them successfully. This has resulted in a hugely positive response from victims and stakeholders who have seen Essex as leading the way. Importantly, better internal resourcing has also led to much more effective monitoring and as a result we have seen a significant increase in prison sentences for breaches of the orders

The Commissioner has also invested heavily in perpetrator behaviour change programmes to confront and change dangerous behaviour before it can cause more harm. In Essex, this work is delivered by The Change Project. The Commissioner has provided £170,000 to deliver the programme which has had over 280 referrals in the last year and has been able to deliver a 95 per cent reduction in physical violence. This is important work and vital to driving down the number of people affected by domestic abuse in our county.

The success of this project led to a further investment of £219,000 by the Commissioner to provide additional capacity to deliver domestic abuse perpetrator change programmes to targeted communities including BAME, LGBTQ+ and rural communities in Essex. There are areas where research indicates that domestic abuse is underreported. The funding was also used to deliver training to front line professionals in order to prevent adolescent sexual violence.

Working through SETDAB we also developed and delivered

a virtual awareness week to support the national “16 days of action against domestic abuse” campaign in November 2020. This included five daily webinars for partners, leafleting in local supermarkets and a media campaign. It resulted in more than 8,000 engagements on social media and activity across the week drove views on the partnership website up over 300 per cent. Our specialist domestic abuse service providers reported an increased volume of contacts during the period, demonstrating that the action was successful in encouraging more people to seek support.



The background image shows a group of about seven people standing in the threshold of a large doorway. They are silhouetted against the bright light coming from outside. Through the doorway, a white building with a chimney and a dense line of green trees are visible. The entire image has a dark teal overlay, and the title text is in white.

TACKLING GANGS AND SERIOUS VIOLENCE

Violence in our communities affects us all; the vulnerable who are groomed into a life of crime, the families living without a loved one, the victims of drug driven crime and all of us in wider society who want to live free from the fear of violence.

Reducing violence in our communities and the impact of gangs and drug driven violence is important for all of us. In Essex we were one of the first counties to develop a Violence Reduction Unit or, as we have called it in Essex, our Violence and Vulnerability Partnership. The Partnership, which is chaired by the Commissioner, has tested and trialled a range of interventions in recent years and through careful evaluation has developed a strategic approach that is delivering significant results in the fight against violent crime.

Working together, the Partnership closely aligns activity to prevent violence and protect the vulnerable with strong, robust enforcement activity.

Across Essex the wider strategic approach includes:



Identifying and tackling organised crime gangs, county lines and drug supply.

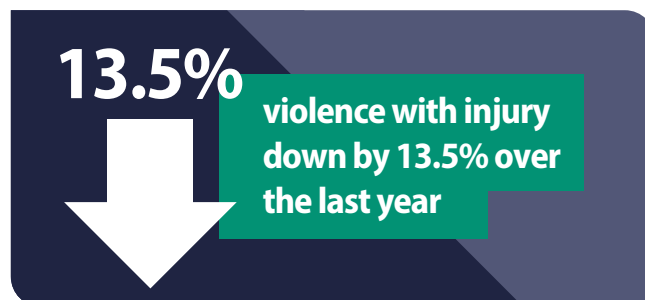


Delivering a proactive, robust local enforcement programme in partnership with communities.



Reducing the risk of young or vulnerable people being exploited by gangs and help those involved in gangs to break away.

This approach has started to turn the tide of violent crime in Essex with violence with injury down by 13.5% over the last year. This is a very positive result and while partly driven by the COVID restrictions, which have been in place over the last year, it also reflects the trend we had started to see prior to COVID of a gradual reduction in the growth of violent crime leading to an overall reduction.



As the Partnership has continued to develop, so has our understanding of the specific nature of the problem we collectively face and importantly how we can intervene to reduce the risk to young people by breaking the business models used by county line gangs, which has such a devastating impact in our county.

We now know the profile of those in Essex who use drugs and whose activity fuels the violence that goes hand in hand

with drugs. This has allowed us to develop interventions to focus on users, reinforcing to them the real cost and impact of their activity to society.

Through the development of a serious problem profile we now have a much better understanding of the small number of individuals who cause disproportionate levels of harm in our communities. How they act and importantly how we can identify them early and tackle the behaviour, is key in preventing them from affecting our communities. Our work in Accident and Emergency Departments is just one example of where this level of insight has led us to develop an early intervention by trained youth workers. This has proven to be very successful with most young people engaged continuing with ongoing support. The ability to target the right people, in the right way and at the right time is enabling us to change the course of these young people's lives and prevent future violence happening.

This targeted approach has also been successfully used through the integration of safeguarding officers within Essex Police's specialist gang enforcement teams. These safeguarding officers work with partners to support young or vulnerable people who are swept up in enforcement activity against higher up county line gang members. This approach provides the opportunity, where appropriate, to reach out and stop a young or vulnerable person falling further into a life of crime.



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Over the last two years the Partnership has also recognised the importance of building broad capacity within our communities, particularly within our voluntary and community sectors. Through targeted funding we have been able to foster a strong and robust network of organisations that provide a wide range of interventions in local communities across the county from youth clubs, boxing sessions to after school sport activities for at risk children. These deliver an ongoing level of capacity that reduces the risk of young people falling into a life of crime.

One example of a group that has benefited from this support is Changing Lives which was set up in Harlow in 2018 to raise children's awareness about the dangers of gangs and gang activity. The group uses a mix of physical activities and wellbeing programmes to prevent young people from getting involved in anti-social behaviour and criminal activity.

While these individual examples provide a flavour of the innovative and effective interventions currently underway, the real strength of the approach over the last few years has been the integrated and system wide strategy that this broader partnership has been able to deliver. By taking a holistic view of how we work together to support young and vulnerable people and reduce violence, we can spot opportunities to intervene early, to make a difference and stop people falling through the gaps. Just one example of this has been health workers who support young people leaving care. Through this work it has been identified that programmes to provide specialist input into health provision in schools, in particular to health nurses, would help identify early those at risk and empower these people to influence the at risk young people they come into contact with.

Since the start of our Partnership approach in 2017-18 we have embraced our collective responsibility to tackle violence in our communities, support those at risk of being exploited and create the communities we all want to live in. Having spotted this trend early, the Partnership has been well positioned to benefit from the government's increased funding and focus on this vital area. This has enabled us to learn, to innovate and most importantly to collaborate. As a result, we know what works in our communities, we know what we must do together and the effort that is required to see this through.

As a key member of the wider Partnership, Essex Police has played a central role in the development of this work. Over the last year they have also redeveloped and strengthened their own capacity to provide robust enforcement action against gangs and county lines.

A key development was the creation, in July 2020, of the Serious Violence Unit (SVU). The Unit uses an intelligence led approach to target gang leaders and County Lines. They have also boosted evidence gathering capacity which has resulted in an increase in convictions and sentences. The Unit takes a broad approach to tackling gangs and is supported by expert drug witnesses who can provide timely expert advice to support prosecutions and a dedicated legal resource to target gangs through civil injunctions.

Between the 1st April; 2020 and the 25th March 2021 the work of the SVU has resulted in 288 arrests, 268 people have been charged so far, £300,082 of cash has been seized and £598,000 worth of drugs. The success of the unit has led to further investment and growth being planned for 2021-2022. This will be funded from increases in the local policing precept and central government funding.



The introduction of safeguarding officers in 2019 and 2020 provided a stronger focus on vulnerability, supporting those people who are being exploited and leading to several successful charges for Child Trafficking and Compulsory Labour of Adults. A child victim navigator also works within the team to provide specialist care and support to victims of trafficking and exploitation.

The safeguarding officers and the victim navigator role (designed to help victims understand the process and access relevant support) have helped Essex Police protect and safeguard victims of modern-day slavery and trafficking and helped build stronger prosecution cases. This has led to three separate charges, two for child trafficking and one for adult forced labour under the Modern-Day Slavery Act and demonstrates the impact of this new approach.

The extra investment has also helped improve the enforcement approach, with increased focus on identifying, targeting and prosecuting those gang leaders and County Lines. This new focus has led to more County Lines being dismantled and fewer restarting again after being targeted.

A key area going forward for the SVU is to work through the Violence and Vulnerability Unit to target and reduce the drug user market in Essex, thus reducing the scale and business model for gangs and county lines. Extra investment has also been agreed for 2021-2022 that will result in a further 30 officers joining the Unit. This will lead to a further increase in proactive operations against gang leaders, more offenders brought to justice and more assets seized.

Another area of significant focus within our fight against serious violence and gangs is the work we are doing to bring the perpetrators of rape and serious sexual assaults to justice, and ensure victims get the help and support they need. Over the last year we have seen an 9.6% reduction in the number of reported rapes. We have also seen a significant increase in the number of rapes within a domestic context with 43% of all reported rapes now domestic.

Over the year the force has continued to focus on engaging and supporting victims, building strong prosecutive cases, ensuring evidence available digitally is used effectively and investing in more capacity and strong collaboration with partners such as the Crown Prosecution Service. As a result of this focus the number of cases solved has started to increase with 15% more cases solved. While this is still significantly lower than we would want it to be it is a clear sign that the strategy is starting to work.

Several significant initiatives have made a difference this year. The introduction of a victim feedback panel in partnership with our commissioned services, a victim closure document piloted in January that is completed at the end of a case, as well as a revision to the standard operating picture, have all come together to set a high standard and ensure teams involved in this important work are hearing and learning from the experience of victims.

Operational activity targeting high risk offenders has also been stepped up with regular enforcement activity helping to protect the most vulnerable and target the most harmful.

While this work shows that we are moving in the right direction the tragic death of Sarah Everard and the national outpouring of emotion that has happened since, has clearly show that there is much more we need to do in policing but also as a wider society to challenge and address male violence against women. No woman should feel unsafe in her own community, but the sad truth is that many do.

We need to create a society where women can live free from the fear of violence which has a real psychological and emotional impact and we have worked hard to encourage survivors of abuse and violence to come forward and when they have we have put in place specialist support services to help them cope and move on while at the same time robustly targeting offenders to break the cycle of violence against women.

Tackling male violence against women has been a key priority for the Commissioner and over recent years we have listened to the experience of victims and survivors and increased our funding for support services such

as counselling, advocacy, therapeutic support and Independent Sexual Violence Advisors. This advice and support from frontline services has been invaluable in helping to improve the services we offer and how we can prevent these crimes happening.

In the last year the team the Commissioner's team and Essex Police have worked with rape crisis centres, police, health and local authorities to develop Essex's first partnership sexual violence and abuse strategy which we outline in more detail under Protecting Children and Vulnerable People.

While progress is being made the number of rapes and sexual assaults that lead to a successful conviction are still woefully low. It is important that victims feel confident to report crime, that they are supported through the criminal justice system, that stronger investigations are undertaken, and we need more successful prosecutions. We must do better.

Domestic Violence Protection Orders are a valuable power to tackle offending early and in Essex we issue more of these than anywhere else in the country, but we should be doing more. Much more work is needed to protect them from harassment and abuse in public places and this will be a clear focus for us in coming years.



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A blurred background image showing a person's face and hands. The person is holding a knife, with the blade pointing upwards. The image is heavily blurred and has a purple tint, serving as a background for the title text.

DISRUPTING AND PREVENTING ORGANISED CRIME

Working locally, regionally and nationally Essex Police take a hard line in pursuing organised crime groups, disrupting their activity, pursuing and prosecuting those involved and confiscating their assets.

Leading this fight are dedicated Serious Organised Crime units (SOC) based across the country and working with colleagues regionally and locally. These teams have recently grown due to the increased investment secured by the Commissioner through the local policing precept and national funding. They are also supported by a separate specialist money laundering team, a dedicated Modern Slavery and Human Trafficking Unit and the Prevent and Protect Team who work with partners to reduce the risk of organised crime to the public.

While much of the work undertaken by these teams cannot be published, one outstanding success that has received publicity during the year is Operation Venetic. This was an international operation which resulted in the identification and disruption of several organised crime groups in the UK and in Essex. The dedicated specialist resources we have invested in Essex gave the force the capacity to respond proactively to the national intelligence secured under Operation Venetic and resulted in a significant number of arrests and seizures.

As well as this high profile work the force has successfully identified, targeted and closed down over 100 organised crime groups over the last two years, including the group responsible for the tragic death of 39 people found deceased in a lorry in Grays, on 23rd October 2019. After a successful international investigation by Essex Police the trial for these offences took place at the end of 2020/early 2021 and in January at the Old Bailey seven men were sentenced to over 92 years in total for their involvement.

While varying in size, complexity and operational sophistication an indication of the success of this work can be seen in the fact that since April 2020, the Serious

Organised Crime Unit have made 70 arrests, executing 56 warrants and charged 47 people. This has resulted in 183 KG of Class A drugs being seized, 40 KG Class B drugs, £2,693,500 in cash, 11 viable firearms recovered, 1161 un-harvested cannabis plants seized, and 29 people safeguarded.


Organised Crime Unit have made:

70 
arrests

56
warrants

47 
people charged

183 KG 
Class A drugs seized

1161 
un-harvested
cannabis plants seized

29 
people safeguarded

The launch of the Serious Violence Unit in June 2020, which is discussed in more depth in our section on tackling gangs, has also increased the identification of criminal exploitation of vulnerable victims by county lines and gangs, and this has led to improved identification of the organised crime gangs who are often the controlling influence behind the activity.

As well as strong, robust enforcement the Prevent & Protect Teams identify current and emerging issues relating to serious organised crime and proactively develop strategies to minimise their impact and tackle their criminal activity. This team focuses on cybercrime, fraud, modern day slavery and human trafficking, gangs and organised crime gangs. The team provide education and awareness to allow individuals and businesses to protect themselves from the

effects of serious organised crime as well as preventing people engaging in serious organised crime in the first place. Working with partners including Essex Chamber of Commerce, Barclays, Anglia Ruskin University and many more, the team deliver educational events to raise awareness of types of crimes that businesses and the public are susceptible to and how they can protect themselves from becoming a victim or a repeat victim of organised crime. Over the last year the team have undertaken over 194 individual engagements reaching over 800 people.

During the year the team have also developed the Essex Fraud Alert System (EFAS) which works with partners to utilise their own communication mechanisms to deliver advice and warnings about current scams and threats. This has been extended by providing monthly alerts to local magazines. Through these channels we estimate that Essex Police are able to reach over 370,000 residents with timely accurate fraud prevention advice. This proved to be very successful during the Covid pandemic where the force was able to react quickly to new and emerging scams.

The team have also developed work targeting romance fraud, supporting vulnerable fraud victims as well as working with key businesses to identify weaknesses in their processes and strengthen them against exploitation.





PROTECTING CHILDREN AND VULNERABLE PEOPLE FROM HARM

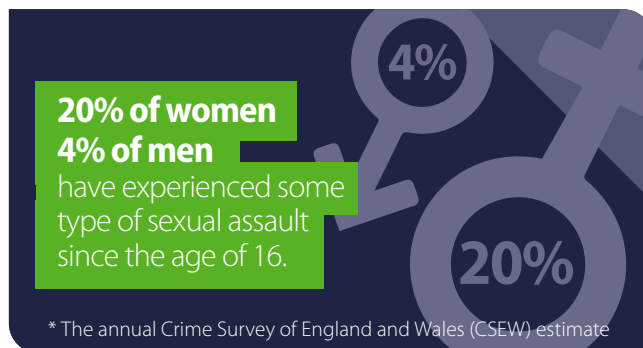
Protecting the most vulnerable in our society is a key responsibility for all of us and is rightly prioritised by the Commissioner and Essex Police. Work is undertaken with partners and across the force to ensure young and vulnerable people receive the support they need when they are the victim of crime, that perpetrators are identified, investigated and wherever possible prosecuted and, most importantly, that incidents are prevented from happening in the first place.

While young and vulnerable people can become the victim of any crime there are certain types of crime where they are particularly vulnerable. In the previous section on tackling gangs and serious violence, we highlighted a significant amount of work that is being undertaken to prevent the exploitation of young and vulnerable people by gangs.

Sexual violence and exploitation are also areas which can affect young and vulnerable people and as such, an area of focus for both the Commissioner and Essex Police. The annual Crime Survey of England and Wales (CSEW) estimates that 20% of women and 4% of men have experienced some type of sexual assault since the age of 16. This suggests that 240,034 female and 48,007 men in Essex have experienced some type of sexual assault. The CSEW showed that around 83% of victims did not report their experiences to the police.

The CSEW indicates that the underlying volume of sexual abuse has not changed significantly since 2005. In Essex we have worked hard to increase the number of victims who are comfortable coming forward to report and to seek support.

The Police, Fire and Crime Commissioner for Essex has a responsibility to commission services to support victims of crime, which includes victims of sexual violence and abuse.



In Essex the demand has grown significantly in recent years and between 2018 and 2020 new referrals into support services increased by 29% (data provided by Synergy Rape Crisis Partnership).

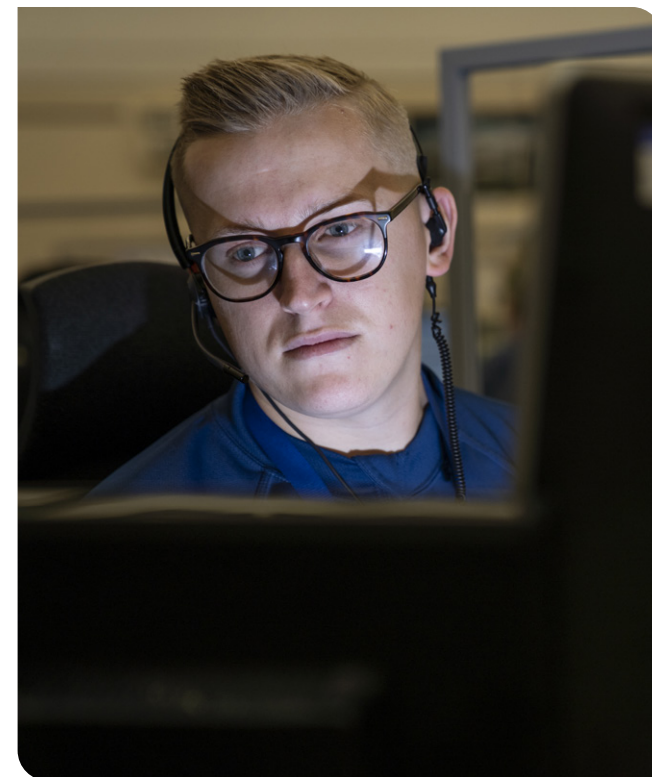
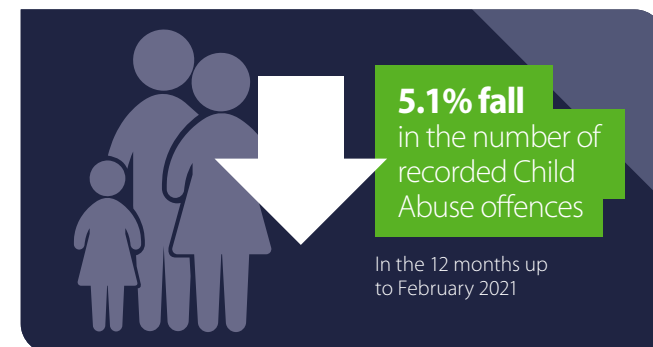
NHS England and the Police Fire and Crime Commissioner for Essex jointly commission the Essex Sexual Assault Referral Centre (SARC) which is a safe place for victims of sexual assault to be examined, interviewed, and referred to further support services. They help victims understand their options and make an informed choice in deciding how they wish to proceed. SARC examinations have seen an increase in demand for their services by 16% between 2018 and 2020).

Essex is also one of only 5 local areas that successfully applied to receive devolved Rape Support Funding from the Ministry of Justice. This has brought commissioning services to a much more local level allowing the partnership, through the Commissioner, to tailor support to the needs of our communities.

Sexual violence happens both within coercive, intimate relationships and within wider family relationships. Data from Essex Rape Crisis Partnership shows that 23% of victims aged 16 and over had experienced sexual violence perpetrated by an intimate partner. An additional 33% of victims had experienced sexual violence and child sexual abuse within their family, perpetrated by a family member (predominantly father, stepfather, grandfather or brother).

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In the 12 months up to February 2021 there was a 5.1% fall in the number of recorded Child Abuse offences (a reduction of 284) compared to the same period 12 months earlier. While this is a positive trend there is still much more that we can do to protect those affected by these crimes.



Our approach to tackling serious sexual violence is set out in the Essex Sexual Abuse Strategy. This was developed in 2020-2021 and brought together a range of stakeholders including councils, charities, support organisations, health partners and the emergency services. It aims to help organisations work together to prevent the volume and impact of sexual violence and abuse in Southend, Essex and Thurrock. It focuses on prevention, victim services, building awareness, partnership working across the criminal justice system as well as on perpetrators.

The ambition of the partnership is to ensure there is a clear understanding of consent amongst children and young people, that victims can access appropriate support, and the rate of sexual abuse charges and prosecutions increases as victims feel more confident in coming forwards.

There has already been some strong initiatives that have been developed through the Partnership including the First Responders project, which ensures victims of crime receive support within 24 hours from when they choose to report the crime and the Drink Aware initiative, which is a preventative programme safeguarding those who are most vulnerable during the night time economy, by working with local businesses, third sector agencies and Police.

While much more work is underway the development of the strategy marks an important step forward in providing a joined up and sustained approach to tackling sexual violence in our communities.

Another area of crime which can affect young and vulnerable groups in our society is Hate Crime. Essex Police and the Commissioner also work closely with partners to promote the reporting, prevention and prosecution of hate crime through the Hate Crime Partnership. Since 2018 the Partnership has been implementing the Hate Crime Prevention Strategy which aims to improve victim satisfaction with the response to hate crime across Essex by dismantling barriers to reporting hate crime, improving operational response to hate crime, and tackling hate crime by increasing public awareness and promoting positive values.



To achieve these objectives the Partnership focuses on; understanding and preventing hate crime, increasing reporting and support for victims and improving our shared operational response to hate crimes.

Together the partnership has worked hard over the year to increase the reporting of hate crime by building stronger relationships with communities, better collaboration with the Independent Advisory Groups and delivering more visible publicity, including a Crimestoppers' online hate crime campaign that reached over 1.2 million people and a multi lingual "Stop the Hate" leaflet.

Between January and December 2020 Essex Police received 3,600 reports of hate crime, a 14.4% increase on the same period the year before. Over the same period, victims support received nearly 1,000 referrals for victims affected by hate crime, including 90 children and young people.

These reports were supported by over 800 Hate Crime Ambassadors trained by Essex Police and 50 Hate Incident Reporting Centres spread across Essex. Awareness of Hate Crime in schools has also been a focus with programmes delivered to over 18,000 students since 2018.

magazines. Through these channels we estimate that Essex Police are able to reach over 370,000 residents with timely accurate fraud prevention advice. This proved to be very successful during the Covid pandemic where the force was able to react quickly to new and emerging scams.

The team have also developed work targeting romance fraud, supporting vulnerable fraud victims as well as working with key businesses to identify weaknesses in their processes and strengthen them against exploitation.



IMPROVE SAFETY ON OUR ROADS

More people are killed on our roads than from all other forms of crime put together. The four main driving offences – drug driving, drink driving, speeding and driving without a seatbelt - are without a doubt the biggest killers in our county.

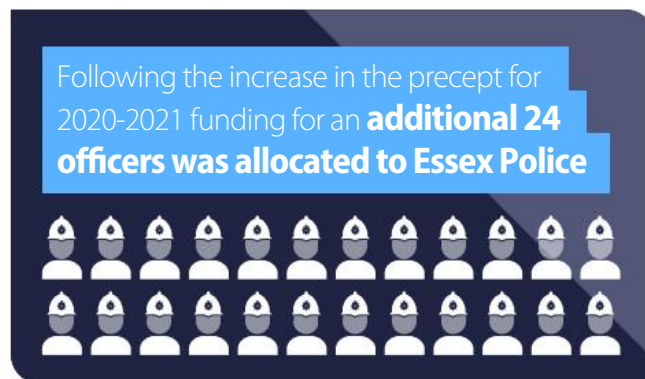
As well as this direct impact, we know the road network is used by criminals and effective, robust policing of our roads can help to tackle other forms of crime such as organised crime groups, drugs and county lines, burglary and anti-social behaviour. During 2020, more than 150 people have been arrested by roads policing teams for a range of criminal offences including possession of weapons, burglary, violence, dangerous driving, possession with intent to supply class A drugs and high-end road traffic offences. This is an increase of over 30 arrests compared to the whole of 2019.

Working through the Safer Essex Roads Partnership, the Commissioner, Essex Police and Essex County Fire and Rescue Service have continued to work hard to make our roads safer. Over the last ten years this has led to a significant fall in the number of people killed or seriously injured from 1,099 in 2010 to 641 for the 12 months to March 2021.

During the year the Partnership took the ambitious step to commit to its Vision Zero Strategy which builds on the success over the last ten years and aims to achieve zero people killed or serious injured on our roads by 2040. This will require a cultural change by communities, stakeholders and industry, acknowledging that everyone has a responsibility for safe use of the road network.

As in many areas of our lives, 2020 has presented unique challenges to policing on our roads. The first national lockdown drastically reduced traffic volumes and enabled the roads policing team to significantly increase proactive and preventative policing patrols. This increased proactive capacity helped tackle the high-end speeding offences which increased during this period while also improving the detection of drug driving offences.

Following the increase in the precept for 2020-2021 funding for an additional 24 officers was allocated to Essex Police. This growth provided further opportunities to increase the proactive focus on road safety and the disruption of those who use vehicles with criminal intent.



As part of the previous officer uplift programme in 2019 – 2020, an additional 17 Police Constables were posted to roads policing units. These officers have had a direct impact on the number of arrests, collision investigation, stop & search and intelligence submissions undertaken. This is expected to continue to develop as the officers gain further experience in their new role and the next cohort of officers start to make an impact.

While the COVID pandemic has had a significant impact on the amount of traffic on our roads there has also, unfortunately, been an increase in the number of incidents involving motorcyclists. Overall, motorcyclists remain the most at-risk group, representing 23 per cent of all recorded collisions involving death and serious injury.



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A study of collisions during the COVID period has also shown that while there have been far fewer collisions, the severity of those that have happened have been far higher, due mainly to increased vehicle speeds. Across Essex, we have seen a 15 per cent increase in vehicle speeds during the COVID lockdown period - a worrying trend that has had a real impact on people's lives.

15 per cent increase in vehicle speeds
during the COVID lockdown period



In response, we developed a new strategy referred to as "Unpredictable Visibility" that delivers more visible roadside activity using detection devices such as TRUCAM. Enforcement takes place in specific locations identified to maximise the overall impact of the tactic within one district. The tactic has been shown to reduce reoffending rates by 10 per cent and provide a stronger impact on drivers caught in 30mph zones than the use of static speed cameras. To support this activity the Commissioner has recently approved the purchase of three LASERCAM 4 devices which also allow for activity at night.

During October 2020, two separate fatal road traffic collisions highlighted links to drivers who were driving stolen vehicles, with links to organised car theft. This led to the development of a successful target operation focused on high harm cross boarder criminality that is conducted in partnership with the Metropolitan Police, Havering & Dagenham.

A similar proactive approach has been taken with our approach to commercial vehicles. Historically, the focus with



these vehicles was upon mechanical defects and drivers' hours offences. Whilst these offences remain critical to improving safety on the roads, opportunities are now taken to gain valuable intelligence around organised immigration crime and wider threats to national security. Both proactive and reactive operations have been taken to target organised illegal immigration at Essex Ports and key service stations.

An important part of our approach to reducing the number of people killed and seriously injured on our roads is Community Speed Watch. This provides a valuable additional resource in the fight against speeding but also

builds community participation and is vital to achieve the cultural and societal change that is essential for us to deliver our ambitious goals of zero deaths in Essex by 2040. Unfortunately, the COVID pandemic has placed significant restrictions on our Community Speed Watch Groups with most groups having to suspend their activity based on national guidance. This was disappointing for the members of the groups and for us. We have worked hard during the later stages of the pandemic to develop ways to get as many groups as possible active again. A full review was conducted, and the scheme restarted fully in March.

PERFORMANCE FRAMEWORK

The PFCC chairs a Performance and Resources Board that holds the Chief Constable and the force to account for the performance of the force officers and staff against the delivery of the Police and Crime Plan.

On a monthly basis, the current performance data of the papers and minutes of the Performance and Resources Board are published on the OPFCC website at:

www.essex.pfcc.police.uk/scrutiny/essex-police-performance/

The Police, Fire and Crime Panel receive a quarterly report on the progress against the seven priorities in the Police and Crime Plan.

Crime, including violent crime, has risen. This is in line with the national trend for crime increase. While some of this increase is due to the means by which Stalking & Harassment is now counted (following changes to Home Office Counting Rules in April 2018), and internal improvements that Essex Police has employed to ensure better Crime Data Accuracy (CDA), the trend is now stabilising.



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Police and Crime Plan Priorities	Police Priority Indicators	12 months to March 2020	12 months to March 2021	Number Difference	% Difference	Direction of Travel
Priority 1 More local, visible and accessible policing	Percentage of people who have confidence in policing in Essex ¹	64.7	76.3	11.6	-	Improving
	<i>Confidence Interval</i> ²	1.1	0.9			
	Confidence in the local police (CSEW) ³	46.9	48.6	1.6	-	Stable
	<i>Confidence Interval</i> ²	4.5	3.9			
	Number of all crime offences	167,266	148,135	-19,131	-11.4	Improving
	Harm (Crime Severity) Score - All Crime ⁸	-	12	-	-	-
	Emergency response attendance within 15 minutes (urban) or 20minutes (rural)	77.2	82.6	5.4	-	Improving
Priority 2 Crack down on anti-social behaviour	Number of anti-social behaviour incidents	41,262	60,329	19,067	46.2	Deteriorating
	Percentage of people who have confidence that the policing response to ASB is improving (internal survey) ⁴	64.0	70.3	6.3	-	Improving
	<i>Confidence Interval</i> ²	1.1	1.1			
Priority 3 Breaking the cycle of domestic abuse	Number of incidents of domestic abuse	42,767	41,518	-1,249	-2.9	Improving
	Number of repeat incidents of domestic abuse	20,776	19,165	-1,611	-7.8	Improving
	Percentage of domestic abuse arrests	12,232	14,214	1,982	16.2	Improving
	Numner of domestic Violence Protection Notices (DVPNs) and Protection Orders (DVPOs)	198	224	26	13.1	Improving
	Number of domestic abuse offences solved	2976	3406	430	14.4	Improving
Priority 4 Tackle gangs and organised crime	Number of homicides ⁷	63	18	-45	-71.4	Improving
	Number of violence with injury offences (new definition from Nov 2017)	15,262	13,204	-2,058	-13.5	Improving
	Harm (Crime Severity) Score for Violence with Injury, Rape, Other Sexual Offences and Robbery of Property ⁸	-	7.4	-	-	-
	Number of Violence with Injury, Rape, Other Sexual and Robbery of Personal Property Offences solved	2,747	2,936	190	6.9	Improving
	Stop and search for weapons	3,348	2,257	-1,091	-32.6	Deteriorating
	Knife enabled crime ⁹	1,108	1,528	420	37.9	Deteriorating
Priority 5 Disrupting and preventing organised crime	Number of Organised Criminal Group disruptions ⁵	122	252	130	106.6	Improving
	Trafficking of drugs arrests	1,877	2,007	130	6.9	Improving
Priority 6 Protecting children & vulnerable people	Number of child abuse outcomes ⁵	323	319	-4	-1.2	Deteriorating
	Child abuse offences	5,547	5,458	-89	-1.6	
	Child abuse solved rate	5.8	5.8	0.0	-	Stable
	Child Sexual Abuse/Exploitation Investigations	1,974	2,056	82	4.2	-
	Modern Slavery referrals made to the National Referral Model (NRM)	132	109	-23	17.4	Deteriorating
Priority 7 Improve safety on our roads	Number of driving related mobile phone crime on Essex roads ¹⁰	1,530	478	-1,052	-68.8	Improving
	Number of driving under the influence of drink and/or drugs on Essex roads	3,694	3,883	189	5.1	Deteriorating
	All people killed or seriously injured (KSI) in road collisions ⁶	821	641	-180	-21.9	Improving

Note 1 - Question from the independent survey commissioned by Essex Police (Percentage of people who have confidence in policing in Essex). Results are for the period 12 months December 2020 versus the 12 months to December 2019.

Note 2 - The confidence interval is the range +/- between where the survey result may lie. This is mainly influenced by the number of people answering the survey. The more people that answer the survey, the smaller the interval range.

Note 3 - Crime Survey of England and Wales data are no longer available at Force level. Data are for the 12 months to March 2020.

Note 4 - Question from Essex Police's own confidence and perception survey (Percentage of people who have confidence that the policing response to ASB is improving). Results are for the period 12 months to December 2020 versus the 12 months to December 2019

Note 5 - Solved outcomes are crimes that result in: charge or summons, caution, crimes taken into consideration, fixed penalty notice, cannabis warning or community resolution.

Note 6 - 'Killed or Seriously Injured' (KSI) refers to all people killed or seriously injured on Essex's roads, regardless of whether any criminal offences were committed. 'Causing Death/Serious Injury by Dangerous/Inconsiderate Driving' offences (detailed on p.11) refers to the number of crimes of this type.

Note 7 - Please note that on Wednesday 23 October 2019 the bodies of 39 Vietnamese nationals were discovered in a lorry trailer in Grays. This tragic incident is reflected in the Homicide numbers.

Note 8 - Crime Severity Score measures 'relative harm' of crimes by taking into account both the volume and the severity of offences, and by weighting offences differently. Data are for the 12 months to January 2021.

Note 9 - The number of knife crime offences is an indicator of how effective Essex Police is at identifying knife-enabled offences, and is not necessarily reflective of the number of these offences that have been committed in the county. This is because the identification of these offences is reliant on the appropriate indicator being manually added to the crime record. A manual review of knife flags was conducted and missing flags were added retrospectively. Additionally a new data quality process was introduced in June 2020. Whilst this has enabled us to better understand knife crime in Essex, the process has consequently inflated the figures. As such, no inferences can be drawn as to the current trend.

Note 10 - The year on year data for driving offences related to mobile phones are not comparable due to a legal appeal (which occurred in October 2019). The current phone use legislation is awaiting clarification in the courts, which has been delayed due to the impact of COVID-19. Since the appeal, fewer offences have been prosecuted.

ORGANISATIONAL OVERVIEW

Current Structure

The Police & Crime Commissioner (PCC) was established by the Police Reform and Social Responsibility Act 2011 (PRSRA) as a corporation sole with a separate body of Chief Constable, also as a corporation sole. Mr Roger Hirst was elected Police and Crime Commissioner on 5th May 2016 and appointed Jane Gardner as Deputy Police and Crime Commissioner.

From 1st October 2017, the PCC also took on the governance of Essex County Fire and Rescue Service, becoming the country's first Police, Fire and Crime Commissioner (PFCC). The governance arrangements of the PFCC and Chief Constable are included in the joint Annual Governance Statement.



The Role of the PFCC

The PFCC is responsible for the totality of policing in Essex. The public accountability for the delivery and performance of the police service is placed into the hands of the PFCC on behalf of the electorate of Essex. The PFCC provides the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action.

The PFCC is responsible for setting strategic direction and objectives of the force through the Police and Crime Plan and setting an annual budget, monitor financial outcomes, approve a medium-term financial plan and capital programme in consultation with the Chief Constable.

The PFCC is also responsible for the scrutiny, support and challenge of overall performance of the force including against the policing priorities to protect Essex and holds the Chief Constable to account for the performance of the force's officers and staff. He prepares and issues an annual report to the Police Fire and Crime Panel on performance against the objectives set within the Plan.

The PFCC has wider responsibilities than those relating solely to the police force, namely:

- Delivery of community safety and crime reduction
- Ability to bring together Community Safety Partnerships at the force level
- Allocate crime and reduction grants within Essex
- Duty to ensure that all collaboration agreements with other local policing bodies and forces deliver better value for money or enhance the effectiveness of policing capabilities and resilience
- Enhancement of the delivery of criminal justice in their area

The Role of the Chief Constable

The Chief Constable has day to day responsibility for financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by the PFCC. He is accountable to the PFCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force. The Chief Constable is responsible to the public and accountable to the PFCC for leading the force in a way that is consistent with the attestation made by all constables on appointment and ensuring that it acts with impartiality.

The Chief Constable supports the PFCC in the delivery of the strategy and objectives set out in the Plan, and in planning the force's budget. In agreement with the PFCC the Chief Constable enters collaboration agreements with other Chief Constables, other policing bodies and partners that improve the efficiency or effectiveness of policing.

The respective responsibilities of the PFCC and Chief Constable as corporations sole are brought together in legal and accounting terms to form the 'PFCC Group'.



OUR LEADERSHIP AND WORKFORCE

Our Workforce

Essex Police's Diversity, Equality and Inclusion Strategy 2020-2025 recognises that there is a unique life-enhancing power in genuine equality, greater diversity and dignity for all. One of the objectives within this strategy is to attract, recruit, progress and retain a more diverse workforce that better reflects our communities to improve confidence in Essex Police. In 2020, Essex Police launched a new #FitTheBill police officer recruitment campaign, 'We Value Difference', to attract more diversity into the force. Nationally, policing struggles to attract people who are black, Asian, minority ethnic, LGBTQ+, female or who declare other protected characteristics. The 'We Value Difference' campaign tackles diversity and inclusion in its entirety and shows that it is our values (Transparency, Impartiality, Integrity and Public Service) which define us and that these values are what policing is most interested in.

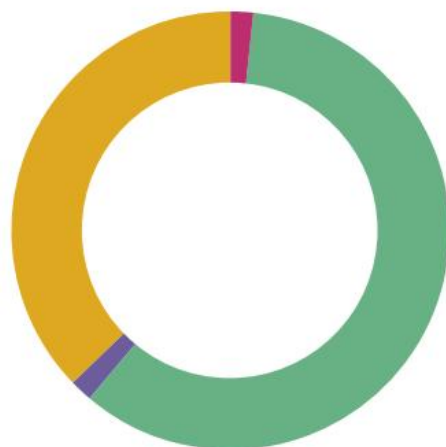


Within the first 2 months of the campaign, the number of applications from black, Asian and minority ethnic men and woman double compared to previous recruitment campaigns. The campaign is changing the make-up of the force and making it more representative of the communities it services.

During 2020/21 our police officer strength numbers increased by 120 FTEs to 3,413.

The chart below shows the make-up of the workforce for the group as at 31st March 2021

Our Workforce - FTEs at 31st March 2021



■ Police Officers - **3,413** ■ PCSOs - **101**
■ Police Staff - **2,132** ■ Specials (headcount) - **101**

Essex Police is growing and during the 2021/22 year the Police Officer establishment will grow by 184 additional officers, 132 of which are as a result of the governments ambition to recruit an additional 20,000 Police Officers nationally. At the end of 2020/21 the force had recruited 44 additional officers above the established budget of 3,369 officers to assist in meeting the 2021/22 target of bringing the total number of officers to 3,553 FTE by March 2022.

The growth in officer numbers is expected to continue into 2022/23 as part of the final year of the government's national uplift programme.

In addition to making the most of our own workforce, partnership working and collaboration permeates throughout the force and is fully embedded within both force business planning and delivering services. The force uses a wide variety of different models and approaches to maximise the benefits working in partnership brings. The force collaborates with other forces at a national level, regional and local level and has joint operational and support directorates with Kent Police to maximise efficiency and effectiveness.



FINANCIAL OVERVIEW

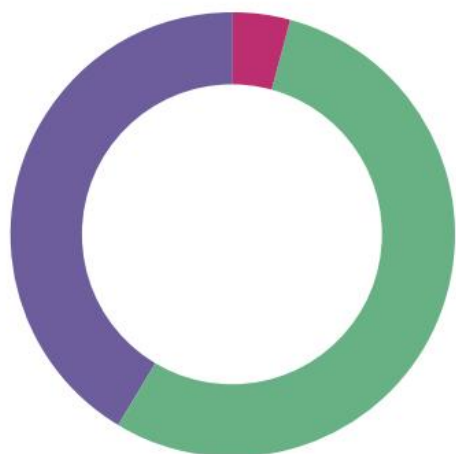
In recognising the respective responsibilities of the PFCC and Chief Constable all assets, liabilities and contracts are in the name and ownership of the PFCC whereas most police staff along with police officers and PCSO's are employed by the Chief Constable.

An ambitious programme of transformation is underway to help prepare Essex Police to meet the demands of today and the future involving, police estates, technology and an enhanced police operating model.

Where the Money Comes From

The chart below shows an analysis of the PFCC's key sources of funding in 2020/21 totalling £314.715m. The Home Office core grant paid to the PFCC accounted for 55% of the total funding. These grants and income raised by Council Tax funded the net revenue budget for 2020/21 of £314.715m.

Funding Sources 2020/21 (fm)



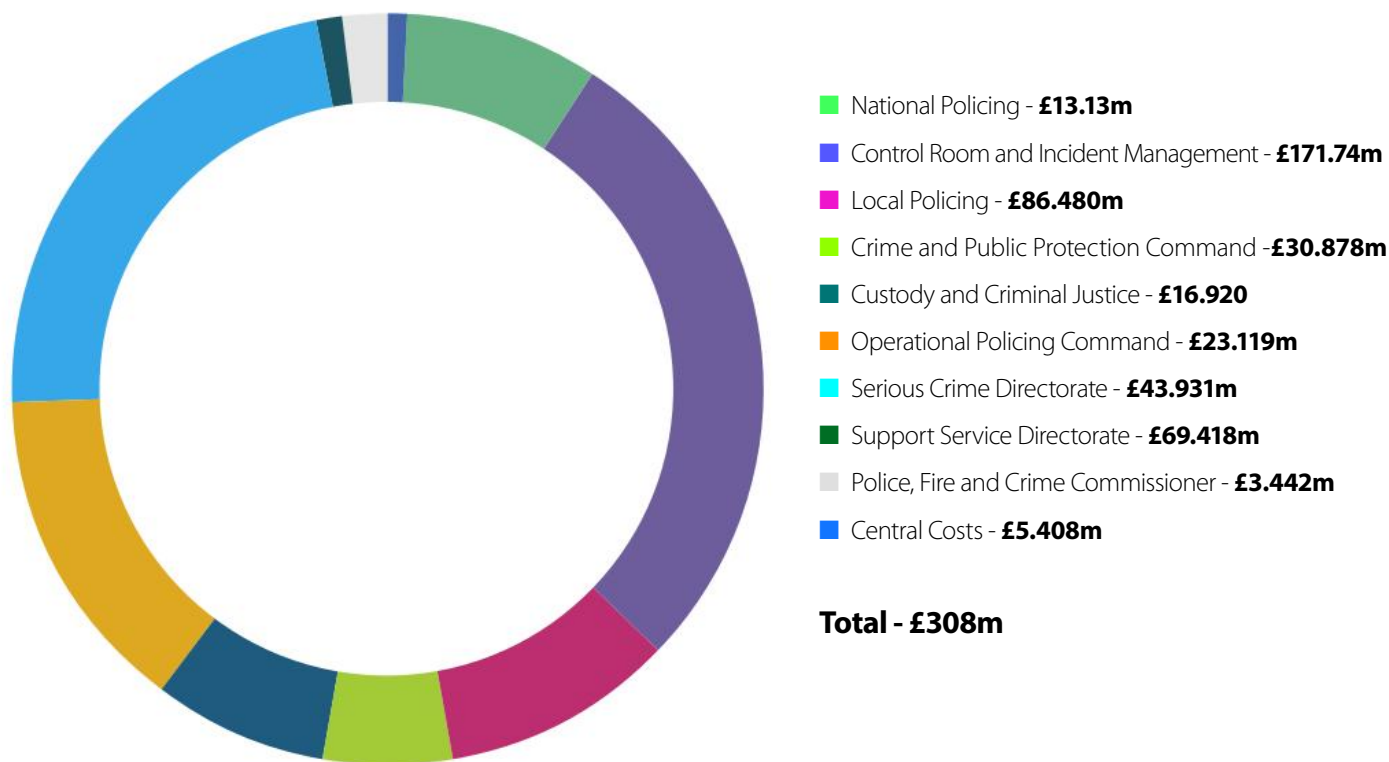
Specific Grants - £13.13 Home Office - £171.74
Council Tax - £129.85

Essex Police remains one of the lowest funded forces nationally being second lowest in 2020/21 and 4th lowest in receipt of government grant per head of population (Source: HMICFRS 2020 Value for Money Profiles).

Essex Police has a good track record of delivering cash and efficiency savings to maximise the benefit out of every penny. In 2020/21 £5.8m savings were delivered with £4.8m of these recurring annually and there continues to be an ambitious savings programme with £4.5m programmed to be delivered in 2021/22.

What the Money is Spent on

The graph below shows an analysis of the Group's net revenue expenditure totalling £308.008m.



Total - £308m

2020/21 FINANCIAL PERFORMANCE

The Chief Constable has operational control of Police Officers, PCSOs and Police Staff (excluding OPFCC staff). The PFCC has strategic control of all assets, income, OPFCC staff and liabilities and is responsible for establishing most reserves and controlling all cashflow.

The tables overleaf show budgeted and actual net expenditure, the latter is also included in note 9 (Expenditure and Funding Analysis). The net expenditure excludes depreciation, pensions liabilities, accumulated absences and other items which do not impact on the transfer to or from the General Reserve. These charges are included and accounted for in the Comprehensive Income and Expenditure Statement (CIES) within the Core Financial Statements in accordance with proper practice. The Expenditure and Funding Analysis shows how the funding has been used and provides a link to the figures reported in the Comprehensive Income and Expenditure Statement.

The net expenditure budget of £315.118m, as approved at the Police and Crime Panel in February 2020, included planned contributions of £0.402m from earmarked reserves. The actual position for the year was a surplus of £6.728m with £2.840m secured and transferred to earmarked reserves for specific operations and projects in 2021-22 and the remainder transferred to the general fund for future use. The main reason for the surplus was £11.692m of extra funding received from the government. As most of the income was received late in the year, the Force and PFCC was not able to utilise all of it in the period.

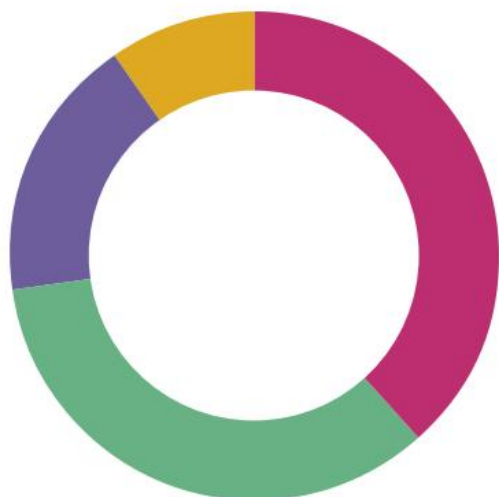
Group - 2020/21 Financial Performance	Budget (*)	Actual	Variance over / (under)
	£000	£000	£000
Employees			
Police Officer pay and allowances	187,159	192,613	5,454
PCSO pay and allowances	3,510	3,549	38
Police staff pay and allowances	87,749	86,474	(1,274)
Ill-health/medical pensions	4,506	4,184	(322)
Training	1,350	1,119	(231)
Other employee expenses	362	874	512
	284,637	288,814	4,177
Other Service Expenditure			
Premises	10,836	9,826	(1,010)
Transport	6,571	5,574	(997)
Supplies & services	37,958	36,295	(1,663)
Third party payments	6,584	9,031	2,447
	61,948	60,725	(1,222)
Gross Operating Expenditure	346,585	349,539	2,955
Income	(33,705)	(45,397)	(11,692)
Net Cost of Services	312,880	304,142	(8,738)
Other Expenditure / (Income)			
Interest (receivable) / payable	3	(17)	(20)
Cost of the disposal of fixed assets	30	-	(30)
Capital & other adjustments	2,205	3,883	1,678
	2,238	3,866	1,628
Net Expenditure	315,118	308,008	(7,109)
Sources of Funding			
Police grant	(115,509)	(111,680)	3,829
Formula funding grant	56,231	(60,060)	(3,829)
Council tax precept	(128,392)	(128,412)	(20)
Council tax support grant	(10,992)	(10,992)	-
Council tax freeze grant	(2,133)	(2,133)	-
Collection fund surplus	(1,458)	(1,458)	-
	(314,716)	(314,736)	(20)
(Surplus)/Deficit before Transfer to Earmarked Reserves	402	(6,728)	(7,129)
Transfer to/(from) Earmarked Reserves	(402)	2,840	3,242
Transfer to/(from) the General Reserve	0	3,887	3,887

(* Budget approved at Police Fire and Crime Panel on 6th February 2020)

Capital Expenditure

A capital investment programme amounting to £22.948m for 2020/21 was approved in February 2020 to maintain the infrastructure needed to support an effective and efficient police service. By March 2021 capital approvals had been updated to £12.330m reflecting decisions to reprofile schemes into future years. The £12.161m invested during 2020/21 is shown in the chart and table below.

Capital Expenditure 2020/21 (£m)



Estates- **£4.687**

IT - **£4.167**

Transport - **£2.153**

Other - **£1.154**

Estates

Of a total spend of £4.687m, £3.989m related to the major refurbishment of Chelmsford Police Station with the remainder primarily spent on the maintenance and refurbishment of the estate.

IT

Investment in IT of £4.167m included expenditure on:

- £2.764m for the annual refresh programme including replacement of servers, printers, docking stations, desktop and laptop computers along with the wider IT infrastructure and telephony network;
- £0.644m on digital interview recording infrastructure to replace current end of life solution and provide end to end business process support operationally; and
- £0.262m on additional remote working infrastructure for Covid-19

Transport

Investment in Transport of £2.153m included expenditure on:

- £2.097m for the annual fleet replacement programme; and
- £0.056m on maintenance of the Marine Unit's Rigid Inflatable Boat

Other

This includes investment in Tasers, both replacement of existing units and an uplift in the number of units (£0.221m), OPC laser scanners and handheld cameras (£0.257m), body armour replacement (£0.240m), automatic number plate recognition (ANPR) equipment (£0.203m) and the remaining spend on other specialist equipment.

The Force has a capital investment programme totalling £93m over the five year period commencing 2020/21. There are three main areas of spend, Estates, Transport and Information Technology. The programmed investment will support the vision and strategic priorities within the Police and Crime Plan. The main element of spend relates to Estates, with a forecast investment of £57m and Information Technology with a forecast investment of £23m. This requirement is linked to a historic lack of investment in the estate leading to ongoing requirements for modernisation and maintenance and includes a key project to significantly redevelop and modernise the Force HQ site in Chelmsford. The investment in IT relates to a wide range of national and locally led projects with the overriding objective to provide more efficient digital solutions for all aspects of operational policing and their support services.

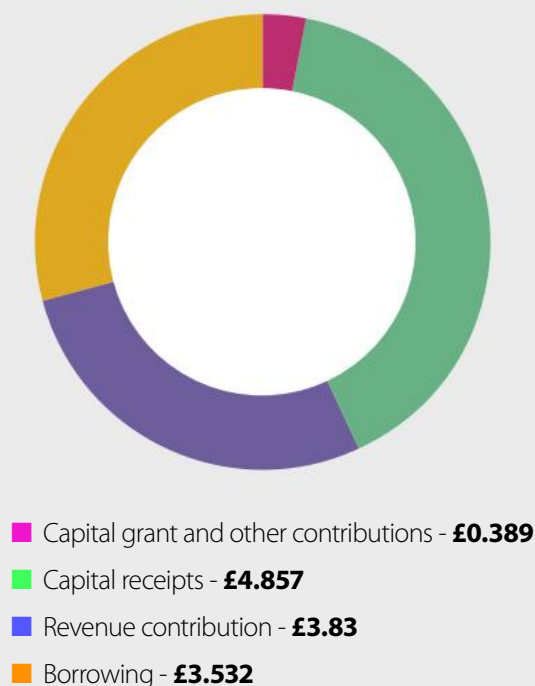


Capital Funding

Capital investment is funded from four main sources, primarily from capital receipts, government grants and contributions and revenue contributions. If capital investment exceeds these available resources the force can borrow to finance its capital investment providing it can demonstrate that it is complying with the Prudential Code of Practice which requires any borrowing to be affordable, prudent and sustainable. There was a need to borrow to finance 2020/21 capital investment but due to the level of cash resources held it has been possible to fund this spend from internal borrowing thereby avoiding interest payments. It is anticipated that there will be a need to externally borrow from 2021/22 onwards to fund future investment plans.

Capital financing resources applied in 2020/21 are shown below.

Capital - Financing Sources £m



Reserves

Our revenue reserves are key to the financial strategy of the force, ensuring that we have some resilience to cope with unpredictable financial pressures and long-term financial commitments. Specific earmarked reserves are held to manage known financial liabilities and possible risks.

The main elements of the PFCC's reserve strategy are:

- To establish and maintain a General Reserve position of approximately 3% of net revenue expenditure over the medium term;
- The PFCC will apply a prudent approach to reserves; and
- Earmarked Reserves will be created and held for significant events, change programmes and related costs. This includes transformation and saving programmes.

General Reserve

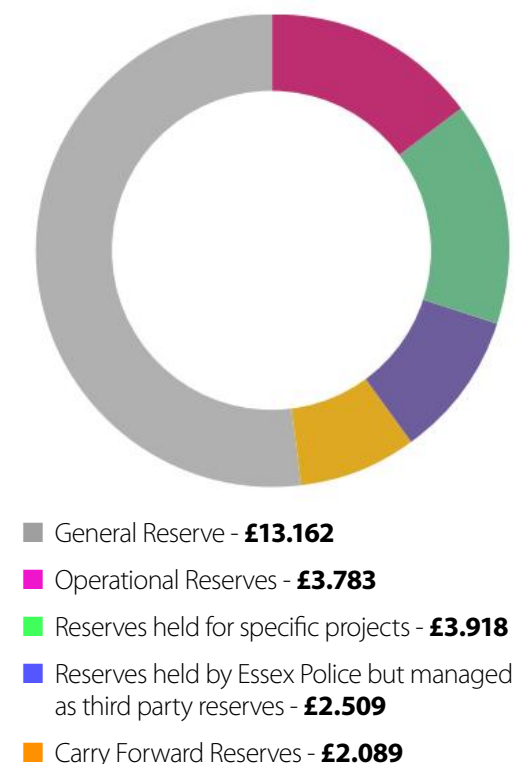
The General Reserve is held to provide a working balance to protect the force against unexpected cost pressures. This is particularly critical during uncertain times such as the COVID-19 pandemic where the force faces financial pressures in responding to the crisis and uncertainties around future funding.

The balance on the General Reserve at 1st April 2020 was £9.275m. During 2020/21 £1.527m was transferred to the general reserve when a Home Office special grant was awarded. The grant funded expenditure that had been incurred during 2019/20 to help the force investigate the discovery of the bodies of 39 men, women and children in a lorry trailer in Grays in October 2019. A further £2.357m was transferred as a result of the year's underspend resulting in a net increase of £3.887m to a balance of £13.162m at 31st March 2021 (4% of the 2021/22 budgeted net expenditure).

Earmarked Reserves

Included under the heading are earmarked reserves and future capital funding reserves as described in the CIES and further referred to as the PFCC's earmarked reserves and total £12.299m at 31st March 2021. Included within these reserves is £2.509m held but managed by third parties, an example of which is a reserve to hold receipts received through the Asset Recovery Incentive Scheme to fund crime reduction related expenditure. The level of reserves alongside the general reserve are shown in the chart below.

Useable Reserves as at 31st March 2021



Pension Liabilities

Accounting standards require that the total future liabilities for the cost of pension payments to past and present police officers and police staff are fully reflected in the Balance Sheet. Accordingly, the Balance Sheet figures included within the accounts (see note 42) includes net liabilities of £240.309m (2019/20 £150.015m) for police staff and £3,328.893m (2019/20 £2,849.818m) for police officers.

The statutory arrangements for funding the police officer deficit and the PFCC's arrangements for funding the police staff deficit, however, mean that the financial position of the PFCC remains sound.

Future Trends and Risks

Trends in Crime and the force's long-term vision

Emergency incidents are on an upwards trend, despite changes to demand during COVID restrictions, and are forecast to continue to increase over the next few years. Victim based crime is forecast to increase over the next 4 years and although violence with injury incidents has reduced in the past 12 months they are forecast to increase in volume and therefore increasing the complexity of the investigation workload.

Prevention remains a key focus of the Force building on investment already made during 2019/20 and 2020/21 to strengthen activity to tackle the issues causing the most harm. The Force will continue working with partners to deliver against a Crime Prevention Strategy and whole system approach to enable the force to optimise its investment. The force management strategy aligns existing resources (both financial and people) to unlock additional capacity, capabilities and potential to prevent crime.

Despite the Force growing, with its allocation of the additional 20,000 officers nationally and investment from increases in council tax, Essex Police has a good track record of delivering cash and efficiency savings to maximise the benefit out of

every penny. In 2020/21 £5.8m savings were delivered with £4.8m of these recurring annually and there continues to be an ambitious savings programme with £4.5m programmed to be delivered in 2021/22. This is in the context of funding challenges from being one of the lowest funded forces in the country.

Current and emerging risks and mitigation

There remains financial uncertainty over the medium term with the originally anticipated three year comprehensive spending review, expected to provide some certainty over funding over the medium term, being replaced with a one year funding settlement for 2021/22. The short term nature of annual funding settlements makes it difficult to plan for the medium and long term with any certainty.

With the detrimental impact of COVID-19 on government finances this is expected to result in significant funding challenges to Essex Police and partners with the potential withdrawal of non-statutory services and these challenges are likely to impact public services for some years to come.

COVID-19 is also impacting funding through the Council Tax, with lower than projected increases to the council tax base and reduced collection rates compared to assumptions previously built into the Medium Term Financial Strategy. There has been financial support from central government in regard to loss of income caused by COVID-19 over the course of 2020/21 but it is not clear to what extent support will continue into the next financial year.

The mitigation to these funding challenges will be the continuation of the work to review services and drive out efficiencies and cashable savings, this includes the review of the Essex Police estate to generate capital receipts to fund other vital capital investment and reduce annual revenue estate running costs.

In addition to the risks around future funding the following are strategic risks that the force and the PFCC is currently facing which are likely or almost certain to have a major impact:

- **Uncertainty regarding future funding levels** – this creates a risk that the PFCC will not be able to set a balanced budget. This risk may be realised due to an imbalance between the resources available from central government grants, precepts, recharges and other sources and the demands placed on the Force and service budgets by the public, central government, inspectorates etc. COVID-19 legacy will have a significant impact on the availability and distribution of public funding, as well as on levels of taxation set and received going forward;
- **Emergency Services Mobile Communications Programme (EMSCP)** - Cost will continue to escalate due to the continuing delays of the national ESMCP and the Emergency Services Network in delivering a credible, comprehensive, and fit for purpose communications solution;
- **Reduced External Forensic Capacity** – Challenges relating to capacity of external providers to meet national policing needs for forensic analysis;
- **Failure to deliver the local business case for joint governance of Police and Fire and Rescue Service as well as wider collaboration across Seven Forces** – this may lead to the lost opportunity to realise cashable and non-cashable savings as well as other potential benefits.

EQUALITY ACT 2010

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Annual Governance Statement Summary

The PFCC and Chief Constable produce an Annual Governance Statement which is published in full at www.essex.pfcc.police.uk. Below is a summary of the governance arrangements in place and the current governance issues being addressed.

Governance Framework

The governance framework comprises the systems and processes, and culture and values by which the work of the PFCC is directed and controlled and the activities through which the Commissioner accounts to and engages with the community. It enables the PFCC to monitor the achievement of their Police and Crime Plan and to consider whether these objectives have led to the delivery of appropriate, cost effective services, including achieving value for money.

Good governance core principles

- ✓ **Focusing** on the purpose of the PFCC and Chief Constable and on outcomes for citizens and service users;
- ✓ **Ensuring** that both the PFCC and Chief Constable perform effectively in clearly defined functions and roles;
- ✓ **Promoting** the values of the PFCC and Chief Constable and demonstrating the values of good governance through behaviour;
- ✓ **Taking informed**, transparent decisions and managing risk;
- ✓ **Developing** the capacity and capability of the PFCC to be effective, and
- ✓ **Engaging** stakeholders and making accountability real

Governance Structure



Significant governance issues 2021-22

Within the Annual Governance Statement significant issues are addressed and progress against last years significant issues are reported on. For the current year the following significant issues have been identified.

- **Demand Management**
- **Comprehensive Spending Review 2021**
- **Public confidence and victim satisfaction**
- **Blue light collaboration**
- **Recovery from the COVID-19 pandemic**
- **Government's PCC Review**
- **Police and Crime Plan 2021 – 2024**

Report title: Police and Crime Plan 2021- 2024	
Report to: Essex Police, Fire and Crime Panel	
Report author: The Police, Fire and Crime Commissioner for Essex	
Date: 21 October 2021	For: Agreement
Enquiries to: Darren Horsman (Strategic Head of Policy and Public Engagement) Telephone: 07967 821067 Email: darren.horsman@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

- 1.1 The purpose of this report is to set out the Police, Fire and Crime Commissioner's draft Police and Crime Plan 2021-2024 (Annex 1) and share the results of the associated public survey (Annex 2), engagement activity (Annex 3), Youth Voice project (Annex 4) and Equality Impact Assessment (Annex 5).

2. Recommendations

- 2.1 That, in accordance with section 28(3) of the Police Reform and Social Responsibility Act 2011, the Essex Police, Fire and Crime Panel:
- Reviews the draft Police and Crime Plan 2021-2024 attached at Annex 1, and
 - Makes a report or recommendations on the draft Plan to the Police, Fire and Crime Commissioner.

3. Context / Summary

- 3.1 The Police Reform and Social Responsibility Act 2011 requires the Police, Fire and Crime Commissioner to issue a Police and Crime Plan for their term of office, setting out how they plan to discharge their responsibilities; to secure and maintain efficient and effective policing services, and to hold the Chief Constable to account for the operational delivery of this. The Police and Crime Plan must be developed "as soon as practicable" after the Police, Fire and Crime Commissioner takes office, and in any case within the financial year in which they are elected.
- 3.2 The Police and Crime Plan is the primary document through which the Police, Fire and Crime Commissioner sets out their vision and objectives for policing and communicates these to local communities, service users, delivery partners and other stakeholders. It brings together police, partners and the people of Essex to build safe and secure communities, thereby promoting public confidence in

policing and ensuring that victims are satisfied with the service and support they receive. The priorities in the Police and Crime Plan provide the primary basis on which the Commissioner will hold the Chief Constable to account for the performance of Essex Police throughout the electoral term, and will be used by the Chief Constable (alongside other considerations) to set the Force Plan. It also provides a framework by which the Commissioner's achievements during their term of office are likely to be judged by the public and other commentators (e.g. local media). As such, it is an important strategic document guiding police activity and the use of public funds, and which both the Commissioner and the Chief Constable must have "due regard" to when discharging their statutory functions.

3.3 Before issuing or varying a Police and Crime Plan, the Commissioner must, as a minimum:

- Prepare a draft of the Plan or variation
- Consult the Chief Constable in preparing the draft Plan or variation
- Send the draft plan or variation to the Police, Fire and Crime Panel
- Have regard to any report or recommendations made by the Panel in relation to the draft plan or variation
- Give the Panel a response to any such report or recommendations, and
- Publish any such response

3.4 In addition, the Police Reform and Social Responsibility Act 2011 requires the Police, Fire and Crime Commissioner, after consulting with the Chief Constable, to obtain the views of the people of Essex in general, and of victims of crime in particular, about matters concerning the policing of the area and their co-operation with the police in preventing crime and anti-social behaviour in the area. Those arrangements must include arrangements for obtaining their views on the Police and Crime Plan. The engagement activity undertaken to inform the development of the draft Police and Crime Plan is summarised at Annex 3.

3.5 In developing the draft Plan attached at Annex 1, the Commissioner and the Panel have run a series of workshops to ensure the Panel was able to feed into the development of the Plan throughout the process.

3.6 The draft Police and Crime Plan 2021 – 2024 is based primarily on the manifesto commitments on which the Commissioner fought and won re-election to the office of Police, Fire and Crime Commissioner in May 2021. It is also informed by a range of documents and evidence including:

- Various internal documents, including the PFCC's Annual Report for 2020 - 2021 (presented elsewhere on this agenda), papers to the PFCC's Strategic Board and Performance and Resources Board, and the results of the ongoing independent public confidence and victim satisfaction survey jointly commissioned by the Commissioner and the Chief Constable.
- The four strategic policing pillars set out by the Home Secretary earlier in 2021:
 - A relentless focus on cutting crime
 - A resilient workforce

- Stronger and more diverse leadership, and
- Ensuring we are trusted by the public to work together as one, providing national grip over the law enforcement system
- The major national documents concerning policing, in particular the Beating Crime Plan, Policing Vision covering the period 2017 – 2025, the Strategic Policing Requirement, and the new National Crime and Policing Measures, which set out the Government's key national priorities on crime under the following headings:
 - Reduce murder and other suicides
 - Reduce serious violence
 - Disrupt drugs supply and county lines
 - Reduce neighbourhood crime
 - Tackle cyber crime
 - Improve satisfaction among victims (with a particular focus on victims of domestic abuse)
- A range of presentations from police leads on each of the draft priority areas, followed by extensive discussion and debate with a wide range of police colleagues.
- Workshop discussions with over 100 partner organisations including local councils, charities, support groups, advisory groups and interest groups.
- Feedback from victim support groups.
- A range of feedback following presentations at multi-agency groups and special interest groups such as Safer Essex, Essex Partners Board, Basildon Diversity Forum and other disability advisory groups.
- Feedback obtained through a public survey (summarised at Annex 2).
- Feedback obtained through the Youth Voice project undertaken by the Essex Council for Voluntary Youth Services (summarised at Annex 4).

In total, over 1,000 people have been involved in conversations around the Police and Crime Plan with a further 1,500 people participating in the public survey.

Other Interdependencies and Considerations

- 3.7 As well as the data and intelligence referenced above, information was gathered from the plans and strategies of key partner organisations and groups (both already existing and in development) to ensure that, where appropriate, plans align, and priorities do not conflict.
- 3.8 Several national developments have taken place during the development of the Plan including the launch of the Government's Beating Crime Plan. Wherever possible, these developments have been fed into the development of the Plan and been appropriately reflected. Where national strategies or priorities are still being finalised, such as the refresh of the national Strategic Policing

Requirement, the latest published version has been used to inform the document and has been included within the analysis and development of the Commissioner's local priorities. The Plan will be varied if necessary, following the process set out at paragraph 3.3 above, once these national documents are finalised.

Consultation / Engagement

- 3.9 As set out above, the Police, Fire and Crime Commissioner is required to make arrangements, after consulting with the Chief Constable, to obtain the views of the people of Essex in general, and of victims of crime in particular, about matters concerning the policing of the area and their co-operation with the police in preventing crime and anti-social behaviour in the area. Those arrangements must include arrangements for obtaining their views on the Police and Crime Plan.
- 3.10 In developing the Police and Crime Plan, the Police, Fire and Crime Commissioner also has statutory duties to consult with the Chief Constable and to have regard to the relative priorities of each responsible authority (including local authorities, the fire and rescue service and Clinical Commissioning Groups). Chief officers of police and local authorities likewise have statutory duties to co-operate with the Police, Fire and Crime Commissioner in the formulation of the Police and Crime Plan.
- 3.11 The development process undertaken has allowed for wide ranging engagement activity both with mandated consultees and with wider partners and the public. This has been delivered to foster a sense of purpose and strategic direction among the wider criminal justice system within the county.
- 3.12 The engagement activity undertaken is outlined at Annex 3, while the results of the commissioned Youth Voice project is included at Annex 4. A full public survey has also been undertaken with 1,500 people responding to the survey. A full written report of the findings is included at Annex 2.
- 3.13 Significant effort has been made to ensure that people from communities across Essex have had the opportunity to engage and participate in the development process. Following our learning from similar development processes in the past and the findings of the ongoing independent public perception and victim satisfaction survey, we included within the engagement process specific activity to ensure we heard from young people, people from diverse communities (including faith groups) and victims of crime.
- 3.14 A full equality impact assessment has been undertaken to ensure that the Plan meets its statutory obligations and contributes to delivering an equitable and fair criminal justice system for the people of Essex. This is available at Annex 5.

4. Appendices

Annex 1: Draft Police and Crime Plan 2021-2024

Annex 2: Public Survey Results

Annex 3: Engagement Log

Annex 4: Youth Voice project report
Annex 5: Equality Impact Assessment



Police and Crime Plan

2021-2024

PFCC 
**POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX**



Foreword

We all want to live in safe and secure communities where we can have prosperous, fulfilling lives.

We have made huge strides in recent years. Our commitment to local, visible, accessible policing has led to an extra 500 police officers in Essex with 300 more to come. New town centres teams, a Rural Engagement Team and Business Crime Team are making a difference and our Special Constabulary is now the second largest, and fastest growing in the country with over 500 officers.

Our approach is working and since May 2016 we have seen a 33% reduction in burglary, 15% reduction in anti-social behaviour and 29% reduction in the number of people killed or seriously injured on our roads.

What we are doing is working but we need to do more of it. Drug driven violence, gangs and domestic abuse are all having an impact on life in our county and we need to tackle these.

This Police and Crime Plan is about making a strategic commitment to prevention, a shift in our main effort from rapid response into a model of targeted prevention and early intervention. This is the approach that will help us get crime down across Essex.

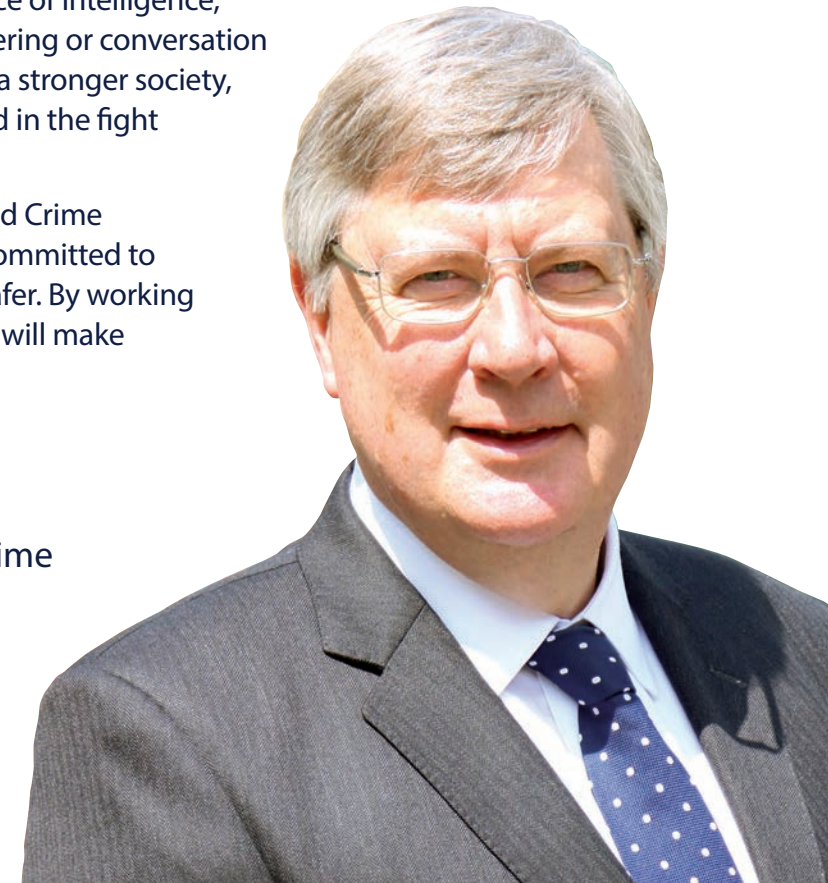
We also need to protect the vulnerable from being preyed on by County Lines gangs, we need to protect people in their homes from domestic abuse and we need to protect women and girls from violence and abuse on our streets. By working together, we can identify where people are most at risk and deliver effective interventions to keep them safe.

Working together, with each other and the police, we can make a big difference in our communities and make Essex an even safer place for everyone.

Whether you live in an isolated rural community or an urban centre you have a part to play in protecting your community. Each piece of intelligence, each hour of volunteering or conversation with our police build a stronger society, connected and united in the fight against crime.

As your Police, Fire and Crime Commissioner I am committed to making our county safer. By working together, we can and will make a difference.

Roger Hirst
Police, Fire and Crime
Commissioner
for Essex



Message from the Chief Constable

Greater Essex is a safe place to live, work study and visit. Following the steady and ongoing growth of the force, the focus on the Force Plan to deliver statutory and police and crime plan priorities has seen overall levels of crime begin to diminish in the year prior to the pandemic. This trend has continued in many areas even as the world returns to a new normality.



With additional focus on Crime Prevention with community safety partners and the daily endeavours of our dedicated colleagues to help people, keep them safe and catch criminals and protect people, we will do even more to stop crimes from taking place. Our focus on reducing violence in all its forms, especially domestic abuse and serious violence, means we will tackle the people that cause the greatest harm to our communities whilst looking after and supporting the victims.

We will continue to listen to victims of crime and diligently record what has happened to them. The force is rated 'Outstanding' in this respect and while public confidence is at a 4-year high, we will never take the trust of the people of Essex for granted. We will do all we can to ensure victims get the service they deserve and that the public can trust Essex Police.

Our pioneering work developed to establish policing 'hotspots' to cut violent crime is being rolled out across the UK. Working alongside community safety partnerships, this is reducing crime. Serious criminals who wrongly believe that they can exploit the vulnerable and escape detection are being brought to justice, both within the UK and overseas. Violent offenders are not only being tracked down and arrested but also remanded in custody due to the professionalism of our investigations. Our detectives are conducting rapid, complex enquiries, arresting suspects, and convicting criminals, wherever they are based. All of them are supported by the police staff that provide the range of essential services without which we could not police.

We continue to invest in the new equipment and capabilities to make us even more effective and our collaboration with others will grow even stronger. We are exploring data science and analytics to focus our resources where they make the most impact and we will make sure our people are skilled, equipped and enabled to do the very best job they can.

We value the things that make people different, whether within our force or in our communities. The force continues to attract people from all backgrounds and with a huge range of abilities to join us. In the coming years, I promise to make Essex Police even more inclusive in order that we are representative of all the communities we serve and ensure we have the very best people to help us do it.

I am proud to be the Chief Constable of Essex and my officers, staff and volunteers are equally proud to protect and serve Essex.

BJ Harrington

Chief Constable, Essex Police



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What does your PFCC do for you?



Holds the Chief Constable and Chief Fire Officer to account for delivering effective and efficient services.

Appoints the Chief Constable and Chief Fire Officer who run the operational sides of policing and fire and rescue services in Essex.



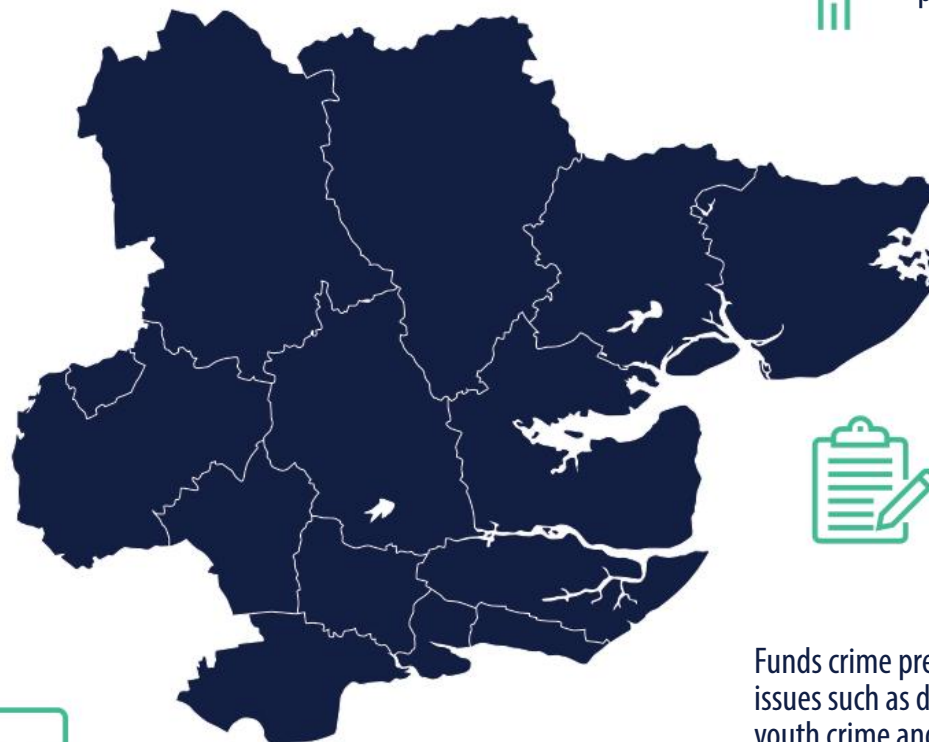
Sets the police and fire budgets, decides how much you pay towards policing and fire and rescue services from your council take to add to the funding from central Government and decides how that combined money is spent.



Works with local authorities, health and education services, plus the voluntary sector and local businesses to create a joined-up response to local problems.



Works with national and local policing and Criminal Justice partners to reduce crime and help make communities safer.



After engaging with local people publishes a Police and Crime Plan to identify local priorities and how they plan to meet them.



Elected to represent your views on policing and crime locally. Directly accountable to you, the public.



Commissions dedicated local victim support services, that you can access to help you cope and recover, if you become a victim of crime.

Funds crime prevention services to address issues such as drug and alcohol misuse, youth crime and anti-social behaviour to keep your communities safe.



Is held to account for their decisions by the Police, Fire and Crime Panel.



Jane Gardner, Deputy PFCC

Roger Hirst, PFCC

The Police and Crime Plan

This Police and Crime Plan builds on what we have achieved so far and sets out the policing priorities and aims for keeping Essex safe.

It brings together the police, partners and the public of Essex to build safe and secure communities, to ensure the public have confidence in their police force and that victims are satisfied with the service and support they receive.

Our vision for Essex

Safe and secure communities are the bedrock on which we build success and wellbeing for all

The building blocks of success



The Police and Crime Plan and its overall successes are built on:

Prevention

Improving the wellbeing of people across Essex, making sure that crime and anti-social behaviour do not happen in the first place and that children and vulnerable people are kept safe from harm.

Communications and engagement

Giving the public a voice in local policing so they feel they are heard, feel able to come forward to report crime and anti-social behaviour and have confidence in the way that the police protect them.

Volunteering

We want the police to be part of local communities and local communities to be part of the police by enabling more people to play an active role in keeping us safe.

Partnership

To improve the safety of our communities we must work closely in partnership with other services across Essex. Only by working together with the fire and rescue service, local councils, community safety partnerships, the voluntary sector, community sector and health can we help our communities stay safe, prevent crime and protect the vulnerable.

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The 12 policing priorities to get crime down



- Further investment in crime prevention

- Reducing drug driven violence

- Protecting vulnerable people and breaking the cycle of domestic abuse

- Reducing violence against women and girls

- Improving support for victims of crime

- Protecting rural and isolated areas

- Preventing dog theft

- Preventing business crime, fraud and cyber crime

- Improving safety on our roads

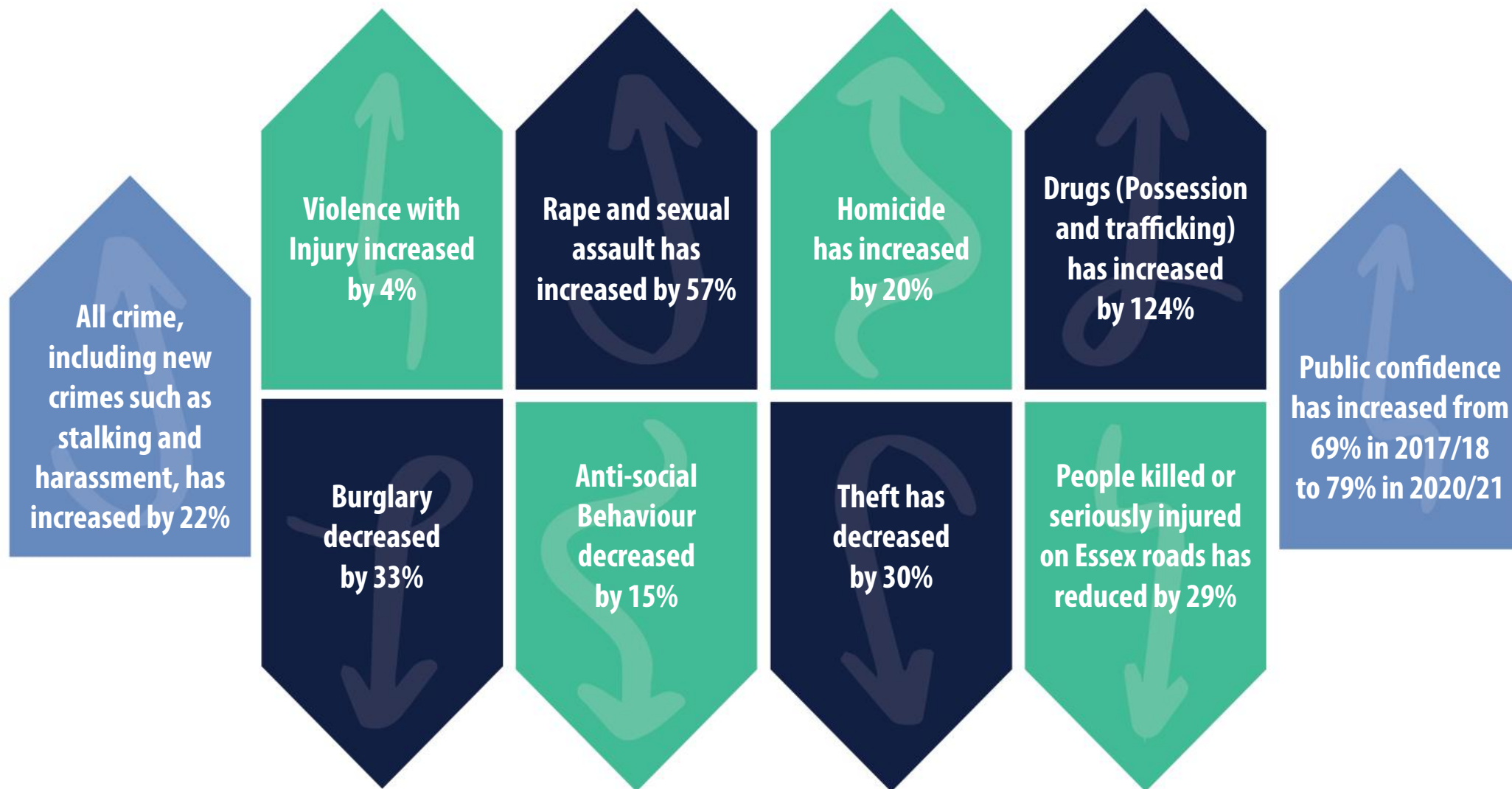
- Encouraging volunteers and community support

- Supporting our officers and staff

- Increasing collaboration

Current landscape

Between 2016/17 and 2020/21



Our achievements so far



500 extra police officers with a further 300 on the way

Second largest Special Constabulary in the country with 523 officers and 214,503 hours volunteered during 2020 - 21

150% increase in annual funding to support victims of sexual violence since 2016-17. Total of £8.5 m between 2016-17 and 2021-22

48% increase in annual funding to support victims and prevent domestic abuse since 2016-17. Total of £6.3 m between 2016-17 and 2021-22



£2 million invested in reducing serious violence in Essex in 2020-21 thanks to the work of the Violence and Vulnerability Partnership

Further investment in crime prevention



Our objective is to invest in activities and initiatives that prevent crime from happening in the first place to reduce overall crime and keep our communities safe.

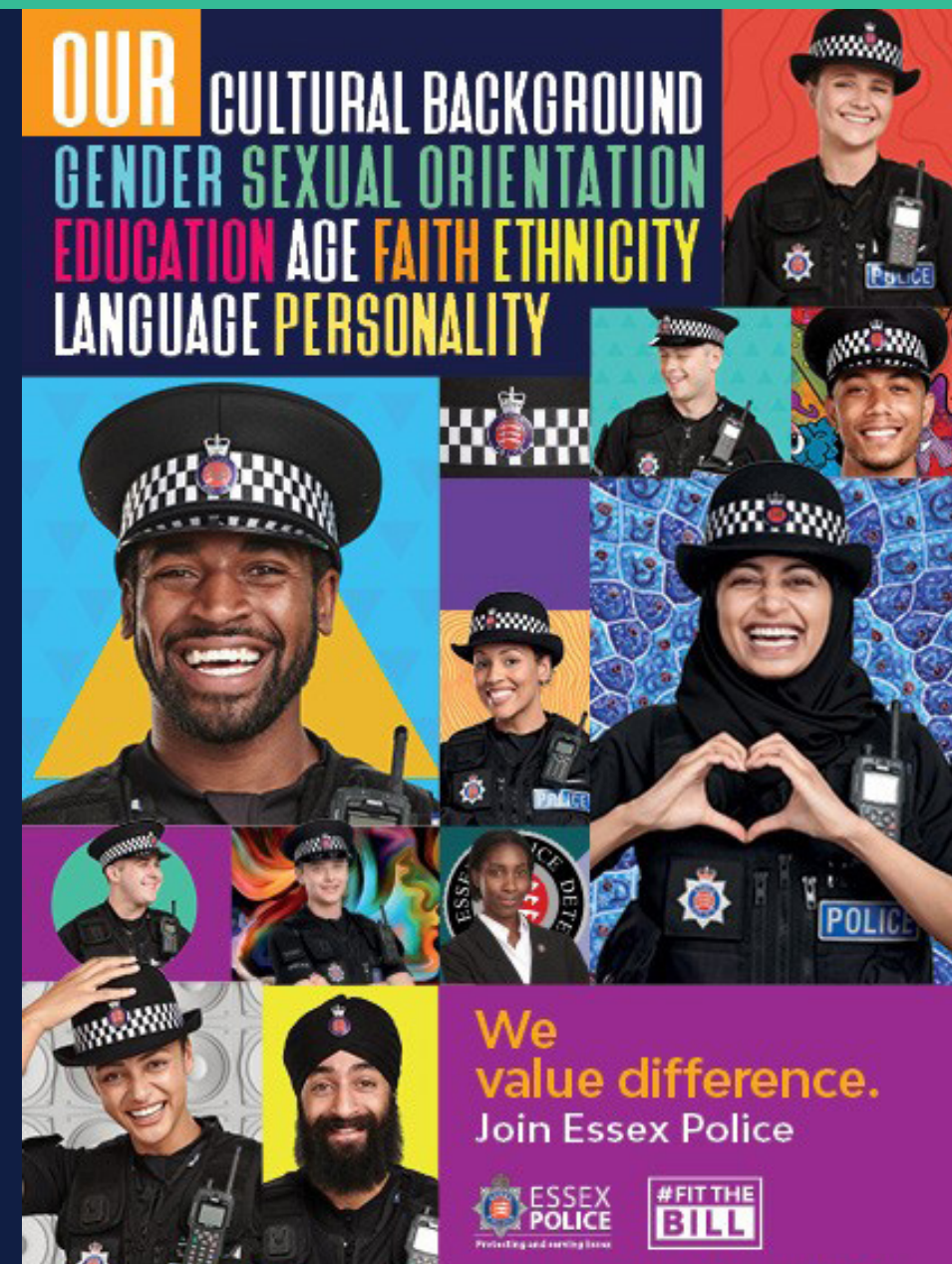
We will:

- ✓ Deliver over 300 more officers on top of the 500 additional officers already delivered since 2016.
- ✓ Invest in neighbourhood policing to get crime down.
- ✓ Work with Safer Essex and in line with the Crime Prevention Strategy to invest more in preventing crime in Essex
- ✓ Build on the success of Community Safety Partnerships (CSPs) by encouraging increased targeting of hotspots, including in the night-time economy, and known offenders to tackle crime and antisocial behaviour (ASB).
- ✓ Improve the effective allocation of planned police resources by monitoring crime All Crime Harm (crime severity) scores and ensuring Essex Police and partners bring down the level of harm in our communities.
- ✓ Invest further in intelligence led Local Policing Teams, as we have in Town Centre Teams and Disruptor Teams, to adopt a problem-solving response to local issues
- ✓ Use technology more to help Essex Police be visible in their communities including developing mobile applications and enabling better connectivity.
- ✓ Invest in the accessibility of Essex Police via the internet and social media, including online reporting and chat as well as 101, so they can give better feedback to communities and victims.

Further investment in crime prevention

- ✓ Invest in Body Worn Video and Tasers to help keep the public, officers and staff safe and be effective in their roles.
- ✓ Recognise and welcome the increased diversity of Essex and invest in ways to work together with all communities to prevent crime by encouraging reporting, identifying problem areas and targeting prevention activity.
- ✓ Build on the success of our Joint Education Teams by investing in work with schools and young people to develop a comprehensive education focused prevention programme delivering relevant messages, including about healthy relationships and Child Sexual Exploitation, at the right time throughout a student's journey through education.
- ✓ Work with partners to design out crime.
- ✓ Make clear how the safety and security of new roads and developments can be improved.
- ✓ Work with government to ensure Police and Fire and Rescue Services have a strong, statutory voice in the planning of new developments and roads; and work with developers, including through Essex Design Guide, to improve the safety and security of new developments.
- ✓ Work nationally to review the funding formula and get a fairer deal for Essex.

So that we get crime down and wherever possible prevent it from happening.



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Reducing drug driven violence



Our objective is to crack down on drug driven violence and gangs, protect the vulnerable people these gangs prey on and deal with the hardened criminals whose criminal activities increase violence in our communities.

With partners we will:

- ✓ Work with the National Crime Agency to tackle and reduce the number of gangs and criminals operating nationally.
- ✓ Provide further investment in the Essex Police Serious Violence Unit to dismantle more County Lines drug gangs.
- ✓ Support the use of Serious Violence Reduction Orders and the implementation of Offensive Weapon Homicide Reviews.
- ✓ Through our Violence and Vulnerability Partnership we will:
 - Protect vulnerable people from gangs while we deal with the hardened criminals who prey on them.
 - Take a public health approach to crime, investing in activity proven to work and focusing on keeping young people free from crime and intervening early to help steer them to a successful life course.
 - Encourage and facilitate cooperation between public bodies in line with the government's proposed public sector duty to reduce serious violence.

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Reducing drug driven violence

- Secure government funding and commission projects through the Partnership to work with people vulnerable to being groomed by gangs and county lines and to target gang members to help them step away from a criminal lifestyle, so as to reduce serious violence in Essex.
- Strengthen the involvement of Housing and Mental Health Services so we can provide a stronger more coordinated response.

✓ Improve addiction treatment

- Work with the government and local partners to deliver a new, more effective, addiction strategy, so more people enter treatment and recover.
- Improve the quality and accessibility of addiction and substance misuse services and ensure we match services to local demand.
- Improve the criminal justice journey of addicted offenders including those given drug-treatment by courts and those who receive prison-based treatment.
- Work together with partners, charities, and providers to spot the early signs of addiction or vulnerability and intervene early and consistently.

So that we help Essex Police and partners crack down further on violence and drug gangs.

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Protecting vulnerable people and breaking the cycle of domestic abuse



Southend Against Modern Slavery Partnership supported by the PFCC

Our objective is to give a voice to those who need protection, support the vulnerable and reduce the number of people who become the victim of crime in their communities or their homes.

We will:

- ✓ Drive consistency and better performance in the response to domestic abuse across all agencies to bring more perpetrators to justice and reduce repeat offending.
- ✓ Have an even sharper focus on promoting awareness of domestic abuse, protecting, and supporting victims and survivors, and their dependents, investing further to strengthen the support available to them.
- ✓ Building on the work already started to further develop our understanding of the specific nature and impact of domestic abuse in rural communities and invest in initiatives to prevent and tackle it.
- ✓ Continue the programme of investment in dedicated officers working in collaboration with other partners to support high volume repeat victims and tackle repeat perpetrators and break the cycle of domestic abuse.
- ✓ Work with the Criminal Justice System to monitor the use and effectiveness of legislation in managing offenders, such as Domestic Violence Protection Orders, Domestic Abuse Protection Orders and Stalking Protection Orders.

Protecting vulnerable people and breaking the cycle of domestic abuse

- ✓ Seek the early introduction of electronic tags for perpetrators of Domestic Abuse and related offences, such as stalking, harassment, physical abuse, and coercive control, upon release from prison to better protect victims and address the behaviours of offenders.
- ✓ Work with other agencies to jointly invest in behavioural change programmes for perpetrators to break the cycle of domestic abuse.
- ✓ Invest resources into activity essential to preventing the harm caused by high-risk sexual offenders.
- ✓ Support victims of human trafficking and modern slavery including sexual exploitation and continue to promote close working with the UK Border Agency, National Crime Agency, and national and regional partners to support victims and bring perpetrators to justice.
- ✓ Ensure that Essex Police work with all communities across Essex to hold the confidence of those communities and work together to effectively challenge discrimination and tackle crime.

So that we protect those who are most at risk of harm.



Reducing violence against women and girls



We will not tolerate male violence and abuse against women and girls in any form.

Our objective is to support a cultural change within society and provide strong, consistent, and vocal support for the safety of women and girls whether they report crimes against them or not.

We will:

- ✓ Encourage victims to report crime and support them through the criminal justice system.
- ✓ Support Essex Police and partners to robustly target offenders and to develop stronger investigations that lead to more successful prosecutions.
- ✓ Work with communities and listen to women and girls directly affected by violence and harassment to discuss and understand what we can do differently and use this feedback to inform our future work.
- ✓ Increase investment in specialist support services such as counselling, advocacy, therapeutic support and Independent Sexual Violence Advisors so victims get the support and help that they need to move on.
- ✓ Engage with schools to educate our children on healthy relationships and create a culture where male violence against women and girls is unacceptable.
- ✓ Work with police and partners to look for ways to reduce the fear women feel in their communities.
- ✓ Encourage measures to make public space free from abuse and harassment.
- ✓ Continue to support initiatives such as the SOS bus, Ask for Angela, Purple Flag and Best Bar None to help women be safer in the night-time economy.
- ✓ Apply to the government's Safer Streets fund to improve lighting, CCTV and safety in town centres and key hotspots.

So that no woman or girl feels unsafe in her community or in public.

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Improving support for victims of crime

Our objective is to recognise and prevent the harm caused to victims by the crime they experience, and the need to protect those who are most vulnerable to becoming victims.

We will:

- ✓ Continue to champion the rights of victims and encourage reporting.
- ✓ Work with partners to ensure victims receive appropriate tailored support and are confident to report crime or, if they choose, to seek non-custodial resolutions and out of court disposals.
- ✓ Monitor and work with partners to drive compliance with the Victim's Code.
- ✓ Ensure victims are referred to support services tailored to their needs.
- ✓ Promote and expand the use of Restorative Justice across the county as a proven method to aid recovery for victims and reduce reoffending.
- ✓ Improve the sharing of data to help identify those most vulnerable to becoming victims.
- ✓ Deliver tailored, multi-agency interventions to reduce the number of people becoming victims.
- ✓ Proactively work with criminal justice partners to ensure that victims receive timely and appropriate justice
- ✓ Push for more powers to commission criminal justice services and bring together agencies to improve offender management.
- ✓ Provide extra support and early intervention for people with additional needs or who are at increased risk.

So that victims and vulnerable people are encouraged to come forward and can get the help and support they are entitled to.



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Protecting rural and isolated areas



Our objective is to work with rural communities to help them build greater resilience and keep them safe.

We will:

- ✓ Make further investment in fighting rural crimes, such as hare coursing, wildlife crime, heritage crime, fuel theft, unauthorised encampments, and fly-tipping as well as the theft of major plant and equipment.
- ✓ Collaborate with rural communities and partners to understand rural communities and their issues, prevent crime and feedback on police activities.
- ✓ Encourage the reporting of rural crime by working with partners to promote ways to report and the positive impact this has on targeting offenders and crime hot spots.
- ✓ Support the government's proposed legislation to make aggravated trespass a criminal offence.
- ✓ Support the development of a transit site for temporary accommodation for travellers.
- ✓ Ensure Police and Fire & Rescue work closely together to protect people in rural and isolated settings through joint advice and support.
- ✓ Develop the new Tri-Service Rural Community Officer pilot.

So that we prevent crime and reduce vulnerability in rural communities.

Preventing dog theft

Our objective is to do more to protect our pets and build confidence in how Essex Police handle dog thefts.

We will:

- ✓ Engage with the public and animal charities to understand the extent of dog theft in the county and how we can prevent it.
- ✓ Build on the success of the Dog Watch Scheme.
- ✓ Understand the complexities of how this crime is recorded and how we can get a more accurate picture of dog theft in our county.
- ✓ Encourage the public to share intelligence to inform targeted enforcement activity by raising awareness of how to report.
- ✓ Support the victims of Dog Theft by recognising the misery caused to families by this crime, reuniting them with their animals wherever possible and reducing their risk of becoming victims of further criminal activity, such as fraud.
- ✓ Work with charities and partners to introduce campaigns and promotional activity to increase awareness of dog theft and promote prevention activity so people know how to keep their dog safe.
- ✓ Work with the Home Secretary to contribute to the national review of dog thefts, improving how dog theft is recorded, explore initiatives such as a national dog database and work to strengthen the law to introduce tougher sentences.

So that we prevent dog theft.



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Reducing business crime, fraud and cyber crime



Our objective is to work with businesses and individuals to tackle the surge in fraud and cyber-crime and to support Essex Police's Business Crime Strategy to help keep businesses safe.

We will:

- ✓ Improve the reporting of fraud and reduce the number of people and businesses who become victims by raising awareness of the risks, through promotion of Fraud Alerts, and how to stay safe both on and off line.
- ✓ Encourage businesses and individuals to report incidents of fraud, online crime and cybercrime and provide the support to recover.
- ✓ Seek tighter legislation around online platforms and publishers and invest in cutting edge technology to track and eradicate online and cyber crime.
- ✓ Work with regional and national partners to improve the ways to report fraud, receive updates and feedback and promote public confidence.
- ✓ Support a national cyber-crime force and utilise appropriate new technology including the safe and ethical use of Artificial Intelligence and biometrics in pursuit of justice.
- ✓ Ensure Essex Police work with the planned National Crime Lab to develop the evidence base for effective interventions.
- ✓ Work with businesses and partners to keep shop workers safe and reduce violence against them.

Reducing business crime, fraud and cyber crime

- ✓ Alongside the business community, support initiatives to tackle other forms of crime that affects businesses and their staff such as Human Trafficking, Hate Crime and Domestic Abuse.
- ✓ Support Essex Police's Business Crime Strategy and promote awareness of the Business Crime Team, including:
 - working closely with businesses to prevent crime, identifying and prioritising resources to tackle it.
 - working with businesses to ensure that they are aware of best practice and are empowered to reduce the risk of crime to their business.
 - working with businesses to encourage reporting of crime to gain an accurate picture of business crime in our county.
 - tackling those who commit crimes against businesses.
 - giving confidence to those who fear crime and support to businesses who have been the victim of crime.

So that crime against individuals and businesses is reduced, our local economy can operate safely and together we can build back better as we come out of the pandemic.



Criminals are experts at impersonating people, organisations and the police. They spend hours researching you for their scams, hoping you'll let your guard down for just a moment.

Stop and think. It could protect you and your money.



TO STOP FRAUD™
takefive-stopfraud.org.uk

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Improving safety on our roads



Our objective is to continue to improve safety on our roads, promote safer driving behaviours and robustly targeting those who cause the most harm.

Together with the Safer Essex Roads Partnership (SERP) we will:

- ✓ Correct the misconception that death and injury on our roads is inevitable by working through SERP to deliver Vision Zero.
- ✓ Invest in Roads Policing enforcement and prevention activity
 - Collaborate with local councils and developers to advocate for new road networks to be safe and have safety technology built in when they are developed.
 - Invest in better speed cameras and upgraded Automatic Number Plate Recognition tracking.
 - Co-locate Safer Essex Roads Partnership agencies to ensure a better service to the public.
- ✓ Lobby vehicle manufacturers and insurers to roll out active safety technology to reduce driver error, keep pedestrians safe and improve public safety.

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Improving safety on our roads

- ✓ Work with the community and voluntary sector providers to deliver behaviour change and support programmes for drivers caught drug driving and, through better use of intelligence, identify and educate those who are at risk of offending.
- ✓ Work with ECFRS and other agencies to educate and protect all road users, by activities such as expanding the Fire Bike Scheme and continued road safety awareness for children and young people through the Joint Education Team.
- ✓ Reduce the risk around key areas in our local communities and educate drivers by continuing to support Community Speed Watch.
- ✓ Work with rural communities and businesses to understand and improve rural road safety.
- ✓ Identify drivers who need remedial education by investing in technology to enable the police to process the increasing volume of video evidence supplied from dash-cams through programmes such as Extra Eyes.
- ✓ Support the victims of road crimes and their families.
- ✓ Advocate for the harm caused by road crimes to be appropriately recognised including by supporting an increase in the maximum sentence for death by dangerous driving to life imprisonment set out in the Police, Crime, Sentencing and Courts Bill.

So that we reduce the number of people killed or seriously injured on our roads.

VISION
ZERO
NO ROAD DEATHS

Encouraging volunteers and community support



Our objective is to work with our communities to prevent crime, support victims and ensure that criminals have no place to operate.

We will:

- ✓ Continue to grow the Special Constabulary with the aim to have a Special Constable in every town and parish, growing the Community Special programme, and one supported by every major business through the Employer Supported Policing Scheme.
- ✓ Continue to support and collaborate with Neighbourhood Watch and further develop other watch schemes such as Farm and Rural Watch, and Pub Watch as well as supporting Crimestoppers.
- ✓ Invest in those who volunteer for the roles embedded in the PFCC's Office including Restorative Justice Volunteers, Independent Custody Visitors and Dog Welfare Visitors to ensure they are skilled and feel valued and appreciated.
- ✓ Give young people a voice and work with them to understand the particular risks and challenges they face and use this insight to develop how Essex Police and Partners work with them to prevent and tackle crime.
- ✓ In collaboration with partners provide more opportunities for young people to make a positive contribution to their communities through engaging in positive activity such as the Firebreak Scheme and Police and Fire Cadets.
- ✓ Work with the government to make sure the pledged £500m investment in youth services delivers for young people in Essex.

So that more members of our communities come forward as volunteers and work together to get crime down.

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Supporting our officers and staff

Our objective is to ensure that the officers, staff and volunteers in Essex Police and the Police, Fire and Crime Commissioner's office receive the support they need to keep delivering an outstanding service to the public, that they reflect all of our communities across Essex and can go about their work safely.

We will:

- ✓ Support the proposed Police Covenant and ensure this works for our officers, staff and volunteers in Essex.
- ✓ Push for the doubling of sentences for assaults on Emergency Service Workers.
- ✓ Ensure effective support and investment in health and wellbeing services, acknowledging the difficult and challenging situations that officers and staff may experience in the course of their duties.
- ✓ Foster a supportive culture within Essex Police and the Police, Fire and Crime Commissioner's office with an increase in diversity and an inclusive recruitment and development strategy so that people from all segments of our community can aspire to serve the public through these services.
- ✓ Invest in those who volunteer for the roles within the PFCC's office including Restorative Justice, Independent Custody Visitors and Dog Welfare Visitors to ensure they feel skilled, valued and appreciated.

So that staff, volunteers and officers are supported and recognised for the contribution they make to preventing crime and keeping our county safe.



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Increasing collaboration



Our objective is to build a culture of collaboration and continue to unlock resources to reinvest so we can provide even better emergency services in Essex.

We will:

- ✓ Build on the success of our Joint Education Team and deliver more joined up prevention and community safety work.
- ✓ Utilise the substantial estate of both policing and the fire & rescue service to help deliver a better, more accessible service to the public and improve operational effectiveness.
- ✓ Continue to expand the use of fire stations as drop-in centres for policing colleagues and invest in the co-location of a new build police station alongside the existing fire station in Harwich and Dovercourt.
- ✓ Pool capital budgets and deliver a shared long-term capital investment strategy to help the services embrace demographic, environmental and technological changes and improve public safety.
- ✓ Deliver on our commitment to see a joint fleet workshop to bring together skills and experience and ensure that our people have fit for purpose facilities.
- ✓ Pursue a shared control facility to maximise capacity, capability, and resilience.

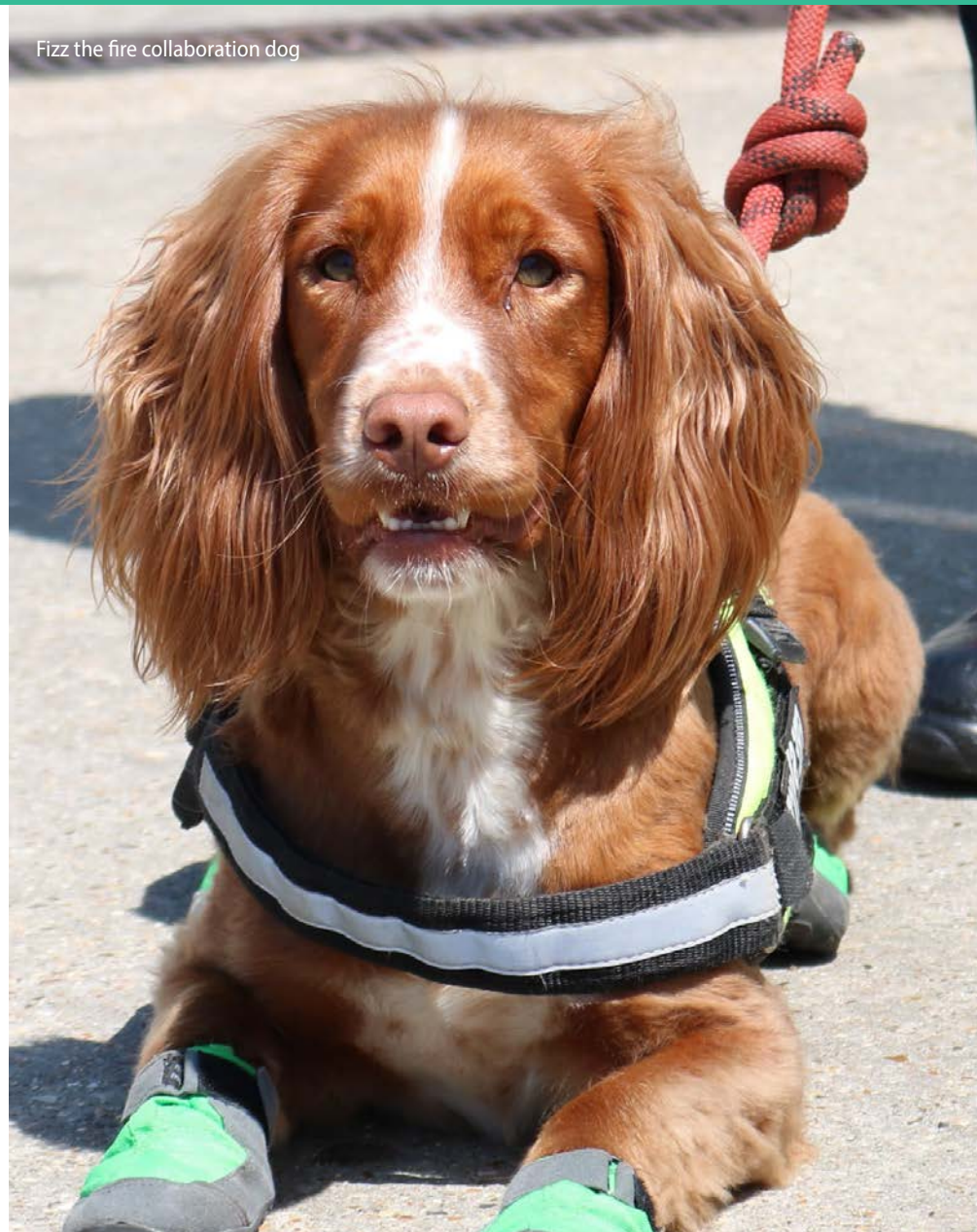
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Increasing collaboration

- ✓ Develop the Tri-Service Rural Community Officer model to prevent harm and reduce vulnerability in our rural communities.
- ✓ Build on the success of collaboration during the response to the COVID 19 pandemic, including:
 - looking at what more we can do, including with the East of England Ambulance Service, around joint strategic planning, management of strategic risks and improved operational efficiency.
 - share data, safely and effectively, to identify and support the vulnerable
 - work together to support staff, officers and fire fighters
- ✓ Continue to maximise the benefits of collaboration between Essex and Kent Police.
- ✓ Explore opportunities for a shared service model across the East of England, including Kent, with other willing partners in police and fire and rescue and possibly other agencies.

So that crime is reduced, communities are kept safe and the public get the best possible service.

Fizz the fire collaboration dog



Beating Crime Plan - National Crime and Policing Measures

In the Beating Crime Plan, the government has set out its strategy for protecting the law-abiding majority, swiftly bringing criminals to justice and managing offenders with rigour and discipline. This whole of government strategy includes a focus on three key areas:

- Cutting homicide, serious violence and neighbourhood crime
- Exposing and ending hidden harms and prosecuting perpetrators
- Building capability and capacity to deal with fraud and online crime

To support the Beating Crime Plan and help the public see what progress is being made by their Police and Crime Commissioner and Chief Constable the government has introduced National Crime and Policing Measures. These include:



The Police, Fire and Crime Commissioner will hold the Chief Constable to account for Essex Police's delivery against these measures and publish a quarterly statement on the force's progress. This will be available at www.essex.pfcc.police.uk

Strategic Policing Requirement

While the priorities in this Police and Crime Plan set out the focus for tackling crime and antisocial behaviour in Essex, the Police, Fire and Crime Commissioner and Chief Constable are also responsible for ensuring Essex Police can respond to national and international threats. As part of the Strategic Policing Requirement 2012, they must be aware, and plan for threats from:

- Terrorism
- Serious and organised crime
- A national cyber security incident
- Threats to public order or public safety that cannot be managed by a single police force acting alone
- Civil emergencies that require an aggregated response across police force boundaries
- Child sexual abuse and exploitation.



The Police, Fire and Crime Commissioner and the Chief Constable will address these national threats by preparing a clear and robust plan to ensure there is a readiness and ability to provide an adequate response when necessary. This will involve a co-ordinated response across the National Crime Agency and partner forces.

Essex Police already has strong collaboration with Kent Police through the shared Serious Crime Directorate, and with police forces across the Eastern region, through the Regional Organised Crime Unit (Eastern Region Special Operations Unit), to tackle serious organised crime and we will continue to build on this capability.

Commissioned Services

The Police, Fire and Crime Commissioner commissions a number of services to help deliver the Police and Crime Plan and other statutory duties.

The funds are held in a crime and disorder reduction grant which can be allocated to secure crime and disorder reduction in the PFCC's area. Specifically, the PFCC is able to utilise the budget to:

- Commission local victim support services
- Fund crime prevention services
- Work with partners to create a joined-up response to local problems
- Work with national and local policing and criminal justice partners to reduce crime and help make communities safer

In Essex the crime and disorder reduction grant is allocated in the following ways:

- £300k for local voluntary and community safety groups to prevent crime and anti-social behaviour.
- £2.3m to support Community Safety Partnerships, Youth Offending Teams, the Domestic Abuse Partnership and Drug and Alcohol Teams.

The Police, Fire and Crime Commissioner also receives £2.1m per year to support victims of crime, such as Restorative Justice, Victim Support and Independent Sexual Abuse Advisors. The Commissioner also been successfully in securing additional national funding for specific priorities such as reducing drug driven violence or tackling violence against women and girls and will continue to advocate for extra funding for Essex.

Public Sector Equality Duty

The PFCC's vision is to create safe and secure communities which are the bedrock on which we build success and wellbeing for all.

Embedded in this vision is a commitment to work with, alongside and for all local communities within Essex and at its heart this relies on the successful implementation of the three general aims of the Public Sector Equality Duty.

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations

Through the Commissioner's Equality, Diversity and Inclusion Strategy they have committed to a series of Equality and Diversity Objectives covering four key areas of work:

- Scrutiny of Essex Police and Essex County Fire and Rescue Service,
- Engagement with communities across Essex,
- Effective and transparent decision making, and,
- Service Delivery.

For more information about this strategy and the progress that is being made in delivering it, please visit [Publications](https://publications-essex.police.uk) - Essex Police, Fire & Crime Commissioner (pfcc.police.uk)

Performance indicators and measures

	So that...	Performance indicators
Further investment in Crime Prevention	We get crime down and wherever possible prevent it from happening	<ol style="list-style-type: none"> 1. All Crime Harm Score 2. All Crime 3. Independent Public Confidence Survey
Reducing drug driven violence	We help Essex Police and partners crack down further on violence and drug gangs	<ol style="list-style-type: none"> 1. Drug-related Homicide 2. Independent Public Confidence Survey
Protecting vulnerable people and breaking the cycle of domestic abuse	We protect those who are most at risk of harm	<ol style="list-style-type: none"> 1. All Domestic Abuse Offences 2. All Child Abuse Offences 3. Domestic Abuse Solved Numbers 4. Child Abuse Solved Numbers 5. Independent Public Confidence Survey
Reducing violence against women and girls	No woman or girl feels unsafe in their community or in public	<ol style="list-style-type: none"> 1. Sexual Offences 2. Violence Against the Person (Split by gender) 3. Sexual Offences Solved Numbers 4. Independent Public Confidence Survey

Performance indicators and measures

	So that...	Performance indicators
Improving support for victims of crime	Victims and vulnerable people are encouraged to come forward and can get the help and support they are entitled to	<ol style="list-style-type: none"> 1. Number of repeat victims 2. Independent Public Confidence Survey
Protecting rural and isolated areas	We prevent crime and reduce vulnerability in rural communities	<ol style="list-style-type: none"> 1. Rural Crime Harm Score 2. Rural Crime 3. Independent Public Confidence Survey
Preventing dog theft	We prevent dog theft	<ol style="list-style-type: none"> 1. Number of thefts involving dogs 2. Independent Public Confidence Survey
Preventing business crime, fraud and cyber crime	Crime against individuals and businesses is reduced, our local economy can operate safely and together we can build back better as we come out of the pandemic	<ol style="list-style-type: none"> 1. Business Crime Offences 2. Business Crime Offences Solved 3. Independent Public Confidence Survey

Performance indicators and measures

	So that...	Performance indicators
Improving safety on our roads	We reduce the number of people killed or seriously injured on our roads	<ol style="list-style-type: none"> 1. People Killed or Seriously Injured 2. Number of drink/drug drive detections 3. Number of using a phone while driving offences 4. Independent Public Confidence Survey
Encouraging volunteers and community support	More members of our communities come forward as volunteers and work together to get crime down	<ol style="list-style-type: none"> 1. Independent Public Confidence Survey
Supporting our officers and staff	Staff, volunteers and officers are supported and recognised for the contribution they make to preventing crime and keeping our county safe	<ol style="list-style-type: none"> 1. Number of Ethnic minority officers and staff to be more reflective of the population in Essex
Increasing collaboration	Crime is reduced, communities are kept safe and the public get the best possible service	<ol style="list-style-type: none"> 1. Emergency Services Collaboration Financial Savings

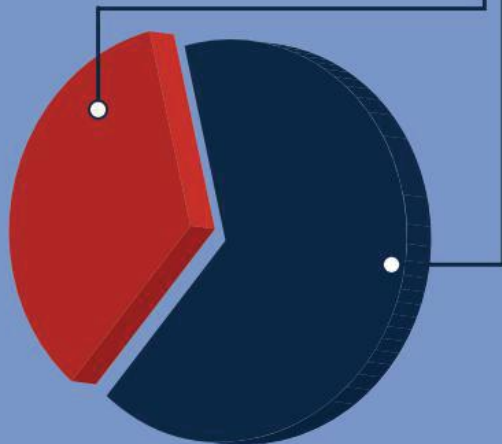
Delivering the Police and Crime Plan

Finance and Resources

The total overall budget to fund policing and crime reduction work in Essex amounts to £330.3 million for the financial year 2021-2022. The PFCC's overall approach is to ensure that budgeted resources are closely aligned with policing priorities and maximise the impact of crime reduction initiatives.

Funded by (£000) 2021/22

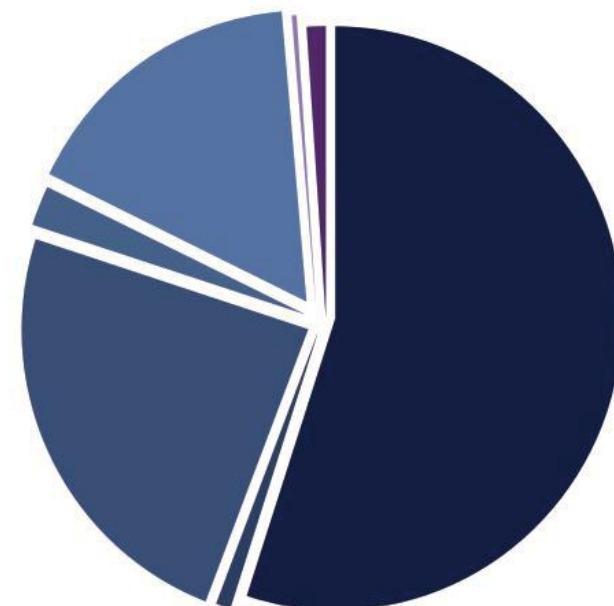
Government Core Grant	195,700
Council Tax Precept	134,600
Sources of Finance	330,300



Essex Police Expenditure Budget (£000) 2021/22



Police officer pay & allowances	196,956
PCSO pay & allowances	3,574
Police staff pay & allowances	86,435
Other employee expenses	7,900
Premises, transport, supplies & services	58,535
PFCC's office	1,322
Commissioning grants	3,377
Gross Police & Crime Expenditure	358,099
Income	(27,387)
Contribution from reserves	(402)
Net-cost of service	330,310



Working together to make Essex safer

More than 1000 people came together to produce this Police and Crime Plan. Thank for helping us and giving your views either by completing our survey or taking part in one of our workshops held during the summer. We know that by working together we can make huge improvements in our communities so collating views and feedback from representatives of all groups and backgrounds who live, work and travel in Essex is vital.

Thank you to:

The staff and volunteers from the Police, Fire and Crime Commissioner for Essex

The Essex Police, Fire and Crime Panel

Officers, staff and volunteers from Essex Police

Essex County Fire and Rescue Service

East of England Ambulance Service

Essex County Council

Southend-on-Sea Borough Council

Thurrock Borough Council

Safer Essex Roads Partnership

Safer Essex

Essex Police Federation

Unison

AFiUK

Age Concern

Anglia Ruskin University

BASC

Basildon Side-by-Side

Basildon Community Diversity Council

Brook.org.uk

Cara Essex

Catch 22

Children's Services ECC

Citizens Advice Bureau

Country Land and Business Association

Clacton Coastal Academy

Colchester Life in the UK CIC

Colchester Pride

Council Leaders & Chief Executives of Greater Essex

Crimestoppers

The Community Safety Partnerships from across Greater Essex

District Councils from across Greater Essex

Essex Association of Local Councils

East Light Homes

Environment Agency

Essex Chambers of Commerce

Essex Citizens

Essex Council of Voluntary Youth Services

Essex Criminal Justice Board

Essex Highways

Essex Integration

Essex Independent Advisory Group

Essex's farming community

Gerald McDonald Food Co

Global Impact Consultancy

Harlow Ethnic Minority Group

Local Town and Parish Councils

Mind

Ministry of Defence

National Federation of Retailers

National Farmers Union

National Health Service

Neighbourhood Watch

Open Road

Phoenix Futures

Rotary Clubs

Residents Associations

Southend Foodbank

Springfield Youth Group

Street Pastors

TeenTalk Harwich

Thurrock Coalition

Thurrock Disability Board

Thurrock Independent Advisory Group

Thurrock Safeguarding Children's Board

Victim Support

Viewpoint Marketing

Vanessa Baxter Consultation Services

Women's Institute

Youth Offending Service

PFCC



POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX

 www.essex.pfcc.police.uk

 [EssexPFCC](https://www.facebook.com/EssexPFCC)

 [@EssexPFCC](https://twitter.com/EssexPFCC)

 [@Essexpfcc](https://www.instagram.com/Essexpfcc)

 [Police, Fire and Crime Commissioner for Essex](https://www.linkedin.com/company/Police,FireandCrimeCommissionerforEssex)



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-  @Essexpfcc
-  Police, Fire and Crime Commissioner for Essex

Police and Crime Plan 2021-2024

Report on Survey Findings

September 2021



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Introduction

The Police, Fire and Crime Commissioner (PFCC) for Essex is developing the Police and Crime Plan for the next three years. This is a strategic document that sets out the PFCC's vision and priorities for policing and crime reduction in Essex. The plan is the basis on which the PFCC holds the Chief Constable to account in terms of performance, provides funding for services such as Victim Support or Community Safety Partnerships and works with community organisations. Once agreed, the Chief Constable will use its vision and priorities to inform the force plan for Essex Police and wider objectives will be pursued through commissioning and partnership work.

Importantly, the Police and Crime Plan will focus on bringing to life the Commissioner's Manifesto, which was endorsed through the recent election, and delivering what people want from policing and community safety in Essex.

The PFCC's previous Police and Crime Plans have made a difference in Essex. A commitment to local, visible, accessible policing has led to an extra 500 police officers in Essex with 300 more to come, investment in policing teams for the town centres, rural and

business communities, and an increase in the Special Constabulary – which are just some examples.

The Plan has also informed funding decisions helping the PFCC to fund organisations, including many faith-based organisations, that deliver important projects focused on community safety, reducing violence and support our young people.

Residents in Essex were asked for their views on the proposed priorities in the Police and Crime Plan, and the 'We Will' statements that sit under each one, and whether residents think they are important. This was done via an online survey which was live between 6th and 19th September 2021. The total number of respondents to the survey was 1,515.

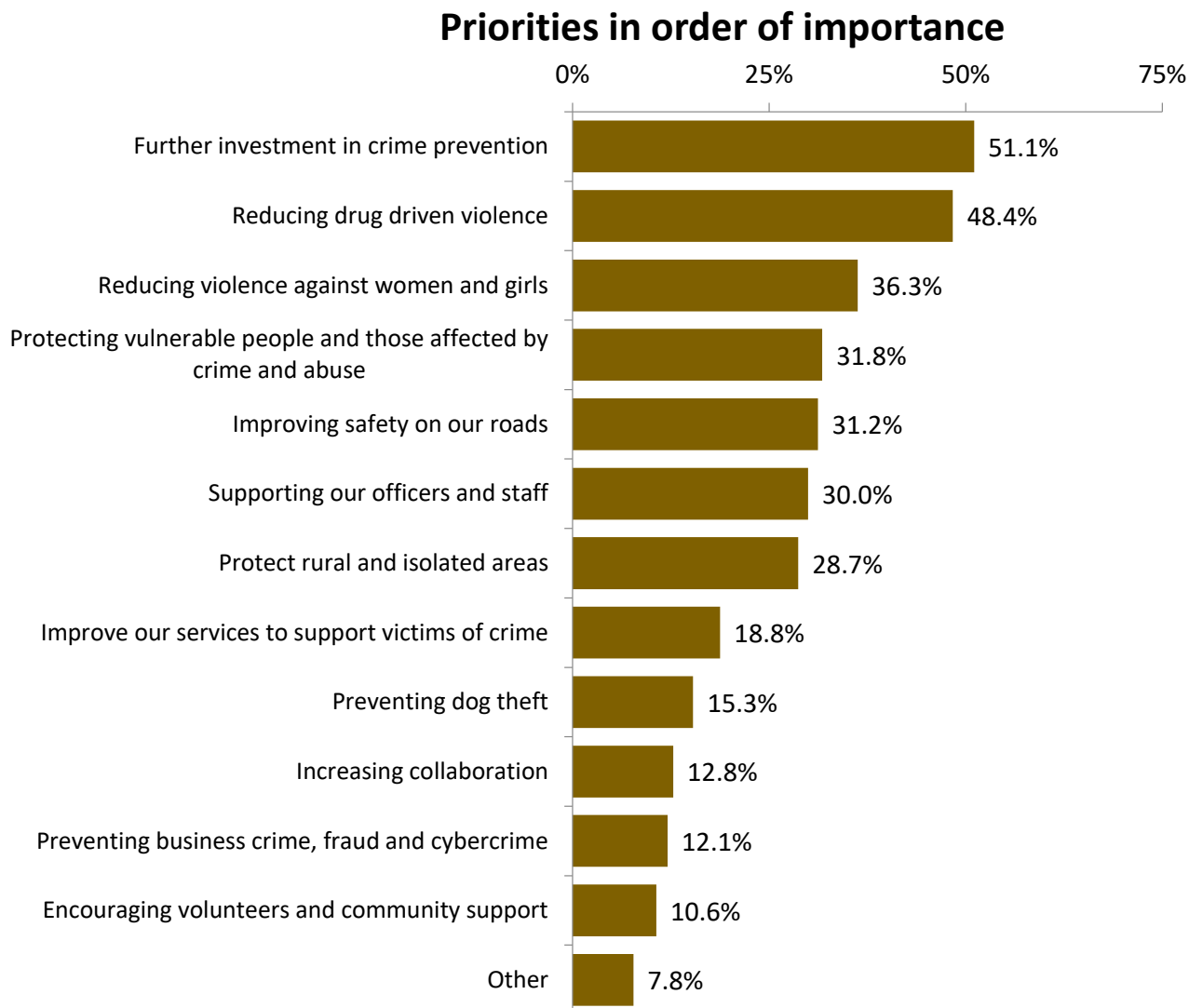
Key Findings

- The priorities given the highest order of importance by respondents were further investment in crime prevention and reducing drug driven violence, followed by reducing violence against women.
- The priorities with the highest level of agreement were supporting officers and staff, reducing violence against women and reducing drug driven violence where over 60% of respondents strongly agreed with the priority.
- The majority of respondents agreed with the We Will statements, although 10-15% disagreed with seven statements under improving safety on our roads, three under increasing collaboration, three under further investment in crime prevention, one under reducing drug driven violence, one under improving services to support victims of crime, one under encouraging volunteers and community support, and one under protecting rural areas (where in addition, 30% disagreed with the We Will "Support the development of a transit site for temporary accommodation for travellers").
- A range of comments were made, mainly about specific points under each priority. However, across all of the priorities, there were a number of comments about the need for more police visibility or presence, more police officers, or the return of community/neighbourhood policing.

Detailed Findings

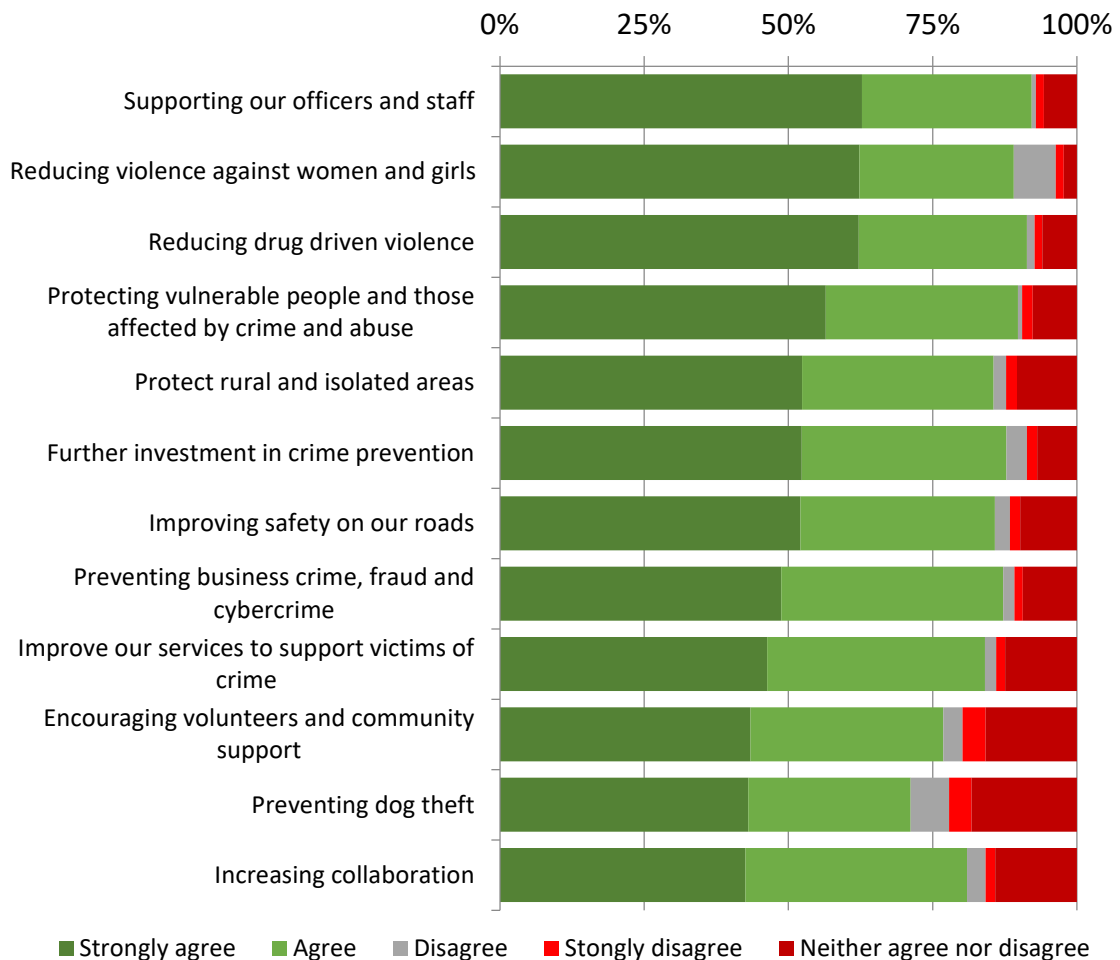
Importance of priorities

Respondents to the survey were asked which three of the 12 priorities are the most important to them. The priorities given the highest order of importance by respondents were further investment in crime prevention and reducing drug driven violence.



Agreement with overall priorities

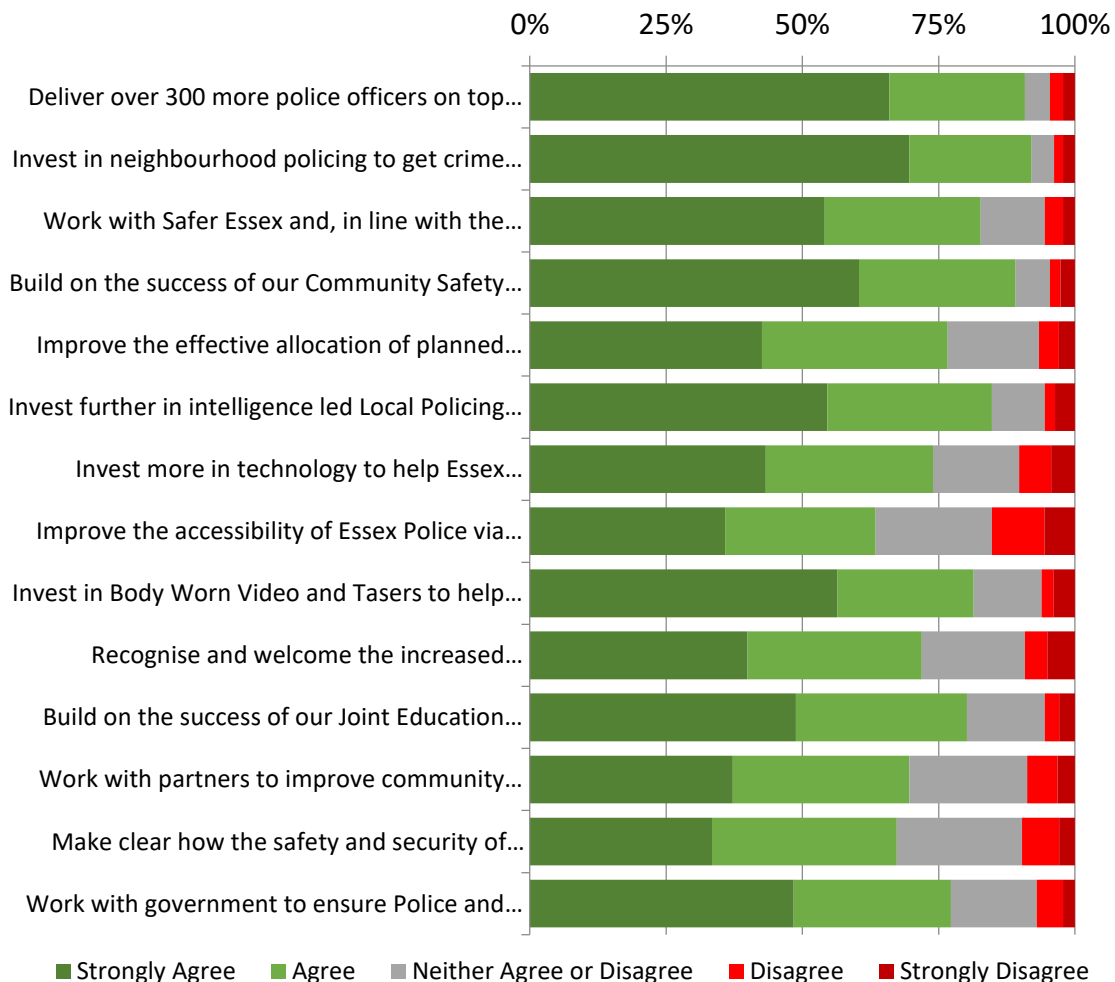
Respondents were asked whether they agree or disagree with each priority. The priorities with the highest level of agreement were supporting officers and staff, reducing violence against women, and reducing drug driven violence where over 60% of respondents strongly agreed with the priority.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Further investment in crime prevention	52%	35%	4%	2%	7%
Improve our services to support victims of crime	46%	38%	2%	2%	12%
Reducing drug driven violence	62%	29%	1%	1%	6%
Protect rural and isolated areas	52%	33%	2%	2%	10%
Improving safety on our roads	52%	34%	3%	2%	10%
Encouraging volunteers and community support	43%	33%	3%	4%	16%
Protecting vulnerable people and those affected by crime and abuse	56%	33%	1%	2%	8%
Reducing violence against women and girls	62%	27%	7%	1%	2%
Preventing dog theft	43%	28%	7%	4%	18%
Preventing business crime, fraud and cybercrime	49%	38%	2%	1%	9%
Supporting our officers and staff	63%	29%	1%	1%	6%
Increasing collaboration	43%	38%	3%	2%	14%
Total responses: 902					

Further investment in crime prevention

87% of respondents agreed with this priority overall. The majority of respondents agreed with each 'We Will' under this priority, although 15% disagreed with improving the accessibility of Essex Police via the internet and social media so they can give better feedback to communities and victims, 10% disagreed with Investing more in technology to help Essex Police be more visible in their communities including developing mobile applications and enabling better connectivity and 10% disagreed with making clear how the safety and security of new roads and developments can be improved.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Deliver over 300 more police officers on top of the 500 additional officers already delivered since 2016.	273	67	14	7	4
Invest in neighbourhood policing to get crime down.	289	66	9	5	4
Work with Safer Essex and, in line with the Crime Prevention Strategy, invest more in preventing crime in Essex.	225	85	32	10	4
Build on the success of our Community Safety Partnerships (CSPs) by encouraging increased targeting of hotspots and known offenders to tackle crime and antisocial behaviour (ASB).	250	89	18	3	6
Improve the effective allocation of planned police resources by monitoring crime, All Crime Harm (crime severity) scores and ensuring Essex Police and partners bring down the level of harm in our communities.	175	94	50	11	5
Invest further in intelligence led Local Policing Teams, such as Town Centre Teams and Disruptor Teams, to adopt a problem-solving response to local issues.	226	86	27	6	9
Invest more in technology to help Essex Police be more visible in their communities including developing mobile applications and enabling better connectivity.	178	94	41	16	9
Improve the accessibility of Essex Police via the internet and social media so they can give better feedback to communities and victims.	148	80	65	27	15
Invest in Body Worn Video and Tasers to help keep officers and staff safe and be effective in their roles.	231	73	35	6	10
Recognise and welcome the increased diversity of Essex and invest in ways to work together with all communities to prevent crime by encouraging reporting, identifying problem areas and targeting prevention activity.	165	87	56	13	17
Build on the success of our Joint Education Teams by investing in work with schools and young people to develop a comprehensive education focused prevention programme delivering relevant messages, including those about healthy relationships and Child Sexual Exploitation, at the right time throughout a student's journey through education.	202	87	43	11	8
Work with partners to improve community safety by promoting and investing in designing out crime.	153	93	58	16	9
Make clear how the safety and security of new roads and developments can be improved.	138	98	64	20	6
Work with government to ensure Police and Fire and Rescue Services have a strong, statutory voice in the planning of new developments and roads; and work with developers, including through Essex Design Guide, to improve the safety and security of new developments.	200	88	43	13	5
Page 275 of 585 Total responses: 416					

A total of 469 comments were made under this priority. 89 of these related to the need for more police visibility or presence while 38 wanted more police officers.

"Good priorities, but one missing, to prevent crime you need more police patrolling on foot and in cars. I cannot remember when I last saw a policeman or woman on the streets in Braintree, but I have seen druggies around St Michael's church most days, leaving their filth on the ground, why isn't there more patrols? Because you haven't got the manpower!"

"The public overwhelmingly want safer streets and communities, more visible policing, quicker response times and when police do arrive, a professional and thorough performance. More often than not, my feedback from friends and neighbours is that they feel brushed aside, neglected and the outcome is generally disappointing."

"In my opinion much crime prevention funding is wasted or focussed on very small groups of people. Although I agree with crime prevention investment, I would like this to be in the form of more frontline police officers which can be used to disrupt criminal activity. Currently officers are over worked and have no proactive capacity."

37 people wanted community or neighbourhood policing to return.

"Having local 'Bobby's', who talk to the community and understand and know the area helps them recognise problem areas. Keep changing police officers makes it harder for people to approach them."

"It is not just having more police, it is having them available in the community and speaking to people, something that has been lost. Of course they must feel safe in their job, but in the old days by being part of the community, they were more connected and not a them and us situation that you find today."

(These three points were also made under many of the other priorities, in particular the rural policing priority, but were most prevalent here).

35 comments related to the importance of prevention activities, including education in schools and the community.

"Need to recognise that investment in crime prevention isn't necessarily the same as investment in the police. Investment in the things that underpin crime are likely to be more effective e.g. education, tackling drugs and alcohol, supporting and equipping parents."

"I think more upfront Policing and working within schools to educate the younger people, spending on the young has a much more long term impact. Great ideas, we need to get people to see the police as an aid to our community and that they are there to stop crime, harassment and to make our lives better."

29 respondents wanted criminals to be caught, prosecuted and sentenced adequately.

"Catch and prosecute more criminals. Don't get distracted by 'nice to do' activities which distract from the 'must do' activities."

31 people wanted more detail about how this priority will be measured, monitored and/or achieved.

"I would like to be told specifics rather than the broad headline. How is very important!"

"How can anybody disagree with this. However will "value for money" be achieved. What targets will be set to ensure crime prevention actually reduces crime."

13 comments were about using available technology, mainly making more use of CCTV and video evidence.

32 people highlighted something that they felt was missing from this priority, including 14 who mentioned anti-social behaviour. This included nuisance neighbours, unsociable driving and music, cars, quad bikes or motor cycles/scramblers with loud exhausts being driven at excessive speed, congregation of persons that are under the influence of alcohol and/or drugs and exhibiting intimidating/ aggressive behaviour, littering in parks and nitrous oxide paraphernalia.

Another 7 people did not want rural areas to be forgotten or overlooked.

The other things felt to be missing are as follows:

- There is little mention of listening to communities, reaching out to hard to hear communities, improving community relations between different groups even though enshrined in statute. There is little about quality of service, standards, trust, confidence. An increasing no. of people do not trust Essex Police from comments I hear regularly. The unprofessional Twitter and Facebook messaging does little to reassure the public.
- Listening to general public.
- Listening to the problems youngsters and adults have to put up with on a daily basis and work to eliminate this asap .especially when women and their children are involved and being victimised .
- We will: be coached on how to speak and listen to each other and members of the community.
- We will listen to new areas of concern highlighted by the public and respond to these in the most appropriate way.
- We will listen to and ACT on the concerns of residents, even if they these concerns don't align with our woke driven agenda.
- We will invest in having visible policing through opening stations previously earmarked for closure and those sold we will re-invest in a new station with foot patrols by PCSOs and officers.
- We will not be solely reliant on technology to reach the public but actively engage through visible and approachable officers on targeted foot patrols that are based in areas of crime/ASB hot spots as we understand officers driving past is not engagement.
- In addition to the comment 'Improve the accessibility of Essex Police via the internet and social media etc.: To also Improve the 'Visibility' of the police regularly, what they are doing, and how the police are doing against all the priorities. (This gives a greater comfort to the residents of Essex, as very little visibility is seen at the moment of the great work I'm sure the police undertake every day). Also not just using social media as not everyone has or wants access to this medium.
- You seem to have overlooked response policing.
- We will institute regular patrols, unannounced and at different times, in known drug dealing areas etc. Even if few are Page 27 of 55 totally cheesed off public, could do

with a bit of reassurance that you are doing something visible and positive. I come from a rough northern council estate, rated one of the 20 most deprived areas in the UK, but we had 2 regular patrol officers, who knew everyone, knew where to look, who to talk to etc. This has now gone, and all we have now are regular incidents, some very serious, as my friends still there tell me.

- No mention of burglary. These crimes cause great stress to the victims but there is a feeling that police action is limited so criminals feel it is unlikely they will be caught.
- More priority should be given to solving burglary, petty crime and anti-social behaviour, especially in villages.
- Greater surveillance of terrorists.
- No mention of drug prevention.
- Not enough emphasis on drug prevention.
- Actively encouraging a more diverse police force; complete transparency and zero tolerance of racism and sexism in the police.
- Why is there no mention of anti-corruption, see HMIC recommendations 2019. Whistle blowing and reports of corruption ignored/ covered up. Who holds the Force to account?
- There is no action included above to fight corruption within Colchester police. Such corruption has been evident for years and appears to be getting worse, but nothing is being done about it!
- The basic duty of the police force is to uphold the law of the land without fear or favour and to protect the law-abiding population.
- I would like to see something more explicit about investment in public belief and trust in the police force. I feel a lot of people (including myself) have lost faith in the police, particularly when it comes to being kept safe.

There were 86 specific points raised:

- Everything sounds great for the public but what about the safety of our officers, double crewing is certainly the best way to maintain a level of safety for them how about we will always put our officers double crewed for their safety please?
- For serving officers, single patrolling is dangerous. There should be adequate numbers of officers in town centres, community policing should return to the community and not be used for wider issues/aid/large areas. There used to be good Team numbers but now, few officers have to do so much more.. even be responsible for their own case loads without admin support. Specialist areas have been removed and officers scramble to complete task driven directives: they should listen more to the lower ranks, not just police with the next hot idea which looks good for promotion; the leadership must support their officers more in ways which officers really need.
- Retention of officers and not just taking on officers who are either cadets or specials these only work part time and some just minimal hours. A fully qualified officer is a real officer and has a full time rota to work.
- The importance of supporting our police force cannot be over stated, i.e. remuneration/pension, training/professional development, continued investment in trusted links to and within the community to promote safe policing and community on all streets. Operationally - pro-active police to police back up, protective clothing, body cameras, CCTV, technology, etc..
- Police need to manage their effectiveness better, have proper, transparent plans when dealing with ongoing issues.
- Use the trained police officers to tackle crime and leave the admin tasks (such as compiling and distributing weekly crime statistics) to civilian employees or volunteers. Do not waste the scarce resources.
- I think that at a national level and not just in crime prevention worthy aims are frequently the cause of increased power. There should be an aim to implement

the we will statements in a way that doesn't absorb the time of the new officers in pointless form filling.

- Get computer systems that make it easy for admin staff to use and that are compatible with other constabulary.
- Can I suggest you include an item to improve police training and support for front line officers? More officers means little if you haven't got the experience there to tutor them properly.
- With a loss of 388 police officers, 600 support and office staff and 100 police community support officers up to 2014, the number you are suggesting you deliver is pitiful.
- Divulge the number of officers who have left the "Job"? And stations closed? 500 since 2016 is 100 a year, how many have gone/left over that period?
- You state that you want to deliver more police officers, but I know for a FACT that you fudge your numbers, especially when it comes to diversity. You have female officers being kept on your books after they have resigned just to show that you still have an acceptable level of male to female proportion of officers. No one trusts the police anymore, so I do not agree with you having tasers. The police should have an anonymous whistle blowers hotline, that goes straight to an independent organisation to investigate internal failings. I know numerous officers who complain about their own force and their managers. Internal bullying is rife.
- Deliver over 300 more police officers on top of the 500 additional officers already delivered since 2016. These are not "new" police officers the numbers are similar to the amount of officers who have left Essex Police either through retirement or from transferring to other Forces. Even taking this into account the amount of "new" officers is still down. Take Detective Constables in 2015 there was 399, 2016 - 435, 2017 - 427, 2018 - 407, 2019 - 379, 2020 - 382. So from the published figures show a decline in Detective Constables.
- Police have been stripped back by a Tory government and have now made a career in the Police unappealing. The starting wages are abysmal and those that are in are being pulled from pillar to post unable to investigate crimes properly. A decade of Tory rule and they are still not achieved their slogan of being the party of law and order. The levels are not even up to what they were in 2009. Of course we need more Police but we need to attract decent, honest individuals to the career by paying them a decent wage.
- That depends on the 'further investment', will it just be an increase to look like and improvement when in fact it is just a sort of cost of living increase. Everything gets more expensive year on year, so an increase could just be a keep up option that sounds better than it really is. I hope that will not be the case.
- Your "How" - it all sound great but for example "deliver more police officers" - 800 in 5 years but what is the percentage compared to the increase of population to Essex?
- On 6th. September, the end of week 36 in 2021, there have been 1284 crimes of all types reported to the Police from throughout the Borough of Brentwood, a weekly average of 35.6 !! Brentwood High Street appears to be a favourite hunting ground of criminals, although one gets the feeling that numerous victims are somewhat casual in protecting their own valuables while shopping or thinking their vehicles are a safe haven. For example, I have drawn the attention to a few shoppers that putting their mobile in a rear trouser pocket is NOT the safest place. I don't suggest I know the answer to all of the crimes but I wonder whether the Police might at least draw attention to errors committed by High Street shoppers?
- Continuous training and development of officers and support staff. I have daily contact with Police Officers in my profession. Their knowledge of law & Court procedure is often woeful. Little if any understanding of how to present a case in

Court, how to address a Judge or even (yesterday), an officer with 14 years service, not knowing where to sit as OIC in a Crown Court case, attempting to sit alongside her Prosecution Counsel. Investigative techniques and training, regularly updated (and tested) on the law in practice and the law in action, is negligible and there is no point in taking steps to arrest more criminals if those criminals are wrong. It acquitted at trial after a half-baked investigation and a poorly-prepared case. Do not blame the CPS. Train your people.

- Technology is not always the only solution, especially when dealing with the elderly. People need to have confidence and speedy access to Police.
- There appears to be an over reliance on 'technology'. An Officer equipped with a camera and taser, of itself, does not make them safer. The interpersonal skills and intelligence of the individual officer makes them safe. As with most Government employers the constant mantra of 'diversity'. Diversity is a failed social experiment. It creates division, the rush to ensure quotas has failed. The focus MUST be on the most qualified for the role. This plan appears more focused on producing 'social workers' than effective, robust and intelligent Law enforcement officers.
- Ensure that all officers with Essex police and out of their probation are taser trained or have taser training offered to them.
- You have many weak areas of policing, will this improve or will additional officers just be deployed where incidents are highest? One could ask in Roydon, what is Community Policing? Other areas get regular visits to Parish meetings... Roydon seems to be a village totally out of the police radar.
- Like any police force there should absolutely be a focus on local level crime, and in Witham it's gotten got a level which should make Essex police ashamed, there are vehicle thefts every week. And no response or visible patrols to deter said criminals from doing such activities.
- Engage with government about giving the police more powers to stop /detail wrongdoers. I feel the police are unable to do their jobs at the moment because they are watching their back all the time and do not get enough support. This ability of people to stick cameras in people's faces seems unreasonable to me.
- I am concerned about the number of suspicious looking vehicles patrolling the streets slowly in residential areas obviously looking for things to steal immediately, for premises to burgle or vehicles to come back and steal later. The police could make sure the occupants of these vehicles have all their correct documentation and by showing an interest in why they are patrolling in a suspicious manner would reduce crime.
- Better partnership with ESSEX USAR. Maybe use police dogs as USAR search dogs like the met police. And get them helping Pols team.
- There are too many we wills - needs to be more focused to ensure delivering on key priorities, also some of these feel very much business as usual.
- Police need to be more visible. Rather than closing local policing units & stations, policing units should amalgamate into fire houses and/or ambulance stations.
- Open up local contact offices so people have the opportunity to report crime as not everyone is comfortable using the internet.
- If it includes the reopening of local police stations then yes.
- Have an obvious full time police station in every town above 5000 people. Have an obvious part time police station in every village above 1000 people.
- Would like to see re-opening of Police stations that have not already been sold off.
- Stop closing police stations.
- Look at managing your funds better. Sharing properties with schools hospitals and fire stations. Use a select few police K9 units as Fire/USAR dogs like the met. Use USAR teams to bolster your police in woodland search.

- This priority sounds brilliant, but my concern is the constant overturn of community officers as they move on to other things. Without a consistent and known face in the community for many years, I question whether the investment in more community officers will be worth it, as if they keep changing, they will never truly be able to integrate with the community.
- The 'further investment in crime prevention' notes using disrupter teams and better use of technology - local police have access to noise monitoring equipment to help crack down on noisy and anti-social vehicles but Essex police force don't use them due to lack of training and confidence in them. If you are investing in these kind of technologies they should be used.
- I believe the police should operate a zero tolerance for all crime specially young offenders & antisocial behaviour. I believe all police should be armed at least with tasers at all times.
- Although I agree Tasers are an effective tool for police officers, I am concerned that they are deemed necessary more frequently when a suspect is from an ethnic minority background. I would therefore like to see more and better training in the use of Tasers for officers.
- Invest in Body Worn Video and Tasers to help keep officers and staff safe and be effective in their roles.
- Agree with BWV but my concern is on tasers, the training and use.
- The overuse of police tasers is a waste of public funds.
- Abolish useless paperwork. More stop and search.
- I am a victim and survivor of rape, sexual violence and child sexual abuse. I would like to see these issues recognised and taken seriously and sympathetically by the police.
- I am a class 3 mobility scooter user insured and taxed. Over the past 5 years I have encountered discrimination from other road users and the general public be they pedestrians, cyclists and people using the dangerous e-scooters. Need to educate people about the law about the difference between the illegal e-scooters and class 2 and 3 mobility scooters. Refuse the ridiculous idea of legalising the dangerous e-scooters. Whilst using my class 3 mobility scooter I had a close encounter with an e-scooter illegally using the roads. Abusing disabled persons such as I for legal road use should be addressed especially when one also has mental health issues.
- More investment is needed in finding out perpetrators of grooming gangs. More investment is needed to make sure victims of these grooming gangs are supported quickly and safely.
- Make reference to the UNCRC in planning considerations.
- I understand there are differences in culture and community but this does not allow anyone to be violent and commit crimes so I don't think bringing the communities together to understand each other is helping the groups need to be told it's wrong.
- There is law protecting privacy which prevents the use of CCTV by private individuals. We have had fly tipping for years often with Asbestos products in our community. Can you drive a change in the law to allow CCTV to catch criminals in such circumstances, without advertising that its there?
- I have answered the above solely in relation to the needs of victims and survivors of sexual violence and vawg crimes. None of the above will have a substantive impact on these crimes or this need. There is a concern that work in schools will focus heavily on sexual exploitation and domestic abuse and not deal adequately with child sexual abuse and rape. The text above does not mention child sexual abuse and rape, the catchall 'consent' healthy relationships' are used, it would be helpful to state child sexual abuse and rape.

- I think you have lost the Crime Prevention Officers and Architectural Liaison experts these people were in every division and were highly trained to deal with Crime Prevention and designing out crime. They were the people who had the role in liaising with partners and general public.
- Crime prevention roadshows in towns and especially village halls in rural locations should increase now we are out of lock down. Older and more vulnerable persons may not get relevant advice, so working with partnership agencies, home carers and hairdressers would help and also meals on wheels. Wiltshire farm food delivers etc. - Produced in larger sized text if possible. More permanent signage near bike parks giving advice on cycle security. Actually permanent signage around Car Parks about thefts from vehicles, catalytic converters. Dog thefts at parks or outside shop signage and also a QR link on signage posters that automatically take you to advice on numerous crime reduction initiatives.
- Got to be worthwhile not wasting money on posters, leaflets and marking bikes.
- I agree with the above apart from: "Improve the accessibility of Essex Police via the internet and social media so they can give better feedback to communities and victims." I do not think this needs to be improved, it seems the police already have a very good accessibility to social media, rather more police doing policing might be better encouraged.
- Too much emphasis on gimmicks like apps and social media, this to me does not help prevent crime. Spend the money on physical resources for those actually trying to prevent crime.
- We need the police to become proactive and not afraid of tackling the Travelers issues that blight our lives with intimidation, crime, etc. we all get the impression that the Police are scared to take action, this need to change.
- How do some of these fit in with your 12 priorities e.g. ASB is no longer a priority, but your 4th bullet point talks about CSPs?
- Bring back the Crime Prevention Officer who were correctly trained instead of using people who have little or no knowledge.
- There used to be such items as Local Crime Prevention Panels but as usual they were abandoned. Try them again.
- Need to concentrate on real crime on the streets, not woke driven so called "hate crime" online.
- Anti-social behaviour should not be a top priority. Any funds spent on it is a waste of resources.
- Invest in mature and experienced probation officers working with the under 16's. They can provide role models and supervision as well as gaining an inside knowledge of family difficulties and social needs especially in the formation and structure of youthful "gangs" involved in crime.
- I can see some potential for conflict between educating young people on what a healthy relationship looks like in the eyes of the law, and recognising the diversity of Essex, as some cultures will have methods (such as physical chastisement) which don't fit with how the law sees healthy relationships.
- I support profiling. The facts are there for a reason!
- You are not actually highlighting any priorities that actually deal with the issues feeding the crimes most harming the community, you are just prioritising what is seen a visibility and tackling the low hanging fruit without investing a priority to tackle the root causes in this county.
- To achieve this you need to focus on communities and build stronger relationships and encourage trust in policing resources.
- If this means more money for the police ...then yes I agree. Prevention is surely the best way. In my opinion this includes addressing social exclusion, poverty, support for

young people (training, youth groups etc.), racism, ultimately reducing the gap between rich and poor.

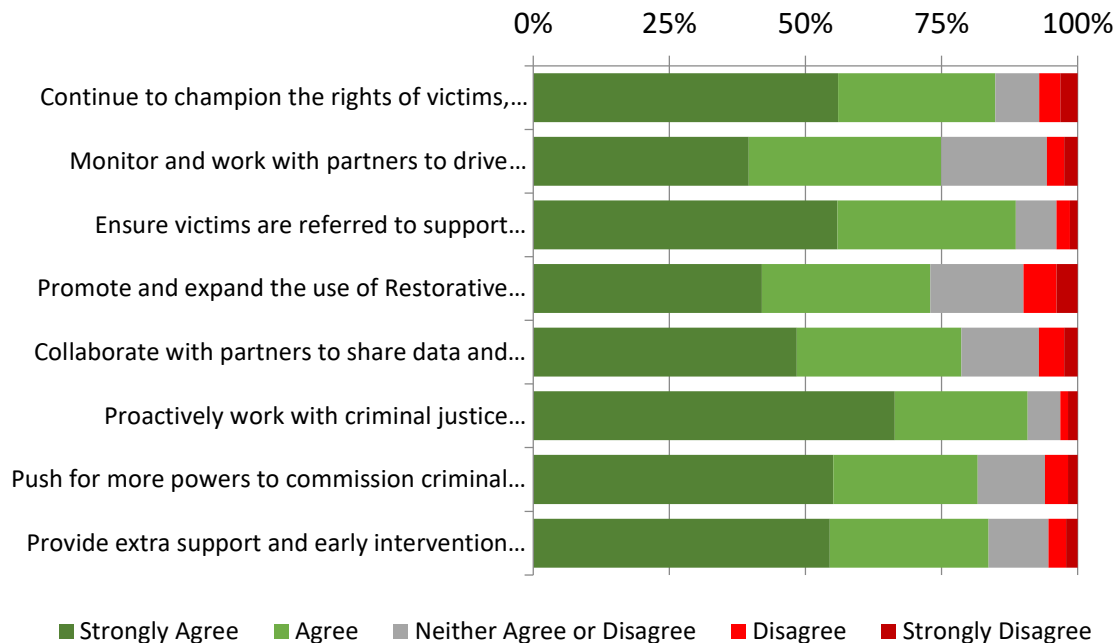
- Crime prevention MUST be a priority. BUT - the 14 issues you highlight above cannot all be the top priority. The trick is to priorities within the fourteen subjects those actions that will bring the most effective AND speedy improvements. Therein lies the major issue - seeking the most urgent priority.
- Remember that diversity also includes older white people and don't make every incident to do with racism.
- Money spent on poor selection of police officers, many of whom are in post now is a waste of public funds.
- Community safety is and never has been a policing priority. Essex police priority should be to uphold the law not act as enforcers of commercial interests. Essex police should not interfere with government planning of developments etc. This is not a policing function. Police officers or constables as they used to be called should not be equipped with tasers until their mental stability has been confirmed.
- I work in an organisation that provides specialist services to women and girls who have experienced or are experiencing sexual violence and violence against women and girls crimes, therefore my priority is to ensure that they have access to the services they need. I remain unclear about how crime prevention initiatives can impact the behaviour of sex offenders, consequently I would not agree that this is a top priority.
- You know who most of the criminals are. Tackle them swiftly and effectively before they commit further crimes.
- Too much emphasis on education and not enough on enforcement.
- Significant investments already made, please utilise these investments.
- Stop focusing on things that do very little harm such as cannabis
- Does this include street scene and environment?
- I think the community prevention work carried out by the fire service is amazing. The D of E, fire break courses, fire bike (I understand they have replaced bike safe in Essex - is this the only one in the country doing this?) and road safety and education officers should be at the forefront of any plan. I also note that the work the fire service do through firebreak with other services is often missed and this partnership working to reduce harm and support vulnerable members of our community should be developed further.
- Absolutely, working with communities to focus on the causes of crime should be a priority. I think there is also something here about "perceptions of crime" and supporting communities to improve connections, especially as we have seen increased isolation through COVID, bringing together diverse sectors of the community to help reduce "fear of the unknown" and focus on what connects communities together. Also more focus on "easy steps" to help reduce becoming a victim - recently saw the great work Essex Police have done to focus on dog theft for example.
- The emergency services have a very important role in having a greater understanding health and wellbeing and acting as a referring agent to the appropriate services where necessary. For example knowing how to relate to and support people living with dementia and those supporting people with dementia and the relevant referral pathways.
- We will use the best available evidence and research to inform our practices so that we can reduce crime and demand whilst doing the least amount of harm to the community, using resources in the most efficient and effective way.
- There is currently greater visibility on statistics and highlighting hot spots but not enough is being done to reduce them. Look back at the root causes

such as reducing domestic abuse, education in schools and identifying vulnerable youngsters could help in reduction of drugs and county lines. More public awareness of the signs enables highlighting and support.

- Yes. In Scotland they have brought in individual mounted police which, as well as deterring youth crime, attracts people to go over for a chat. Thus better communication with the public. May be worth trying out here. Also they can go up bridleways and footpaths in rural areas where cars can't go.
- It would be helpful to promote the Joint Education Teams further through the CSP in order for the prevention programmes to complement each other and to avoid duplication.
- I'm currently a site manager for a shopping centre in Harlow and manage security. We work so hard to drive crime down and offer our help with our local police team but with resources being cut in the town centre we see a massive increase of ASB the town centre is the hub of the town we need to gain control. Of these areas as these areas are what face family's and visitors this is what leave the impression of crime etc.
- This is ok as long as all areas are treated the same in protection. Shoeburyness when having problems never got the immediate assistance with police attendance that Leigh have received when they started having problems.
- I would like to see Southend specific outcomes.

Improving our services to support victims of crime

84% of respondents agreed with this priority overall. The majority of respondents agreed with all of the 'We Will' statements under this priority.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Continue to champion the rights of victims, encourage reporting and work with partners to ensure victims receive appropriate tailored support and are confident to report crime or, if they choose, to seek non-custodial resolutions and out of court disposals.	159	64	20	9	5
Monitor and work with partners to drive compliance with the Victim's Code.	112	78	45	6	6
Ensure victims are referred to support services tailored to their needs.	157	72	17	7	3
Promote and expand the use of Restorative Justice across the county as a proven method to aid recovery for victims and reduce reoffending.	118	72	38	9	9
Collaborate with partners to share data and identify those most vulnerable to becoming victims and then delivered tailored, multi-agency interventions to reduce the number of people becoming victims.	136	68	33	7	5
Proactively work with criminal justice partners to ensure that victims receive timely and appropriate justice.	188	59	15	2	4
Push for more powers to commission criminal justice services and bring together agencies to improve offender management.	156	61	26	8	4
Provide extra support and early intervention for people with additional needs or who are at increased risk.	153	62	27	7	5

Total responses: 284
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233 comments were made under this priority. 40 respondents just wanted criminals to be caught and effectively sentenced, or to have harsher sentences imposed.

“As long as the agencies concerned including the judicial system punishes offenders correctly and ensures the maximum sentences are passed thus making the victims of crime feel that justice has been done.”

“Nick criminals, be a visual deterrent, make sure our CJS hand out appropriate sentences. Keep criminals locked up. Victims will then be happy.”

34 people felt that it an areas where support services are needed, or need to be improved.

“Sadly all crime where there is a victim is important to the victim. Whether it be being scammed, home burgled or verbal threats that make you afraid. I understand that the police force is vastly understaffed and a choice has to be made about where the police are allocated and so they are sent where the most threat is but victims of minor crimes can still be left traumatised by what’s happened.”

27 respondents said that they felt that there is or has been a poor response to crimes happening, some of whom also suggesting that this stops people from reporting some crimes in the first place. A number gave specific examples of their experiences.

“I have been a victim of crime (burglary) where adequate evidence existed to identify the perpetrator but no action was taken and no evidence processed. Similarly I was the victim of an individual who let the scene of an accident then continued to perpetrate an insurance fraud. All this information was provided to Essex police with clear and irrefutable evidence yet the only action was to give me a crime number and to tell me it was not in the public interest to follow it up. There is no confidence or enough evidence of any care for victims of crime.”

18 comments were to the effect that victims should come before criminals.

“Victims often feel that the criminals have all the attention and rights. We all have a right to live safely and not in fear. I think more should be done to make criminals pay for their actions and the hideous amount of time and expense it takes to deal with them.”

12 people felt that this should not be something that the Police do while another 16 felt that this should be something for partners or specialist organisations.

“I feel that other agencies are better equipped to support the victims of crime and that police support should be minimal due to other priorities it has.”

Eight people felt there was something missing from this priority: following up complaints where victims have been let down; collaborating with partners to share data and identify those most vulnerable to becoming victims and then delivering tailored, multi-agency interventions to reduce the number of people becoming victims; recording every report, returning a reference, and updating progress online showing performance against SLAs; never not answering phones and if answered by voicemail registering the report from the

message; lack of focus on child victims; for Police, when approaching the victim, to treat them as a victim and show compassion; skilled officers to recognise and respond to coercive control; support for people who are subjected to road aggression; and sexual violence services needing additional investment.

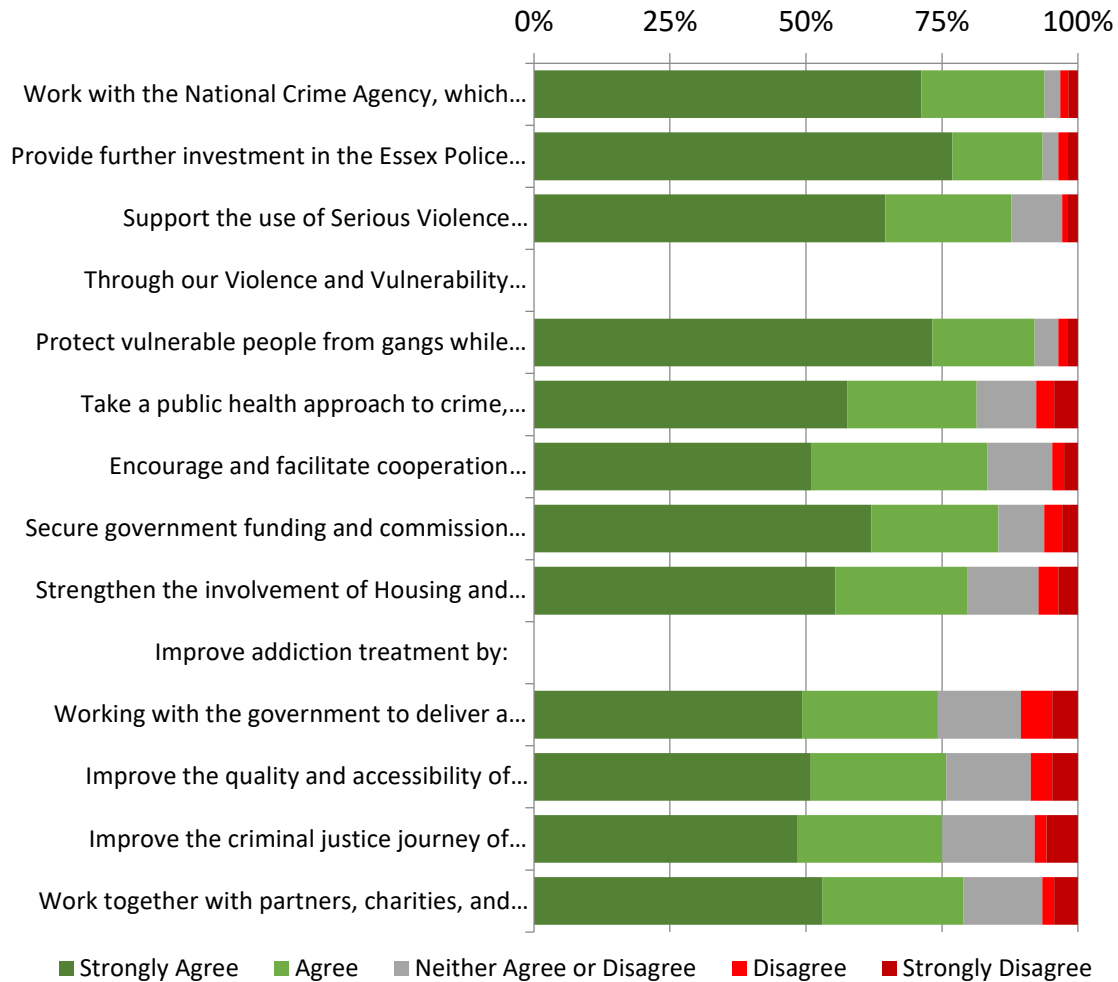
26 people raised specific points:

- RJ - still very low take up, in fact extraordinarily low take up. Why? If it can't be improved, and hasn't over the years, it might well be time to give up on this or significantly amend.
- Rather than expand RJ, use it more in context/situations where we know it is effective and produces worthwhile outcome. We can't be responsible for timeliness of criminal justice system. There are adequate powers for criminal justice agencies to improve offender management, they are just seldom used optimally or lead well.
- I don't think there is much evidence linked to restorative justice and reducing re-offending (although accept it is useful for victims).
- I would fully support restorative justice and strongly encourage additional support to victims of violent crime in particular.
- There needs to be some form of national campaign to explain to the public that Restorative Justice is not a soft option. The cost of imprisonments eats far too much into the justice budget. This money needs to be used to stop reoffending.
- If restorative justice will be promoted, which I fully support, then the non-custodial resolutions and out of court disposals will need to be recommended initially, rather than secondarily offered as an alternative, if the victim prefers.
- I strongly believe that those with additional needs are victims of the system whether as a "perpetrator" or a "victim" of crime. The criminal justice system needs to be a "Whole System" approach where those with additional needs are supported with communities to stay safe as well as keep others safe through correct support etc.
- I think this should include attending the crime scene and giving the victim a chance to express, and have recorded, the impact of the crime on them and their family. For example, theft of tools from a van may mean the person cannot work for a long time, until they get replacement tools, which may mean they get into debt to purchase the tools, and have to cancel family events, such as holidays and buying birthday gifts.
- If I was the victim of crime I do not want to see it dealt with as an out of court disposal. I have yet to be convinced that restorative justice significantly reduces re-offending.
- I do have one request, I am a single mother with two children with additional needs my youngest child has been diagnosed with ADHD, I have also been subjected to child to parental violence in the past, so have needed to call the police on a couple of occasions due to my child losing it. The officers that came round were brilliant the first time and said to call if I needed further assistance even if only after 5 minutes later. I called once again and the same officers refused to come out. I'm sure you can understand how distressing this was considering the circumstances, I had no where else to turn that day while in a desperate situation. I ask there is more patience and understanding in these matters and as well as making a referral to children's services to also include support for the parent as this can cause an almost PTSD state.
- The objective of improving services to support victims of crime is of course an agreeable one. It lacks specificity and detail however in some regards, e.g. ref VAWG, will Essex police work with partners to ensure; services accessed are single sex and therefore not a source of further trauma; officials involved in their cases are allocated according to the sex of the victim where requested and not the gender identity of the officer; rape and sexual offence victims are able to choose the sex and not the gender of their medical examiner? These things are imperative in reducing trauma suffered and preventing further harm to the Women and Girls.

- I have major reservations about the efficacy of victim support and, what I see as, its patronising tendencies. Never name anyone a victim. Name them a survivor! Focus more on restorative justice.
- Having recently experienced a family member with Cognitive, Mental and Behavioural challenges interacting with Essex Police, the level of support has often fallen short of what should be expected. There needs to be more structured and accessible support for those with disabilities who find themselves needing to navigate the criminal justice system. As an authority that help petition central government for changes within the system, I believe the Police themselves are in a position to push for this change. This need becomes increasingly important, as those with learning disabilities and Mental Ill Health are increasingly living within community settings, therefore resulting in an increased need for a clear support network from our statutory services, including the Police, to reflect the increased level of support these members of our community need.
- The way victims are treated is an absolute joke, you want to rip up the victim contract it doesn't work and wastes time. Make sure your officers are properly trained to deal with victims with compassion, common sense will dictate how much contact is needed and this can be dip checked to ensure it's being done properly. Most victims are totally dissatisfied with the service they receive apart from the ones who are victims of very serious crimes as they get the rolls Royce treatment. Have a look on Chelmsford community FB group you will see what people really experience!!
- Reflect PCC statutory obligations relating to the 2004 Children Act.
- Agree but also protect the rights of those accused of a crime, especially a sexual offence, until they're proven guilty (I'm female btw but I think it's disgusting how some female with a grudge can ruin an innocent guy's life just by accusing him).
- In this instance it would be useful to know who the partners are.
- We will be far more proactive than reactive to reduce crime.
- What does: "Push for more powers to commission criminal justice services and bring together agencies to improve offender management" actually mean? Very generic / bland statement.
- Reduce this list. I am not convinced that victim support for low level crime is best use of resource.
- I agree with the initiatives here. Too often victim-blame (both by individuals and institutions) both incentivises criminals and discourages victims from coming forwards. Restorative justice systems work well in other parts of the world - in the UK we are seeming wedded to retributive processes which fail to address the need to ensure perpetrators are made fully aware of the impacts of their crimes.
- Whether pre-crime victim identification is a long-term solution is questionable. Surely we should be making social changes which reduce vulnerabilities and labelling of victims in the first place.
- Will that include cyclists who are victims of road aggression?
- More protection of victims of domestic abuse is clearly required as anyone reporting should be believed without question given the level of courage required to take that step of reporting it.
- It's the engagement and re-engagement with the probation service that needs focus since it has been "de-privatised".
- Too much time could be spent on analytics and not doing the work.
- Needs to be objectives around naming and shaming criminals in the public domain.
- Realistically - what can this be? I don't think there is much for victims of petty crime that you can offer.

Reducing drug driven violence

91% of respondents agreed with this priority overall. The majority of respondents agreed with each 'We Will' under this priority except that 11% disagreed with working with the government to deliver a new, more effective, addiction strategy, so more people enter treatment and recover.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Work with the National Crime Agency, which is being strengthened by the government, to tackle gangs and criminals operating nationally.	198	63	8	4	5
Provide further investment in the Essex Police Serious Violence Unit to dismantle more County Lines drug gangs.	213	46	8	5	5
Support the use of Serious Violence Reduction Orders and the implementation of Offensive Weapon Homicide Reviews.	179	64	26	3	5
Through our Violence and Vulnerability Partnership we will:					
Protect vulnerable people from gangs while we deal with the hardened criminals who prey on them.	203	52	12	5	5
Take a public health approach to crime, investing in activity proven to work and focusing on keeping young people free from crime and intervening early to help steer them to a successful life course.	158	65	30	9	12
Encourage and facilitate cooperation between public bodies in line with the government's proposed public sector duty to reduce serious violence.	141	89	33	6	7
Secure government funding and commission projects through the Partnership to work with people vulnerable to being groomed by gangs and county lines and to target gang members to help them step away from a criminal lifestyle, so as to reduce serious violence in Essex.	170	64	23	9	8
Strengthen the involvement of Housing and Mental Health Services so we can provide a stronger more coordinated response.	153	67	36	10	10
Improve addiction treatment by:					
Working with the government to deliver a new, more effective, addiction strategy, so more people enter treatment and recover.	136	69	42	16	13
Improve the quality and accessibility of addiction and substance misuse services and ensure we match services to local demand.	141	69	43	11	13
Improve the criminal justice journey of addicted offenders including those given drug-treatment by courts and those who receive prison-based treatment.	134	74	47	6	16
Work together with partners, charities, and providers to spot the early signs of addiction or vulnerability and intervene early and consistently.	146	71	40	6	12
Total responses: 278					

A total of 255 comments were made under this priority, with 12 people saying that it is an important one.

49 respondents felt that more needs to be done to catch and then sentence offenders.

"Improving the criminal justice journey of drug offenders" - how about improving the criminal justice journey of the victims! The offenders made a choice to offend, the victims did not make a choice to become victims! There is too much emphasis on helping and protecting the criminal, and not enough emphasis on protecting the law abiding citizens who have to contend with this scum!"

"Stop giving them a slapped wrist when caught. More police presence in areas needed where reports of drug dealing (especially in the open), drug runners, asb, smoking weed in public, driving vehicles whilst high on drugs and drink."

20 people highlighted the importance of prevention, awareness raising and education, especially of young people, while 12 mentioned the need for support services.

"The key parts here are not the actions and efforts of the police to tackle the criminality of drug offending (important as that is), the key is the intervention and actions of education/health to PREVENT people becoming involved in drugs, and SUPPORT those who want/need to be pulled out of addictions and the criminal lifestyle. Police can then focus on the organised and gang criminality who prey on the vulnerable, whilst appropriate support is provided to users (who are victims themselves)."

"There needs to be a much greater link between the criminal justice system and addiction services to prevent ongoing addiction and re offending."

14 respondents said that rehabilitation and support should not be the Police's role, and another 7 felt that there should be more collaboration or partnership working on this issue.

"Look, we only need you to arrest criminals, not carry out social care work."

11 comments mentioned that there is a poor response to reports of drug use and dealing.

"People often report drug dealing and see the police do nothing about it and are told - there is nothing the police can do for various reasons. Lack of perceived action is damaging to the police."

No one highlighted anything that was missing under this priority, but 55 people raised a specific point:

- Focus on the root causes.
- Some great work has been done and we really need to break the chains of drugs - hat about using the Portugal model which has vastly reduced issues with drugs.
- All of the above work is valuable, but I think there needs to be more focus on how we reduce the drugs market, rather than just dealing with the consequences (crime and/or addiction). The market for illegal drugs is what drives the violence.

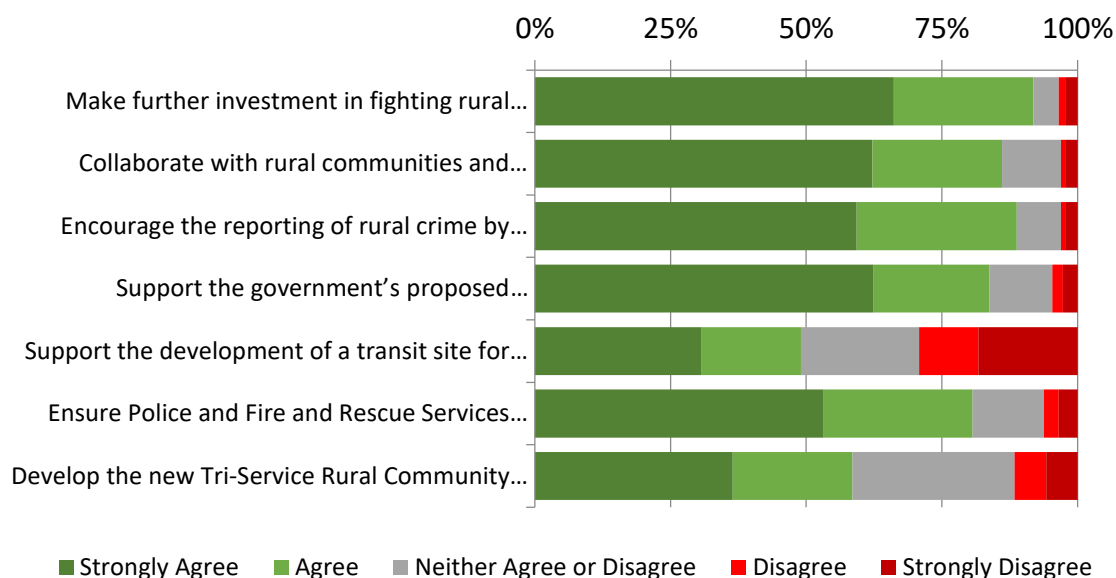
- All good points, but once again missing the point, if you take the money and prestige out of drugs and the people that supply them, the crime caused by addicts will dry up with the reduced supply.
- Drug dealing and use is often the root of much other crime (assaults, muggings, robberies, thefts) and anti-social behaviour.
- Sometimes you wonder if drugs were legalised might lose the appeal to try. If addicts were treated might take the crime bit out if it.
- More work seems to be needed nationally on stopping the imports of illegal drugs. We read of the occasional big hit but not often enough. Are we working together with others- Brexit or not- to tackle the problem? Is there sufficient cross border co-operation?
- It must be remembered that girls get caught up in gangs and that rape is used within gangs to gain compliance. Funding allocations should reflect this.
- Of course I would want to reduce all violence. Ideally I would also like to see a world where drugs are not misused, and that would include alcohol and tobacco. However the era of Prohibition in the US tells us that it is not as simple as that, and it could well be that legalising and controlling drug use could actually reduce a lot of crime, paradoxical though it may appear. Not only are crimes committed under the influence of drugs, but many petty burglaries are to gain money to buy illegal drugs. The authorities are simply not winning the war against illegal drugs, and that has to be recognised and addressed.
- But you only have to go to certain areas in Harlow and drugs are rife, stop the drugs at all levels.
- Drug crime will always increase while some people think it is ""good fun"" to take drugs. More focus on stopping drugs entering the country. More publication of the results of drug taking, let's have images of people dying from over doses and first time recreational drugs. More publication of the misery in causes, not just to the drug takers family, but also to the victims of crime where the drug takers mug people or steal their property to get drug money. Make dealing with drug overdoses a much lower priority for the NHS and keep the scarce resources for honest people.
- I agree that a public health approach should be taken towards drug use. Much of the need for police and other agencies' actions against drug gangs would be solved by decriminalising drug use, but I recognise this is an approach resisted culturally and by the authoritarian policies pursued by this government in this area. By making drug supply unprofitable the propensities to crime would reduce accordingly.
- The import of drugs should not have to be dealt with by County Police.
- Stop the drugs getting to young people in the first place. Come down hard on people dealing drugs and in possession of drugs.
- Cannabis use now seems as common as tobacco smoking amongst the under 35's.
- I recently had a case where a man received a lengthy custodial sentence for drug-dealing. His sentence was first adjourned to a date four weeks after the trial. Sitting in Court throughout the trial was a man who clearly and obviously had a link to the defendant and an illicit interest in the case. I pointed this out to the officer and suggested he have a colleague follow that individual back to any vehicle he might be associated with, as the intelligence opportunities were endless. I was ignored. When the case returned for sentence, two others in the public gallery were there for clearly the same reason and left with no interest shown in who they were or why they were there. You only make inroads into these people if you utilise the opportunities they present to you. Follow them to their cars, PNC check them, research their backgrounds and target them. It's no use having a plethora of civilian staff plotting crimes on computers and making pie charts if you don't make use of the information opportunities presented. Those three people were drug dealers. They had a clear and obvious link to the Defendant and whatever they were doing and whoever they were disappeared as they left the Court. What a waste.

- I would like to see more done to identify popular drug drop off points and action to taken to reduce this activity.
- Drug crime is usually driven from outside the area in which it is recorded, a lesson that has not been learned! Until you work on this you are just using a bandaid.
- Focus should be on the supply chain at all levels. Allowing the petty dealers and delivery kids to operate while you focus on the head of an organisation simply allows the next generation of hardcore criminals to develop whilst also creating the next load of addicts.
- Dig a bit deeper to see children and young people involved in gangs/county lines as victims themselves first.
- The gang mentality we see in our town centres and the grooming of younger kids to be runners is a major problem.
- What proven activities keep young people safe from crime?
- Set up training which teenagers can freely go to like boxing clubs, working on cars, hairdressing that could have mentors involved. It would need funding but would save money in the long run. Most of the young can't access sports training because it costs money. There are no Olympic sports people in swimming or tennis from working class families, only middle class because of the money needed to just get off the ground in those sports.
- You shouldn't need extra government funding to try and intervene to help younger people who are targeted by grooming gangs and county lines etc., you need funding for them to choose. Instead, they do it for one reason only and that's to earn money, more government apprenticeship programmes would be a start to help drive them in a different direction instead of direct intervention from Essex police.
- Drug abuse is such a serious issue in every area of our country. Do we need a separate force to deal with that issue alone?
- There is a huge disconnect between the NCA and local policing. Intel is often out of date. The NCA rarely become a useful asset.
- Work with BTP on the trains more. I see a lot of young lone boys and girls travelling from London to Colchester, and they are definitely not commuters.
- Stop the London gangs who use the railway routes to come down here rob people and get back on a train back to London with their goods.
- Instead of trying to deter persons from gangs or drugs or rehabilitating them the gangs need to be dealt with. Whilst the gangs still exist there will always be a steady flow of addicts. The current rehabilitation is good, this needs to be reinforced with a robust approach on the gangs.
- Get rid of the scooters so that drugs aren't moved around/supplied as quickly & easily & you'll be at least half way to reducing drug crime in Essex.
- Shoplifting and begging are often the symptoms of drug users, used to gain the money to purchase. Although your actions here are aimed at the higher level, what are you doing to deal with the lower level nuisance factors?
- The balance of specialist units to front line resources is wrong. There are too many warranted officers performing back office functions. Money would be better spent on less expensive police staff in greater numbers than additional officers to free up existing officers from back office to get back on the street. The very low numbers of stop and search, far less than 1 per officer per month in some areas is farcical.
- More stop and search.
- Improve facilities in prisons to detect drugs entering and support staff to stay safe, ensuring drug offenders are in the best possible place not to return to drug addiction when they leave prison. Aim to break the cycle.
- The courts should also be working to help prevent non-addicts becoming addicts by, when possible, not sending them to prison; where addiction often begins.
- Lobby for stop and search so there is zero tolerance of carrying a knife.

- Support for those victims of cuckooing - they are often too afraid to make reports but without reports they are left to pay the cost of repairs and arrears for their housing. There must be a way of getting some help without those people thinking they will be pointed out as a grass or that are too terrified take action to stop it.
- To work with local business to reintroduce Offenders back into a normal working Life with a work experience programme.
- It is important to include rural areas throughout the county, not just the built up areas that currently seem to be concentrated on.
- Do not ignore problems in small/rural communities by throwing nearly all the money available into the cities and large towns.
- The approach to all this work should be gendered. The experiences and needs of boys and girls will be different, this should be reflected in the work and the statements.
- I'd be keen to see the statistics of The 4 forces – Thames Valley, West Midlands, Merseyside and Sussex trial in connection with the introduction of Serious Violence Reduction Orders (SVROs) before Essex invests too deeply in to this measure.
- Drug dealing is hierarchical. Police are trying to deal with many dealers, very many users instead of stamping out supply. Clearly police don't REALLY want to tackle it to resolution. So be honest about that and let us vote for commissioners on that basis.
- We will stop having meetings with partners that achieve nothing !! We will be far more proactive with achieving meaningful outcomes at partnership meetings with people who are properly invested in the issues discussed. We will stop wasting time talking about the same initiatives which take forever to get off the ground and rarely have any impact. We will make sure that we make a difference without being tied down by individuals own agenda, we will remind ourselves at all times that we serve our communities and they are who we serve not our own career progressions !!!
- Instead of Violence Reduction Orders, focus should be to ensure that custodial sentences are longer and measures to target affluent drugs users who fund serious and organised criminality.
- The misuse of drugs both legal as well as illegal destroy lives and not just the person using them. People on high level pain management think it's alright to drive, but their reactions will be as hampered as alcohol. This needs to be publicised, not the police's problem as such. But needs to be taken into consideration.
- More CCTV is needed in local areas. Work with government and schools to help stop drug gangs using children to deliver drugs across county lines.
- Attention should be focused more on 'hard' drug trafficking and abuse rather than on marijuana.
- Anti-social behaviour in public places caused by drug abuse is making residents fearful of going out and about.
- I would like to know that victims are listened to, crimes investigated, wrongdoers punished effectively and given the opportunity to redeem themselves. Whilst accepting that some wrongdoers have mitigating circumstances as to why they have done wrong, please don't fall into the ""woke"" trap of making excuses for everyone.
- Any violence is a priority not just drug driven.
- Decriminalisation of drugs is the only route out of this mess.
- Drugs need to be legalised.
- Intensive work with drug users who are repeat offenders.
- Rehabilitation is the answer, perhaps national service for a minimum of two years might help.
- The dangerous illegal driving and drug use/driving by Hanningfield reservoir continues with no police action.
- Putting cameras in local park parking lots would help, we get cars suspicious parked in Black Notley playing fields.

Protect rural and isolated areas

85% of respondents agreed with this priority overall. The majority of respondents agreed with each 'We Will' under this priority, except that 29% disagreed with supporting the development of a transit site for temporary accommodation for travellers and 12% disagreed with developing the new Tri-Service Rural Community Officer pilot.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Make further investment in fighting rural crimes, such as hare coursing, wildlife crime, heritage crime, fuel theft, unauthorised encampments, and fly-tipping as well as the theft of major plant and equipment.	170	66	12	3	6
Collaborate with rural communities and partners to understand rural communities and their issues, prevent crime and feedback on police activities.	161	62	28	2	6
Encourage the reporting of rural crime by working with partners to promote ways to report and the positive impact this has on targeting offenders and crime hot spots.	153	76	21	2	6
Support the government's proposed legislation to make aggravated trespass a criminal offence.	161	55	30	5	7
Support the development of a transit site for temporary accommodation for travellers.	79	47	56	28	47
Ensure Police and Fire and Rescue Services work closely together to protect those in rural and isolated settings through joint advice and support	137	71	34	7	9
Develop the new Tri-Service Rural Community Officer pilot.	94	57	77	15	15
Total responses: 258					

221 comments were received under this priority, of which 11 were that it is important.

38 people commented on travellers, almost entirely negative views including that there is no need for transit sites or that they should not have rights that others do not but should obey the law as everyone else does.

"Travellers seem to be afforded more tolerance when then set up illegally than the normal public. They should be treated as per everyone with respect and dignity but also equally when it comes to illegal sites then they should be moved on and if damage or fly tipping has taken place then they should be held to account as all members of society should be."

"Would be good to discourage the "travellers" altogether. Yes there are good ones BUT most cause havoc and worse to the community they descend on."

37 respondents wanted a greater police presence in rural areas.

"What is missing is the police presence in rural areas. Criminals know that rural areas are easy pickings for crime as there are no nearby police stations or police presence to deter criminals. They know they have a free reign and plenty of time to perpetrate the crime before any police can get to the area due to the lack of presence. Get more police on the ground in all areas, not just rural areas albeit the rural areas are more vulnerable as the "pickings" in rural areas are generally "richer rewards" than in towns as the demographic of rural residences is generally more wealthy."

23 respondents felt that the response to reported crimes in rural areas is poor, and 10 asked how this would be achieved.

"There needs to be much better training of control room staff at Police Headquarters 999 desk. I tried to apprehend two burglars at my neighbour's premises as they came out of the garage. I had good sight of them from 5 feet away perhaps closer. They ran away when I tried to confront them and were carrying things in their arms. I phoned 999 and reported it and expected some sort of response that I might give a statement and description and being at a rural location there was only one road off the main road where the offender's vehicle could be parked. My neighbours were away on holiday for a month. After a week and no police officer had attended I rang 101 which took 22 minutes to get an operator and was told that only the aggrieved can report a crime and until my neighbours returned no action could taken !!!!!!! I am the Co-Ordinator for the Essex Volunteer(Water) Bailiff Service through the Angling Trust and Environment Agency - I found a large safe near the river bank of the River Chelmer - it had been opened with an oxyacetylene torch. I reported this to the police only to be told that it would be recorded as FOUND PROPERTY !!!!!!! Having been a police officer 38 years I found these incidents incredible."

19 comments related to the wish for community or neighbourhood policing in rural areas.

"Need to have locally based officers in rural areas like you used to. Remote centralised police stations are too far removed from communities. The buildings doesn't solve crime excuse doesn't wash anymore, that's about cost cutting. You can't patrol or be in the community starting and ending a shift miles away from where you meant to be policing."

13 people wanted offenders to be caught and sentenced adequately.

“As said it’s not just about giving people support after the crime, the priority is catching the criminal and not letting them off with a warning all the time. Maybe too much of a soft approach.”

8 people suggested something that is missing from this priority: fly tipping; vehicle abandonment; road safety in rural areas; addressing anti-social motorbikes, car noise and street racing through country roads; detail on the partners; and allowing wild camping.

49 comments were made about specific points. 11 respondents mentioned Tri Service officers, 3 negatively and 2 positively, while 1 person felt that a team is needed for Essex rather than just one officer and another felt it needs better collaboration. Five people asked what it is.

Nine respondents mentioned the new aggravated trespass laws, with 3 expressing concern about them or disagreeing with them and 6 being in favour.

Five people felt that more should be done to counteract fly tipping, including the use of covert CCTV at sites of repeat offending or seizing and scrapping any vehicle used.

The other specific points raised were:

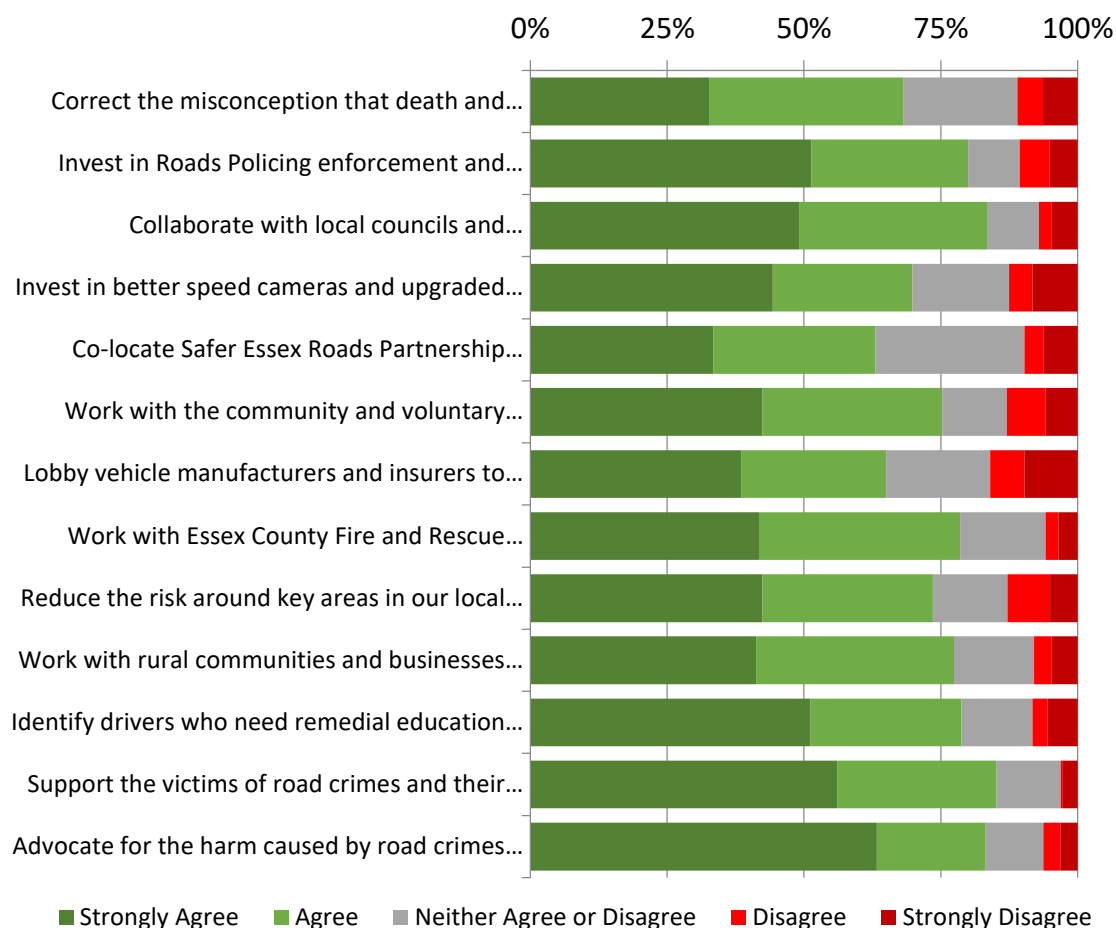
- Rural communities have some different but just as important crimes affecting them, and it is important that organisations such as the Police understand those difficulties so the right approaches are used to meet the needs.
- Improved support and feedback to rural victims of crime should also be considered since the impact in a rural area is far greater than in a suburban area.
- Add priority about recognising the effect of both the fear of crime and the effect of crime on the isolated feeling of rural communities including an identified and easily contactable person (civilian or officer) as long term single point of contact for rural issues in each police district to build public confidence over long term.
- You could repeat the "Neighbourhood Policing" statement from the Prevention of Crime Priority.
- Living within a rural community myself I think the potential of bringing communities into the prevention of crime is huge. Already connecting with social and digital channels - tapping into these existing networks is a great tool for encouraging crime prevention.
- All the above statements are meaningless unless you have the staff based in the areas they are policing. Why have closed many Police Stations? You need boots on the ground to respond quickly they need to be in the location they are looking after.
- Can we have our local police stations back? Rural areas need local police not someone from a town 10 miles away.
- As I said before use mounted police in rural areas so they can be seen to be around and about in areas around farms etc. where cars can't go. Makes the police more accessible & works in Scotland.
- Clamp down on rural locations being used for "dogging", "cruising" and related anti-social behaviour.
- More needs to be done to prevent anti-social behaviour (dogging) in rural areas. It is horrible for locals who feel they cannot enjoy the countryside around them due to others activities.
- Ensure speeding vehicles in rural areas are identified and penalised appropriately.

- Your approach to 'rural communities' actually means 'landowners' who receive a greatly enhanced service compared to other people who live rurally. This is very noticeable and causes tensions. The propaganda on Twitter and FB does little to reassure average members of rural communities. Priorities are skewed. The Rural engagement team do not need to be warranted officers and much of their work could be done by PCSOs. Look at the investigative workloads of those officers, not value for money.
- Heritage crime - really? Another area that has received national focus and is being imposed on us. I think those thousands of people who suffer burglaries every year are more important. How many heritage crimes a year do we have? Lest be realistic - fly tipping, dog theft and hare coursing - you only need to see the news to establish much of this is committed by travellers. Until the force is brave enough to look at this and not be afraid of being called racist et.c a lot of rural problems will persist.
- Hare coursing, wildlife crime, heritage crime, fuel theft, unauthorised encampments, and fly-tipping? Are these really a priority in a county over run with county lines, high murder rates and high levels of cocaine movement linked to organised crime. Also one of the highest areas for fraud victims?
- Hare coursing does clearly need further work.
- But it seems to me that your 'priority crimes' are wrong. The biggest issues in our rural area are motoring offences which seem to have a very low priority. Occasionally there are farm thefts but most reported theft is of relatively low cost items from garden sheds.
- Drug taking, anti-social behaviour and speeding affects more residents so must be a higher priority than hare coursing. We shouldn't have to employ private security firms to protect our villages.
- I question the lack of further funding and support for the Rural Crime Teams. These teams are a lifeline for the communities they serve, and I feel further funding would support them even further.
- I agree and welcome the intent to invest more in rural policing but the focus on "rural crimes" seems arbitrary. As a resident in a small village my concern is much more around the prevention and investigation of more run of the mill criminal activity (e.g. burglary, drug dealing and other more low level anti-social behaviour). Increased police presence in rural areas would be welcome regardless of whether the crime is classified as "rural" or not.
- Help fund "decoy" units to tempt criminals and then use forensic methods to mark them and arrest them later.
- If vehicles were picked up on the ANPR system some form of map of their movements could be created and patterns identified. If this then coincided with criminal activity a more targeted approach could be taken to tracking the traffickers and criminals.
- We are in the rural NW corner of the county, close to the Suffolk and Cambridgeshire borders. One of our biggest problems is that on every fine weekend, from around 8 in the morning to sunset, we have to put up with a constant stream of motorcyclists, keen to experience the ""challenging"" road between Haverhill, Finchingfield and Great Dunmow. Many of these bikes have modified exhausts and the noise is often horrendous, worse when a group of them stop on the village garage forecourt and sit there with their engines running. I estimate that, going through Steeple Bumpstead, around 70% of them are exceeding the 30 m.p.h. limit. We appreciate that on occasions, police motorcyclists have made their presence noticed in the area at the right times, but with modern communications, the number and speed of the bikes drops very quickly after this has been noticed. I realise that we are far from the centre of operations here, but a more routine patrol of the B1057, especially on Sundays, would be much appreciated. There also appears to be an increase in cars, either on their own or in convoy, which are intent on speeding through the village and appear to have either no exhaust or unnecessarily loud ones.

- Is there a traveller registration scheme? It seems to me over 55 years where ever I have lived ""travellers"" have been the blight of the area. Their ability to just move to another police area makes tracking their activity virtually impossible.
- Why do we spend millions moving travellers on when they have no sites to go to? Surely if some areas could be identified and have running water and electricity on hard standing it would be cheaper than taking action over and over again... The councils have an obligation to provide a certain number of sites and by the council not meeting their obligations the police once again are left to deal with very challenging and dangerous situations... Normal society do not understand or trust travellers but they are not going away so we should deal with the matter in a cost effective way and educate both sides.
- Police forces must be willing to enter traveller sites to recover stolen vehicles and farm equipment and stolen dogs. Trackers fitted to the equipment have shown it within traveller sites and Police have refused to go in as these very expensive items are insured.
- Essex Police is very fortunate to the Rural Engagement Team, however more should be carried out through full impact statements in relation to theft of plant / agricultural machinery as theft has a much bigger impact than just the cost of the plant etc. stolen. In addition all Parish Councils should be sent a copy of The Rural Engagement Team Newsletter - this could be sent out with and by working with the EALC. The link could also be shared within the social media network.
- With livestock increasing in parts of Essex and also being within or alongside some parks, more work and signage could carried out in relation to Responsible dog ownership in relation to sheep worrying and livestock being killed by dogs off lead. Also information on the new law in relation to dog thefts the team could work more closely with the Essex Police Dog Watch scheme, enabling the Essex Watch Liaison Officers to run more events independently therefore freeing up Officers of RET.
- Another rural road problem is the increasing habit of utilities companies of putting up road closed and diversion signs long before and not removing them until long after the actual works are in place. These signs are often placed in poorly thought-out locations: apex of blind bends in a 60 limit, for example, with diversions signed down completely unsuitable single-track roads. Complaining to the companies is futile: they blame Essex Highways and Essex Highways blames the utilities. Local people now routinely distrust these signs and I have heard of frustrated drivers moving barriers out of the way when there is clearly no work activity taking place. If there is anything that the police can do to liaise with Highways about this potentially dangerous problem, local road-users would be extremely grateful.
- Rural communities seem to often be overlooked and defined targets should be set in conjunction with relevant villagers, Parish Councils etc. and met.
- Many of these crimes are not limited to Rural Areas.

Improving safety on our roads

86% of respondents agreed with this priority overall. The majority of respondents agreed with each 'We Will' under this priority, except that 16% disagreed with lobbying vehicle manufacturers and insurers to roll out active safety technology to reduce driver error, keep pedestrians safe and improve public safety. Between 10% and 12% disagreed with: correcting the misconception that death and injury on our roads is inevitable by working through SERP to deliver Vision Zero; investing in Roads Policing enforcement and prevention activity with extra officers, administration support, more volunteers and increased engagement with the public; investing in better speed cameras and upgraded Automatic Number Plate Recognition tracking; co-locating Safer Essex Roads Partnership agencies to ensure a better service to the public; working with the community and voluntary sector providers to deliver behaviour change and support programmes for drivers caught drug driving and, through better use of intelligence, identify and educate those who are at risk of offending; and reducing the risk around key areas in our local communities and educate drivers by continuing to support Community Speed Watch.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Correct the misconception that death and injury on our roads is inevitable by working through SERP to deliver Vision Zero.	83	90	53	12	16
Invest in Roads Policing enforcement and prevention activity with extra officers, administration support, more volunteers and increased engagement with the public.	131	73	24	14	13
Collaborate with local councils and developers to advocate for new road networks to be safe and have safety technology built in when they are developed.	125	87	24	6	12
Invest in better speed cameras and upgraded Automatic Number Plate Recognition tracking.	113	65	45	11	21
Co-locate Safer Essex Roads Partnership agencies to ensure a better service to the public.	86	76	70	9	16
Work with the community and voluntary sector providers to deliver behaviour change and support programmes for drivers caught drug driving and, through better use of intelligence, identify and educate those who are at risk of offending.	108	84	30	18	15
Lobby vehicle manufacturers and insurers to roll out active safety technology to reduce driver error, keep pedestrians safe and improve public safety.	99	68	49	16	25
Work with Essex County Fire and Rescue Service and other agencies to educate and protect all road users, by activities such as expanding the Fire Bike Scheme and continued road safety awareness for children and young people through the Joint Education Team.	107	94	40	6	9
Reduce the risk around key areas in our local communities and educate drivers by continuing to support Community Speed Watch.	109	80	35	20	13
Work with rural communities and businesses to understand and improve rural road safety.	104	91	37	8	12
Identify drivers who need remedial education by investing in technology to enable the police to process the increasing volume of video evidence supplied from dash-cams through programmes such as Extra Eyes.	130	70	33	7	14
Support the victims of road crimes and their families.	144	75	30	1	7
Advocate for the harm caused by road crimes to be appropriately recognised including by supporting an increase in the maximum sentence for death by dangerous driving to life imprisonment set out in the Police, Crime, Sentencing and Courts Bill.	162	51	27	8	8
Total responses: 257					

244 comments were made about this priority, of which 9 were that it is an important priority and 38 were about the need for better performance.

"This is vital. There is too little enforcer of traffic laws - speed, car (exhaust) noise, and parking on double yellows etc. I see police cars just drive a long and ignore minor offenders - what's wrong with just having a quiet word with someone or issuing a ticket? Speeding cars and aggressive drivers are major problems which must be tackled."

22 people highlighted the poor state of roads and infrastructure in Essex which was seen by some as a cause of road accidents and injuries.

"It would also promote greater road safety if the conditions of roads were improved / restored including pot holes repaired , road markings restored, signage fully visible (cutting back hedges etc.) which will all improve overall safety."

"One thing missing is putting pressure on and working more closely with Highways Essex who are failing badly to maintain signage, improve speed reduction equipment and road layouts, agree to speed limit changes when the volume of traffic from their own census data has increased considerably in recent years, especially in rural villages, which are plagued by speeding vehicles 24 hours a day. There are incredibly slow response times to repairing damaged or missing speed limit signs (at least 6 months!) and they ignore pleas for improvements from local residents in villages for road safety improvements. Their default is to use deaths and serious injuries stats as a justification for not taking any action, they are reactive rather than preventative and seem to wait for a death before doing anything! You only have to drive through Suffolk villages to see a massive improvement in signage, road layouts and monitoring of speeding traffic to see what good looks like! Suffolk County Council are clearly more proactive when it comes to road safety."

21 comments related to the need for more technology, or more use of existing technology - mainly speed cameras but also ANPR, dash cams and the technology to process video evidence from them, vehicle safety technology and better technical capabilities for photographic recording.

15 comments related to the need for prevention and awareness raising on this issue or the need to re-educate drivers.

"Education is sadly missing from the traffic division at present, compared to say the dog section. Partly due to drastic cuts in the service. More emphasis needs to be applied to the public through interaction with visitors at car shows or large public gatherings like the Essex Young Farmers show to show how incidents are dealt with by police and who picks up the pieces! Government doesn't help by withdrawing resources from the 'Think' campaign and only dealing with road safety professionals. Road safety awareness does not end with children and young people. It should be aimed at everyone continually."

Eight people suggested something missing from the priority: policing the roads with Police personnel rather than Highways agency staff; no mention of drug and drink drivers; no mention of electric scooters (2 mentions) or cycles (2 mentions); no mention of supplementary driver training; consider speed limits associated with areas that accommodate housing, schools, shops, wild animals and pedestrians; the potential of

danger from silent, or near silent, electric cars to pedestrians who are blind or partially sighted or just texting.

81 people raised specific points. Eight felt that the standard of driving has deteriorated significantly. Five respondents criticised smart motorways and wanted them abolished. Five people wanted zero tolerance for drug and/or drink driving, with 2 also wanting motorists convicted of this to be banned for life. Five people wanted road laws to be imposed on or introduced for cyclists, e.g. going through red lights or cycling on footpaths. Two suggested focusing on those causing a nuisance and danger to themselves and others such as scooter riders, e-scooter riders and those on Pit-bikes. Three respondents wanted vehicle pavement parking to be illegal, or to be dealt with. Four people said that there are still too many drivers using mobile phones or texting.

There other specific points raised were:

- Educate and inform all road users, pedestrians and especially cyclists. The latter seem to have a privileged place as a road user as well as being a danger to pedestrians. How about recovering some costs by requiring cyclists to be registered and insured. Also to take a test to prove they are aware the rules of the Highway Code. Some seem oblivious to what a red traffic light means! Or that cycle lanes are for them to use.
- Bring back traffic officers and vehicles increase their presence on our roads and towns start issuing fines for those offences that continue to be made every day use of mobile phones and drink driving should be zero tolerance full stop be seen to be proactive in the area and enforce things like broken lights cracked windscreen dirty number plates etc. etc.
- Target poor driving generally and not focus solely on speeding as a cash cow.
- The issue of reckless (and illegal) parking causes tremendous problems in Billericay which I have reported to them but so far no response/action has been noted. This matter has also been reported to ECC with the same (non) result. As an example, traffic proceeding along Western Road towards the High St from about 1700 onwards is obstructed to the extent that movement is restricted to single file. The illegal parking often extends up to the Western Road surgery which means that traffic in both directions cannot see vehicles coming towards them over the brow of the hill (this part of the road has double white lines in the centre) which is an accident (or several even) just waiting to happen. This situation extends well into the evening but at least them oncoming vehicles can see the headlights of vehicles travelling in the opposite direction. This is just one example, we are in dire need of joined-up thinking from all the authorities involved - police, council, etc.
- Parking in disabled bays without a blue badge need to be fought and fined, this is so bad in Brentwood high street. And parking on the pavements along Brentwood High street should have double fines, I'm appalled that this has not been tightened up by giving out hefty fines to the offenders.
- Pavements also being used for parking and increasing number of bikes and mobility scooters being used without any form of signal to those who are hearing impaired.
- Crack down on antisocial road use caused by vehicles purposely modified to backfire through the exhaust system and driving round our roads waking our sleeping children . There appears to be no risk in individuals to do this at the moment as it is totally ignored. I understand that it is not a priority compared to other crimes but even a small amount of enforcement would make individuals think about it before they modify their cars.
- All of these make sense but this requires a specific objective on addressing anti-social motorbikes and cars using currently owned technology by Essex police in addressing. Specific parts of Essex have a huge problem with speeding motorbikes and cars that are often equipped with illegal exhausts making huge amounts of disruptive noise. The PFCC know this is a problem as they have had one meeting about it but there has, to my

understanding, been no follow up. This is an easy win to address consistently throughout the County with current technology and consistency of message.

- We will tackle excessive noisy cars by lobbying the government and manufacturers and by stopping cars which have modified exhausts that are loud and disturb local communities - Epping is a real victim of this problem - so many cars the Rev through streets especially near the station. Noise is the next big issue to tackle - it used to be data but noise is the future.
- I live at the edge of the town driver's use the road to show off their hi performance vehicles Noise etc. etc. (can be very annoying/dangerous) so I do support any effort to help curb this but I would like to see more efforts to save police from having to chase them.
- Must hit hard speeding and dangerous driving around homes and schools.
- If we are serious about reducing dangerous driving on our roads we simply need all cars to have speed limit devices fitted and everyone over 70 years old to retake a driving test... More devices that capture numbers plates and a system to weed out the cars on the road with no mot /insurance /tax. Sadly we all know people driving under the influence and or without correct documentation.
- Our village has a speed request of 20mph by our school and 30mph yet it cannot be enforced by speed cameras unless we find the funds. We experience several crashes per year, even one through the school wall and a fatality just outside the village. All Police vehicles put on sirens and blue lights to pass through the village at excess speed despite the bends and concealed entrances along the main road. Lead by example, I'm sure not every journey through our village is a "shout".
- Speeding in rural 30mph limits is a real challenge for many communities. Establishing a "whole system" approach with local rural communities, working with Parish Councils, to offer a co-ordinated approach, including community speed watch, fixed and mobile cameras and SID. As a Parish Council Chairman - the challenge of navigating the system to try and support a local community to address this issue indicates a need to reform so communities can take a pro-active lead in supporting the statutory sector to address speeding in rural communities.
- Please pay special attention to problems for blind and disabled members of the public, including electric cars with regards to lack of engine sounds, and electric scooters rider by incompetent people.
- 1. No Driving Licences issued under the age of 21; 2. No night time driving for 12 months after passing a driving test & a limit on the number of passengers carried; 3. Immediate and unconditional revocation of driving licence for driving without insurance and a bar on retesting for a minimum of 12 months; 4. Vehicle confiscated permanently for driving without insurance; 5. Minimum two-year disqualification AND retest for drink or drug driving; 6. Retesting at age 75 and every three years thereafter.
- Campaign to have planning laws changed so that ALL new developments have sufficient "off street" parking and ALL new developments have pavements on BOTH sides of the road.
- Having a strong voice with regard to inappropriate planning applications that cause/contribute to road safety issues is very important, and local issues and concerns should be taken account of.
- Vehicles that are not taxed or insured should be a priority.
- Target aggressive dangerous driving. Not simply minor infringements. 35 vs. 55 often same outcome. 35 on main road limited risk. Estate roads high risk. Same penalty.
- Separate safe bike lanes... It would help if people had a safe alternative to driving. Buses are not reliable. Cycling on roads is dangerous. Could we look at the roads we have and make a network for bikes to travel safely? We have far too many cars on the roads..

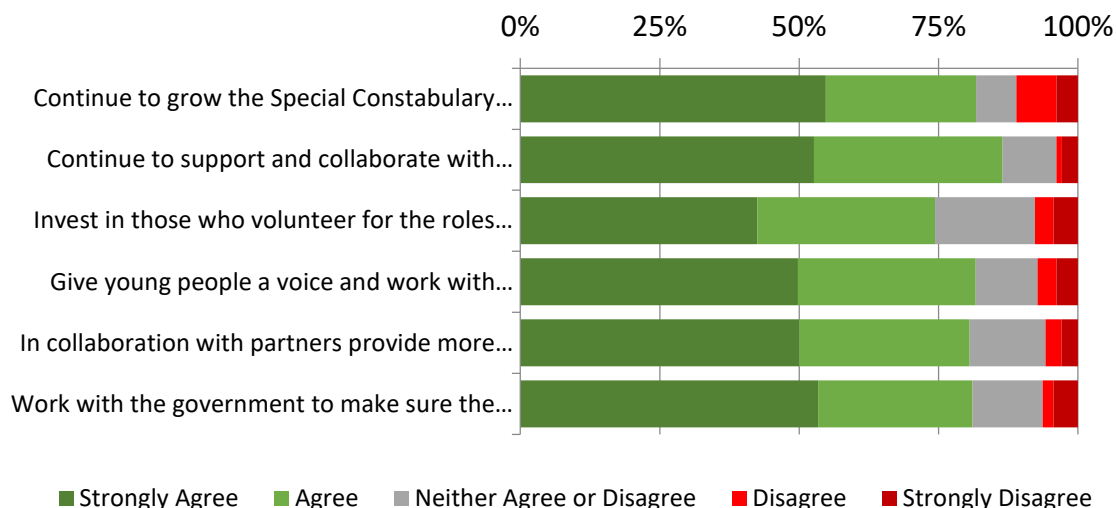
- I am a community speed watch volunteer. I would like to see included a process to more efficiently include other speeding hotspots. Also improve the technology on the equipment capability i.e. photographic recording the vehicle registration number. On CSW sessions too many offences could not be correctly recorded. Also poor feedback on log reports.
- You haven't even got enough traffic officers now so nothing has changed u haven't even given Speedwatch groups better equipment or signs like other areas in the country do.
- As a volunteer for local Speedwatch, it is imperative that we occasionally have Police backing up the volunteers with their presence and obviously there is a massive need for average speed check cameras installed, which would pay for themselves and reduce the need for volunteers like myself.
- This whole statement relies on volunteers to inform the police of wrongdoing there are no extra officers , any officers on enforcement will be doing this on overtime and it's just not feasible at all that there will be no deaths on roads it's just total pie in the sky
- Police will have to improve their attitude to volunteers to make this viable.
- I heavily promote the Extra Eyes scheme and think that it would be great idea to have interior roundels created, like the old tax disc holders with the Extra eyes link upon for easy access to see and send, this could assist the Police in a more speedily way to gain information from drivers.
- Extra Eyes needs to be easier to access. Is there even a direct link via the Essex. Police.uk website?
- Significantly increase fines for offences such as using a mobile phone while driving.
- Something needs to be done to address drivers with no insurance, especially when they cause damage to someone else.
- Advocate for drivers who have accrued 12 points on their licences to not be able to use the hardship code is exemption (they've had 12 points to learn) to have their privileges revoked for a meaningful time and to have to retest before they are able to drive again.
- Police 20mph zones.
- Support of 20mph initiatives.
- Road humps penalise those driving within the limit, as well as waste fuel and cause more noise and pollution. As do chicanes, and gates across half the road. The aim should be to target those in excess of the limit, and to get the traffic through as smoothly as possible.
- Don't know what vision zero is. There should be much more emphasis on rural road safety and speeding through villages.
- What is SERP and Vision Zero?
- A lot of jargon here. SERP, Vision Zero might mean something to you but sadly it means nothing to me.
- This was in your first term pledge, this is the responsibility of SERP!, if SERP is not working find out why !
- Co-locating SERPS to give better service to public, how? They were at Billericay Police station pre-CoVid and that worked fine. Since then it is now Zoom/Teams. Service to public has not got any better or worse. My understanding is that Drug Driving cannot be dealt with like Drink Drive with an offer of 25% reduction if attending a rehabilitation course, as it requires a legislation change.
- I know that speeding can be dangerous, but continually reducing the limits and providing a forest of speed cameras sends the wrong message to me. Why not do something a little more proactive and target drivers that are driving too slowly, 30mph down to 25 mph on each gentle curve in roads with 40/50 or no restriction only encourages people to pass them which is probably more dangerous. Ridiculous speed limits around schools when they are closed for holidays or in the evenings.

- You need to work with the pedestrians as well as they are quite happy no wonder about not paying attention to their surroundings.
- Have a sensible rule regarding roundabouts. Probably 99% of all roundabouts are a one way road with no possibility to turn right, you'd end up in the middle with nowhere to go! So stop the silly idea of indicating right when driving round a roundabout, and encourage people to only indicate left when they are leaving, with right indication only as a warning if they find themselves in a 'wrong lane'. The two way roundabouts need special instructions which in effect should be little different from normal.
- Greater use of technology to stop and prevent convicted or unlicensed drivers from getting back behind the wheel. They are a menace and there seems to be little that is done to stop them re offending multiple times.
- Work with manufacturers to reduce vehicles ability to travel faster than 70mph (except emergency services vehicles of course).
- When working with vehicle manufacturers has the installation of forward to rear facing cameras in all new vehicles been considered.
- More 20mph around schools, greater use of ANPR. Less speed cameras more traffic light cameras .
- I think I would prioritise the improvement of ANPR. Make it mandatory for vehicle manufacturers to provide all vehicles with dash cams. Make it mandatory for Cyclists to take a test and carry insurance. Take more action to ensure disqualified drivers do not drive.
- Focus on offences/behaviour that leads to deaths i.e. Fatal Four. Traffic officers need the right objectives and priorities to have the most impact. Some traffic officers go for easy option and target minor RTA offences that are not key drivers to death and serious injury.
- You've literally proved my point in your questions. Overwhelming bias towards speed enforcement. Don't you realise you're killing people with this evil, one size fits all enforcement?
- More work and information could be given to members of the public about ANPR and the amazing results regarding picking up stolen vehicles or interest to the Police. This would make great publicity for the Police as one of the most useful tools the Police have.
- Why not: we will aim to reduce deaths on Essex road by x% by 202x. We will do this by: working with... supporting... lobbying etc., etc. We will seek to reduce serious accidents by y% by 202y. We will do this by: see above.
- Target safety around schools.
- There is little evidence of the targeting of poor/dangerous drivers other than endless enforcement of 30mph speed limits which is not reassuring. Local officers have little interest or expertise in road traffic offences, although huge resources are committed to motorcycles on byways! ANPR is a moot point if there are not enough frontline resources to respond to activations, if you want a case study look at the number of activations of cameras at Carver barracks and Great Chesterford that are never even circulated by Control as they get no response from local units. Look at the data that exists.
- Speed limits are haphazard. There is no logic. The A120 at Stansted is 70mph max speed then the slip road off to the roundabout is 50mph but just when you get to the roundabout it becomes 70 again!! Many country roads like Panfield Road CM7 5BJ have a 60mph limit with houses one side of the road. Other places it s 40 mph.
- Once again a lot of resource spent discussing and little additional enforcement. Why are we looking to work vehicle manufacturers at a county level, surely that should be a national effort?
- Essex road safety is one of the best in the country already. No extra funding required in this area. Maybe an increase with inflation.
- Victim support should not be a police role

- Lorry drivers need to be targeted - so many incidences are with lorry drivers who are aggressive on motor ways, seen to be on phones whilst driving, driving when tired.
- Would Essex County Council spearhead law change, (e.g. start in rural villages) that all 30 mph speed limits be reduced to 20 mph limit? Many rural villages have no street lighting, pavements, off road parking. Seeing an increase in walking families, cycling families, dog walkers, horse riders, online vehicles deliveries, etc., we desperately need to legislate to retain the lower pace on our roads which were the norm during the pandemic. Rural/side roads through villages are not a convenience for vehicle users/abusers. We need to use what the pandemic has taught us and re-set to 20 mph speed limit.
- Bring back the min 100mph speed limit on motorways and do away with traffic cops.
- I generally agree with the initiatives, although I think spend on some is misplaced. For instance, aspiring to zero deaths/injuries on our roads is fanciful - we live in a risk-based society, and therefore have to accept that some activities will remain hazardous, even though the level of risk can be mitigated. Also, simply increasing penalties for certain motor offences is unlikely to act as a deterrent to those who drive dangerously - unfortunately people will continue to drive as they do notwithstanding the consequences (which usually become apparent only after the event). An analogy is the use of the death penalty in some societies - this doesn't stop killings taking places.
- Speeding and travelling too close, (especially by HGVs) are major issues. Even though a driver may think he is competent to drive at speed, he does not know what is around the next corner. Many people have drives which have restricted visibility.
- Prioritise the really dangerous drivers - drink/drugs/very high speeding (not 3 miles over the speed limit) /dangerous driving. Encourage appropriate speeds on single track roads and drivers not to drive over the middle white line.
- There is no point introducing traffic calming measures unless the areas are policed or have traffic cameras.
- HGV illegally parking in residential areas.
- Your "Road safety" is TOTALLY reliant on speed enforcement. It's evil and your actions are killing people by you ignoring the most dangerous of actions by drivers and other road users. Every death is on your hands as you choose to just focus on speeding. Just compare for example speeding violations detected per month to ANY OTHER TRAFFIC VIOLATION. It's sick.
- Concentration should be given to driving in rural locations. I have also noted in other areas of the UK using signage on country roads which depict single user warning, indicating adult and children walking in the road, cyclists and horses etc.
- More action in regards to street racing on Roscommon Way, Canvey Island.
- Lead by example , the other day I saw a police car tearing out of McDonald's /BP at the Boreham interchange , I thought he must be going to a job until I followed him and he shot off up the road breaking the speed limit flying into the Costa /KFC drive through!!!

Encouraging volunteers and community support

76% of respondents agreed with this priority overall. The majority of respondents agreed with all of the 'We Will' statements under this priority except that 11% disagreed with continuing to grow the Special Constabulary with the aim to have a Special Constable in every town and parish, growing the Community Special programme, and one supported by every major business through the Employer Supported Policing Scheme.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Continue to grow the Special Constabulary with the aim to have a Special Constable in every town and parish, growing the Community Special programme, and one supported by every major business through the Employer Supported Policing Scheme.	114	56	15	15	8
Continue to support and collaborate with Neighbourhood Watch and look to develop other watch schemes such as Farm and Rural Watch, and Pub Watch as well as supporting CrimeStoppers.	109	70	20	2	6
Invest in those who volunteer for the roles embedded in the PFCC's Office including Restorative Justice Volunteers, Independent Custody Visitors and Dog Welfare Visitors to ensure they are skilled and feel valued and appreciated.	88	66	37	7	9
Give young people a voice and work with them to understand the particular risks and challenges they face and use this insight to develop how Essex Police and Partners work with them to prevent and tackle crime.	103	66	23	7	8
In collaboration with partners provide more opportunities for young people to make a positive contribution to their communities through engaging in positive activity such as the Firebreak Scheme and Police and Fire Cadets.	103	63	28	6	6
Work with the government to make sure the pledged £500m investment in youth services delivers for young people in Essex.	110	57	26	4	9

There were 199 comments under this priority, of which 47 were to the effect that this should not be necessary and/or should not replace paid police.

“Special Constables were created at the start of WW1 as an ‘emergency measure’ rather like the now defunct Licensing Laws. They are an out dated organisation past their sell by date. They serve to undermine the professionalism of regular officers, as do PCSO’s. Both should be disbanded and the money used to Increase Regular police numbers.”

“Having been a volunteer with the service, I believe we are used a "cheap labour" as the responsibilities are enormous and the training can be difficult. Although I always felt appreciated by my paid bosses, I still think using volunteers is policing on the cheap!”

23 people said that volunteers need resourcing and to have support from officers or training.

“Those supporting the community and policing should be fully trained, paid and have the same powers whether deemed ‘special’ constables or actual police officers.”

18 people made positive comments about having volunteers and community support.

“A special constable for our village would be great. When we had our own PCSO, it was appreciated and I believe it was effective.”

“I agree with encouraging greater levels of community engagement but, as regards, Special Constables specifically I hope that they will be in addition to rather than in place of regular police officers.”

Four respondents felt that something is missing: encouraging volunteers and community support from other areas e.g. BAME, LGBTQ, travellers etc.; no mention of Business Watch/business against crime schemes; and no mention of Community Speedwatch.

There were 36 specific points raised:

- Recognition of the volunteer work Special Constables do. Public perception is that PCSO’s are the volunteers. Specials have powers of arrest etc. and take same risks as regular police officers. This message needs to be clearer in the public. Also consider small reward for specials such as reduced council tax.
- I would just like to point out that, in relation to the first statement about the special constabulary and parish constables, this was trialled in the late 1990's. I was part of a scheme whereby we tried to get one parish constable for each parish on the Dengie. We managed to recruit, as far as I remember, around 8 people who did this. It did start to work well, but like most things fell by the wayside, as nothing was ever done to support it. We got our own radios and worked from home really, in that we were able to book on with FIR at the time. I had a Police issue bicycle which gave me a wider scope on my parish as it was quite spread out. It could work well but would need a lot of support from the CPT. Neighbourhood watch was very active in my parish, but again this seems to have fallen by the wayside as no one person is there as a liaison between Police and the co-ordinators. We, as a force, need to invest in staff to support the volunteers out there or they just drift away.
- I think the current pledge of £500ml is woefully inadequate. Politicians must be persuaded to support all voluntary groups and invest in training and support for all young people.

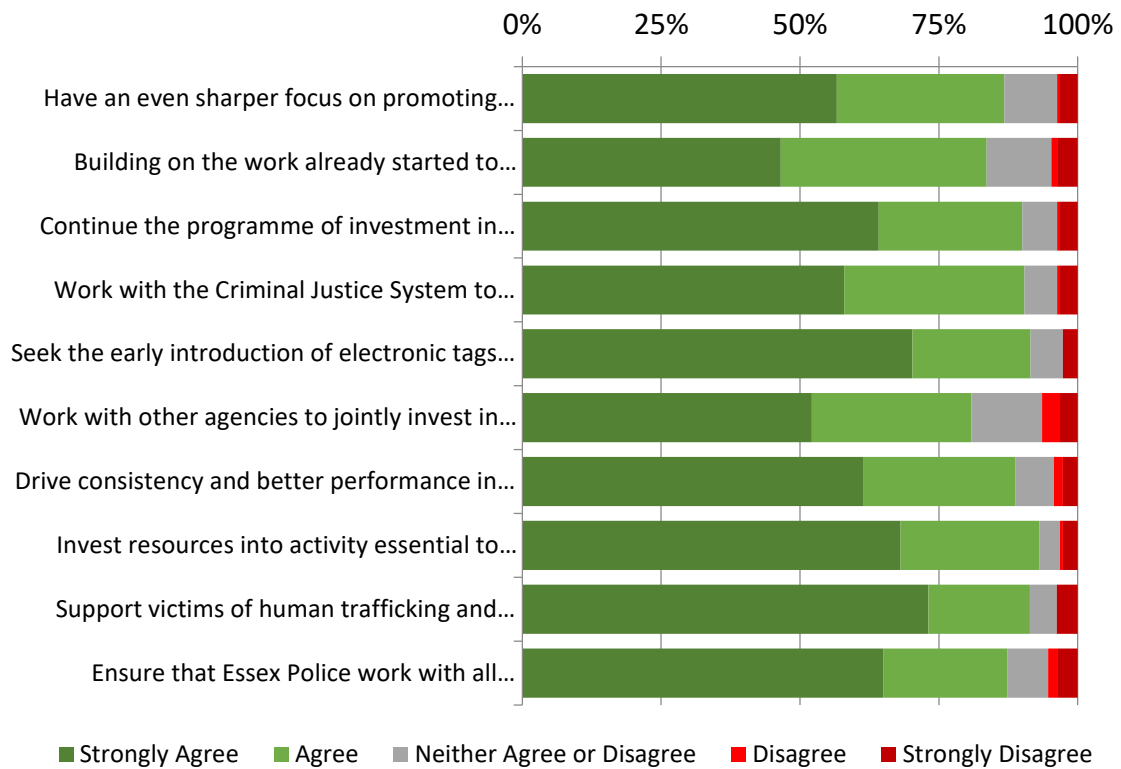
- Special Constabulary will only be provided if Town and Parish Councils pay for this service. This survey does not make this clear.
- There is a real and pressing need to streamline the volunteer-recruitment process with various organisations where it is held up by vetting processes. Vetting processes are important but need to be timely - my personal example was over 18 months to vet me to become a Restorative Justice (RJ) volunteer, during which time I had moved on to other and different volunteer roles, despite having done the RJ training at the start of the volunteer recruitment activity. A dreadful waste of time, effort and resources, to no end.
- Concerned that the cost of continuing to grow the Special Constabulary outweighs the benefits returned. A strength of 500 officers seems appropriate for the force and it will require considerable work to maintain that. Further growth seems unrealistic and unnecessary.
- You are just going back to how things were done. The idea of special constables is another way for rural communities to pay for their policing. In the district area where I live we pay extra on our council tax to pay for 2 police officers, yet the rural areas never see them.
- Encourage community support yes but should invest and employ rather than looking for cheap options.
- More must be done to get SPC's access to local facilities so that it become easier for them to go from civil job to special after work.
- I always felt the neighbourhood action panel was a good initiative.
- Use civilians, not Police for these jobs.
- Above are tick box statements you want to increase the size of the SC as many are leaving monthly as are being recruited. A lot use this as a stepping stone into the job at a vast expense to EP to train and equip them.
- The Specials and Cadets continue to grow. Neighbourhood Watch is already heavily supported, however they over quote their membership numbers and Co-ordinators only share information if the individual contact feels that it is relevant to them or their area. Criminals travel and therefore information should be shared with all members as it may prevent them becoming a victim of such crime. The EWLO's run very effective watch schemes with the Farm What members providing more information / intelligence than any other Watch group.
- We have a so-called "Neighbourhood Watch" scheme which has degenerated into a "Neighbourhood Slugging Off" space on Facebook. I don't have the bandwidth to address that but I expect some of the older schemes would benefit from a reboot.
- Neighbourhood Watch is an independent organisation responsible for their own actions and finance and activity - Essex Police can sign post to Neighbourhood Watch.
- Dog Watch could be enhanced to encourage being more of the eyes, ears in their communities and receive updates on crimes within their area and be encouraged to sign up for Essex Police Social Media notices and also the Rural Policing team Social media, as there are the ones out and about more at various hours and may be more pivotal in providing information on their local area and beyond both urban and rural.
- Pub Watch is not administered by the Essex Watch Liaison Officers, it needs to be administered by a Police Officer or part of Police Team as this is a near 24 hour scheme.
- Give the kids back their youth clubs, off-road biking and make it a statutory obligation to provide a centre for young people to learn and have fun.
- Get the kids involved in speed watch, and looking out for problems in their neighbourhoods. Empower them so they grow up hopeful or a better standards in public life.
- Lots of fine words here but we need Action, especially regarding youth provision. It's not just about punishing wrong doers but in making youngsters proud of themselves, their skills and attributes... We need a massive youth worker programme.

- Youth Services and Youth Provision needs to be the top priority.
- You encourage youth crime by the force's treatment of the youth.
- The engagement of youth is not police work. It is youth services which are presumably part of social services. Policemen should be scary not best mates as they were back in the day. They have often a nasty job to do and playing Mr Nice Guy to unruly youngsters is not part of the brief.
- Due to public money being cut, lots of children are just hanging around as they have nothing to do and nowhere to go. Most families cannot afford out of school activities or groups. So they hang around in big groups and then they start to be anti-social and cause mischief by egging each other on.
- What's missing is an understanding those who join the Police Cadets or the FRS equivalent were never destined to be troublesome in the first place. It is absurd to believe such young people have or even might have been diverted from any potential wrongdoing. They were ALWAYS going to be the good guys, with or without hand-wringing, well-meaning partnership approaches. Consider young people with gun licences. Some ill-informed individuals throw up their hands in horror at the idea, but grant a gun licence to a young person who embraces shooting and he/she can never get into any trouble with the police, since to do so risks near-certain revocation of the licence. In short, we don't need to target the good. They were already good!
- No one respects the uniform! Officers need to earn their respect, it's not just given anymore. Times have changed the uniform means nothing. Until you understand that you'll never make improvement for the young.
- Investment for older residents who do not use social media and feel isolated and frightened.
- Regular checks on how each organisation is spending grants given.
- The advertising costs in association with reaching out for volunteers often sits with local Town & Parish Councils, whilst this is not 'Missed' I feel it is under-funded and therefore lacks the gravitas needed to be fully functioning.
- Encouraging the public to assist where possible to prevent crimes should be taken up. I would offer help for free. I think a regular monthly lost online for volunteer vacancies would be a good idea. Hopefully leading to permanent paid employment for some younger ones.
- What about neighbourhood watch proactive support? Will Essex police publish the numbers of fire arm certificates held in each parish, town city and county? That's a great potential for crime.
- Are neighbourhood watch schemes in decline?
- The Essex Community Messaging system is now defunct and was such a waste of money, when there are so many other free ways to gain access on crimes and advice through Essex Police Social Media or on the website. It appears that some Policing teams across Essex produce fantastic activity updates. There is an Organised crime Newsletter, a Business Crime newsletter, Rural Policing Team Newsletter more could be done to send these out to groups and continual Social media updates give instant info on Missing persons, traffic, wanteds and crimes and requests for information.
- Link in with established volunteer groups in community to increase diversity in volunteering.
- Volunteers is not the way forward and the plans for policing degrees will lose many capable people taking up a career in the police.
- Volunteers only offer limited support in limited time periods.
- Help to keep volunteers safe from abuse.
- Volunteers hides the true cost of the fight against crime and creates a underpowered response to crime.

- Use volunteers to do some of the admin that police offices now have to do. You will be surprised how many people step up when asked.
- Volunteer definitions seem narrow as does identifying investment for Volunteers in PFCC's office.

Protecting vulnerable people and those affected by crime and abuse

89% of respondents agreed with this priority overall. The majority of respondents agreed with each 'We Will' under this priority.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Have an even sharper focus on promoting awareness of domestic abuse, protecting, and supporting victims and survivors, and their dependents, investing further to strengthen the support available to them.	107	49	17	1	5
Building on the work already started to further develop our understanding of the specific nature and impact of domestic abuse in rural communities and invest in initiatives to prevent and tackle it.	88	62	20	2	6
Continue the programme of investment in dedicated officers working in collaboration with other partners to support high volume repeat victims and tackle repeat perpetrators and break the cycle of domestic abuse.	122	44	10	1	5
Work with the Criminal Justice System to monitor the use and effectiveness of legislation in managing offenders, such as Domestic Violence Protection Orders, Domestic Abuse Protection Orders and Stalking Protection Orders.	109	54	10	1	5
Seek the early introduction of electronic tags for perpetrators of domestic abuse and related offences, such as stalking, harassment, physical abuse, and coercive control, upon release from prison to better protect victims and address the behaviours of offenders.	132	37	9	0	4
Work with other agencies to jointly invest in behavioural change programmes for perpetrators to break the cycle of domestic abuse.	98	51	21	5	5
Drive consistency and better performance in the response to domestic abuse across all agencies to bring more perpetrators to justice and reduce repeat offending.	115	45	13	3	4
Invest resources into activity essential to preventing the harm caused by high-risk sexual offenders.	128	42	7	1	4
Support victims of human trafficking and modern slavery including sexual exploitation and continue to promote close working with the UK Border Agency, National Crime Agency, and national and regional partners to support victims and bring perpetrators to justice.	136	27	8	0	6
Ensure that Essex Police work with all communities across Essex to hold the confidence of those communities and work together to effectively challenge discrimination and tackle crime.	123	37	13	3	6
Total responses: 190					

There were just 102 comments about this priority, 10 of which were about its importance. 14 people wanted offenders to be caught and sentenced appropriately.

“The perpetrators of domestic violence are not just the problem of their partners... They are societies problem.. They can be extremely violent individuals and we need

to give the police the power to deal with them before they damage people mentally and physically... “

“Lobby government for appropriate sentences for these crimes should be on the list. All the "investment" in all these areas is wasted if the sentence does not fit the crime (as is so often the case) and the support of VICTIMS (here we are again) who have consequently been let down, is lost.”

Seven respondents felt that this is not a role for the Police while 8 felt that it is a role for other agencies. A further 6 said that support services in this area are needed.

“What about 'we will implement the law' Police are not social workers and all the above should be passed to the appropriate service. Police job should be to solve crime which will result in less crime being committed as they will know that they will be caught.”

“Again, prevention is key to reducing demand on all agencies, but especially the police, prevention has to be led by education, health and social services, not left to the police to lead through crime prevention investments after the fact. Whilst the police have and are making significant investments in preventative activities, more needs to be done in the wider agency settings.”

16 people identified something that is missing under this priority, mainly that there is no mention of sexual violence or child sexual abuse, or sexual abuse within the home. Also not mentioned were: overseas agencies or police forces; older people and others who are vulnerable or have protected characteristics; male victims of domestic abuse; victims of false claims of abuse; and tackling the causes of domestic abuse.

The 30 specific other points raised are as follows:

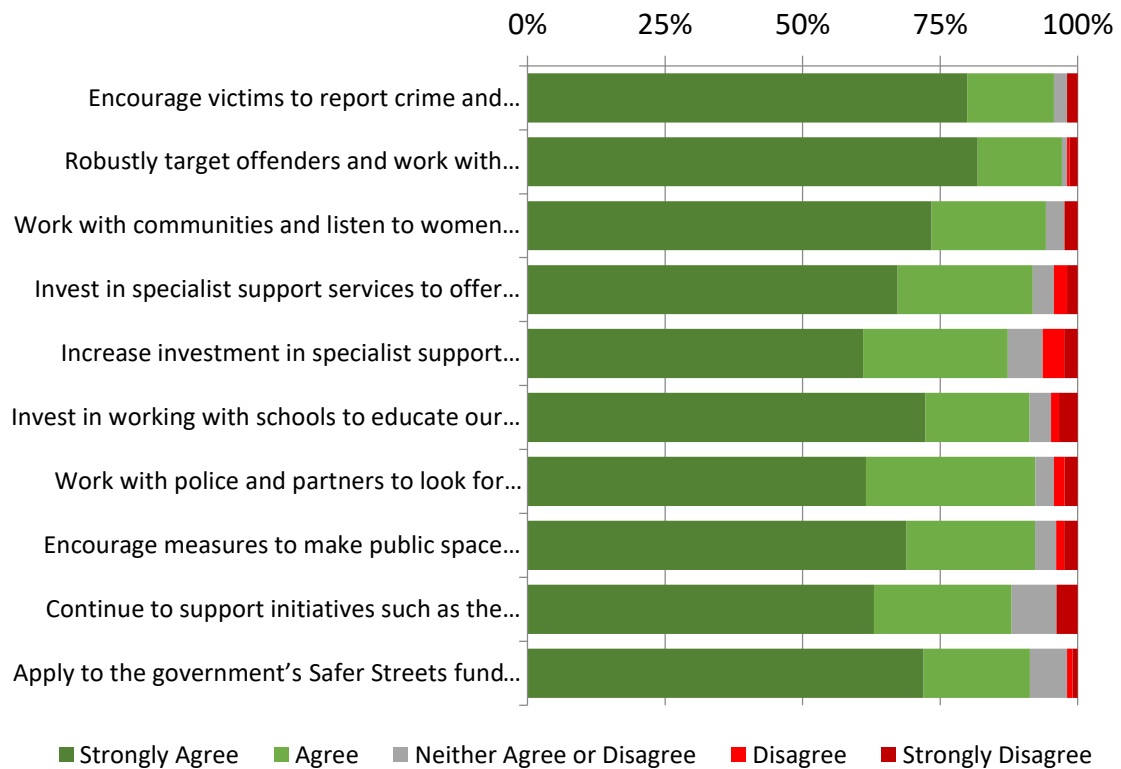
- Get some good training for your officers to better understand coercive control. I would also recommend some training on the impact of Trauma. How an officer responds and the language they use determines the subsequent relationship they have with the victim and their trust in the police. These things are vital for the Police to support victims appropriately. This goes for the Courts too. So much to learn. Only 2-5% of domestic abuse cases have violence in them. Call it domestic abuse, not domestic violence.
- Sex offenders should not be living in the community causing stress to others and may be harm. Secure mental health facilities should be in place to safe guard children and young adults and people these sex offenders do not change they become worse and they have no boundaries and sadly more people become victims also with rape victims needs to have a safe environment to live a normal life without fear and worry.
- Children need to have a safe channel at school to be able to report abuse and domestic violence, even at the primary level.
- Listen to people and you will see what concerned them and how you can help. Rather than the I know best approach that is current.
- Please just listen to victims and their families.
- Not sure orders work against most extreme perpetrators. There should be better protection for victims.
- Will you inform victims when abusers are released?
- Encourage and increase the use of Victim impact statements.
- The PFCC should arrange an activity analysis/ time and motion study as used to take place, it may make startling reading in respect of frontline officers time spent purely on

Domestic Abuse and Athena tasks. This is no exaggeration, supervisors can no longer supervise due to the burden of Athena ! Again, rural communities receive little service.

- Onus regarding modern slavery etc should be dealt with by NCA / border force, this is usually left to local forces which they do not have capacity for. If the courts dealt with suspects properly then this would also reduce reoffending and protect vulnerable people. Maybe the PFCC should be more vocal about this issue?
- The police are currently doing too much for DA incidents. Arresting every DA suspect puts victims at risk, particularly if there is no support for prosecution. We should investigate the crime as we do all crimes but not to the extent where we actively seek to arrest and prosecute all offenders regardless of the circumstances/ offence.
- You need to put officers /staff co-located with partners if you don't it is always going to be ineffective. Most agencies have their own agenda but if you place together you can properly safeguard victims and work as one team to achieve the best possible outcome for victims. Cut the bureaucracy around this and make it happen.
- To have a sharper focus on these issues will require extensive training and commitment.
- I feel that the Police should take a low profile in some of this to make it easier for victims to report.
- Electronic tags would be a great idea for all criminals. Show the public who the criminals are. Bring back the orange volunteer waistcoats for criminals who do community work.
- I strongly agree with all above and wish the Government would make ID cards mandatory as they do on the continent .
- Abuse is not always physical, and not just women that suffer.
- Mental health and disability vulnerable people young and old and lone people who live alone practically everyone and victims of crime abuse, rape and violence .
- Not all vulnerable people can seem that way, education and upbringing is no protection. Hopefully police know this when assessing the vulnerability of an individual.
- Seek the early introduction of electronic tags for perpetrators of domestic abuse and related offences, such as stalking, harassment, physical abuse, and coercive control, upon release from prison to better protect victims and address the behaviours of offenders.
- Ensure that the ethnicity and/or religion of perpetrators does not compromise the willingness to investigate and prosecute.
- Please stop acknowledging honour killings as such and stop pandering to an acceptance of domestic abuse in certain cultures. Yes all faiths, creeds and colour are capable of abuse but again make sure true equality exists as per U.K. laws without exception or tolerance. There is a woman locally who is IC4 who walks around all day knocking on doors saying can she come in and that she is depressed. She is well known as suffering mental health issues but the suspicion is that of domestic abuse, we tried to signpost her to get help, but why again are some communities more protected and shielded than others? Equality is not working, because people are frightened to challenge minority groups yet again.
- Listen to teachers and shopkeepers. The locals know who the offenders are, so why aren't they monitored?
- The police should be the initial protectors but the long term care should be with the appropriate authorities or services.
- Encourage more reporting of domestic abuse.
- The establishment of refuge centres is becoming increasingly important. May redundant building stock in the Essex police (and fire service) portfolios be brought forward to satisfy this initiative?
- Further investment into perpetrator programmes is welcomed. Community awareness through the continued support of the J9 initiative is important.

Reducing violence against women and girls

89% of respondents agreed with this priority overall. The majority of respondents agreed with each 'We Will' under this priority.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Encourage victims to report crime and support them through the criminal justice system.	167	33	5	0	4
Robustly target offenders and work with Essex Police and partners to develop stronger investigations that lead to more successful prosecutions.	171	32	2	1	3
Work with communities and listen to women and girls directly affected by violence and harassment to discuss and understand what we can do differently and use this feedback to inform our future work.	152	43	7	0	5
Invest in specialist support services to offer the support and help that victims need to move on.	140	51	8	5	4
Increase investment in specialist support services such as counselling, advocacy, and therapeutic support and Independent Sexual Violence Advisors.	125	54	13	8	5
Invest in working with schools to educate our children on healthy relationships and create a culture where male violence against women and girls is unacceptable.	149	39	8	3	7
Work with police and partners to look for ways to reduce the fear women feel in their communities.	128	64	7	4	5
Encourage measures to make public space free from abuse and harassment.	142	48	8	3	5
Continue to support initiatives such as the SOS Bus, Ask for Angela, Purple Flag and Best Bar None to help women be safer in the night-time economy.	131	52	17	0	8
Apply to the government's Safer Streets fund to improve lighting, CCTV and safety in town centres and key hotspots.	149	40	14	2	2
Total responses: 209					

181 comments were made under this priority, of which 44 reflected views that men and boys should also be included here, not just women and girls. Another 19 people said that this should apply to all people.

"The whole of this is discriminative. There should be no difference between men and women or boys and girls. The same level of care should be offered to all."

"Women and girls are far less likely to suffer violence than men and boys, yet because it happens rarely it makes headlines and as usual there is a knee jerk reaction to it. Men suffer domestic abuse too but it is an unseen abuse. Prevent violence against all and not single out groups."

17 people said that this is a very important priority and 8 highlighted that support services are needed in this area.

"I strongly agree with all of these statements. As a father of 3 girls, and violence against women and sexual harassment against all people is something that concerns me greatly."

Ten respondents felt that offenders should be detained and prosecuted with more severe sentences.

"These offenders should not be given no penalties. If more was done to protect women and girls from repeat acts of abuse would be the answer. We let them go to repeat what they are doing. Send the message out these offenders will Not be tolerated. Punishment should be high so offenders will think twice."

Ten comments were about the absence of street lighting. Five people felt that awareness raising and support services should not be a role for the Police.

Nine people suggested that the priority should refer to reducing all violence or reducing violence against all people.

"100% agree that the objective is to support a cultural change within society and provide strong, consistent, and vocal support for the safety of women and girls whether they report crimes against them or not. But should the police force not be striving to support a cultural change within society and provide strong, consistent, and vocal support for the safety of ALL the community if they report crimes against them or not?"

14 respondents highlighted something that is missing from this priority, mostly rape/sexual violence, child sexual abuse and abuse within other cultures. One person suggested that the phrase "We will not tolerate offenders" is missing, another that it is important to continue pursuing older sexual abuse crimes, a third that advising women on how to protect themselves from sexual violence would be useful.

There were 29 other specific points made:

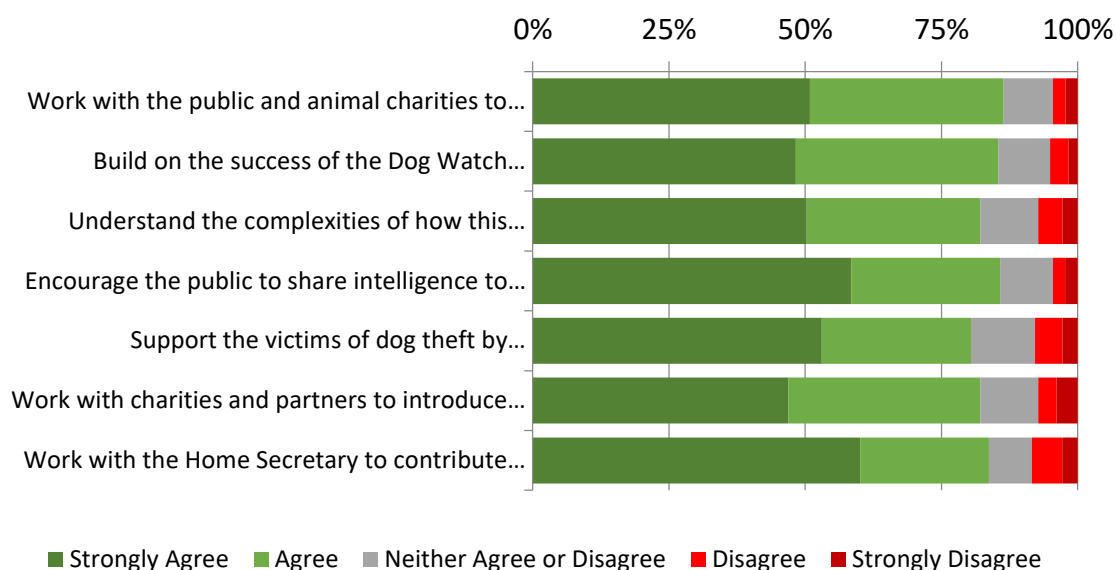
- Women must feel they are able to report e.g. rape and to be able to see a female police officer.
- There should be more Female officers allocated to the safety of females.
- Therefore more women in the police force.
- Provide more education and training for police officers in order to support female victims of crime as well as possible.
- Educating police officers around victim blaming and asking women to make big changes to their lives in order to avoid male violence. They should instead be looking at educating the perpetrator, referring for restorative justice and more preventative work around male violence.
- An understanding that encouraging reporting will only bear fruit if those tasked with investigating have the nous to be able to do so effectively. A failed prosecution can do more harm than no prosecution at all, hence, again, I refer to TRAINING and upgrading/monitoring. Sergeants need to 'sarge', Inspectors need to 'inspect' and that matters every bit as much on the streets as it does in monitoring officer actions AFTER the event. I don't want to see a PS and an Inspector together in a Police vehicle. I want to see each in the company of a Junior Constable, testing how the officer talks to people and how he/she reacts to situations.

- Ensure that the police themselves do not discriminate against women, nor bully them within or outside the force.
- Just listen to victims about what they see as problem.
- Women & girls have been shouting for a very long time about what needs to happen to keep them safe & what needs to be done differently next time. **YOU MUST LISTEN & SHOULD ALREADY HAVE IMPLEMENTED BETTER PRACTICE.**
- It is not about reducing the fear women & girls feel - it **MUST** be about reducing threats to women & girls. This is akin to victim-blaming. Change the language, change the mindset - how can you expect things to improve if your language is inappropriate?!
- I strongly agree with stopping violence against women and girls, but it has to be able to spot women and girls that claim violence against them to punish an ex partner that is totally innocent.
- Ensure that allegations are comprehensively investigated to ensure that innocent suspected perpetrators are not adversely affected by false claims.
- Will these measures improve prosecution rates rape?
- Make women take some personal responsibility! (I'm female!)
- We women have campaigned to be equal with men. We seem to no longer want to be treated with courtesy or given special consideration. That is until we something goes wrong, then we expect to get special consideration. Just as much violence and harassment of men occurs and, yes, a growing number of women are violent or harass men. Whilst all violence and harassment is wrong we women need to decide whether we want equality or to be treated differently as we must bear the consequences.
- Charities in Essex already provide services for victims of vawg, but these need further investment to sustain services.
- You definitely need to treat domestic violence like the speeding program they get to do a day education or get the points why is this not implemented for DV Perpetrators?
- Working with the Community Groups and Local authority to help women who sell sex minimise harm caused from pimps/ drug dealers/ buyers and safety exit the profession
- People in each community know what problems are in **THAT AREA** there is not a one area plan each area has its own issues.
- We would like to see a Safe Spaces initiative rolled out across Essex and supported by the PFCC. Investment into upskilling public guardians such as night time economy staff is key to the success of this being deliverable.
- One way to reduce the fear of crime in woman is to remove the areas at night where homeless males on drink / drugs hang out around town and the ways out of town.
- I would like to see an end to people drinking alcohol in the street. I do not mean people partaking of a picnic or a barbecue. I mean the people who prevent others from resting on a bench!
- Useful and could be improved by advising businesses of the right to provide single sex spaces per the exceptions given in the Schedule 3 Part 7 Equality Act 2010.
- There needs to be a zero tolerance to catcalling and low level harassment to be rid of the culture of 'what do you expect' and it's 'just boys being boys', that starts in our schools but is prevalent in our high streets
- Closing venues at reasonable times so that women can get home easily. Women should also bear some responsibility for alcohol intake and dress when "out on the town" as it could be said that they contribute to their own misfortune. That said nobody should be made to feel unsafe especially women in our culture.
- Needed 24hr so women can feel safe.
- Very difficult to change human nature - Cannot see that public spaces etc. can ever be free from abuse/harassment/comments. Improvements to CCTV, Street lighting should be of a more general nature. Not confined to select areas that may already have some improved coverage.

- More cctv and lightning is definitely needed not only to feel safer but the increase in knife crime and youth gangs. There is nothing for youths to do which is not a police issue but if youth clubs were brought back it would give kids purpose somewhere and to go
- This feels like an overlapping set with the previous priority. Is it best to keep them separate?
- Why is this different to the previous section?

Preventing dog theft

71% of respondents agreed with this priority overall. The majority of respondents agreed with each 'We Will' under this priority.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Work with the public and animal charities to understand the extent of dog theft in the county and how we can prevent it.	90	63	16	4	4
Build on the success of the Dog Watch Scheme and work together to support owners and their pets.	86	66	17	6	3
Understand the complexities of how this crime is recorded and how we can get a more accurate picture of dog theft in our county.	90	57	19	8	5
Encourage the public to share intelligence to inform targeted enforcement activity, by making it easier to report.	103	48	17	4	4
Support the victims of dog theft by recognising the misery caused to families by this crime, reuniting them with their animals wherever possible and reducing their risk of becoming victims of further criminal activity, such as fraud.	95	49	21	9	5
Work with charities and partners to introduce campaigns and promotional activity to increase awareness of dog theft and promote prevention activity so people know how to keep their dog safe.	84	63	19	6	7
Work with the Home Secretary to contribute to the national review of dog thefts, improving how dog theft is recorded, explore initiatives such as a national dog database and work to strengthen the law to introduce tougher sentences.	107	42	14	10	5
Total responses: 179					

A total of 149 comments were made about this priority. 16 respondents felt that this is important and 17 said that penalties and sentencing should be increased for this crime.

"Dog thieves have been getting away with these crimes for too long. Laws should be passed and local council and police work with the home secretary to review and introduce tough sentences ."

However, 26 said that it should not be a priority or a role for the Police and another 15 said that people should come before dogs.

"Dog theft is a very serious matter but I do feel the public need to be educated to look after their own dogs before we spend a huge amount of time and money trying to reunite them... The cost of dogs has dramatically increased so you are now walking a valuable pet in a lot of cases... Despite the law many are not chipped. I have seen on social media reports of a dog theft only to see later the dog escaped from the garden or ran off... Secure the garden if you leave your pet outside and make sure it's not on display to passers-by... Once again the police have to spend resources... Could this not be out sourced to dog wardens to investigate and collate information then only true crimes being reported."

Six people said that more could be done to educate owners and raise awareness of preventative measures that could be taken.

15 respondents highlighted something missing from this priority, with almost all of the comments suggesting that the same protections should be extended to all pets or animals such as cats and horses (one person suggested including a statement relating to collaboration with organisations such as the National Animal Welfare Trust could be included).

"This should not just apply to dogs, but to all domestic pets and to livestock more generally, if it does not already do so."

38 people raised a specific point, of which 18 mentioned the need to chip dogs and/or have some form of dog licence or database.

"The system of installing an electronic identifying 'tag' under the skin of animals should be made standard throughout the nation so that any Vet can identify any animal."

"Reintroduce Dog license so the Police have proper funding to combat Dog crime."

Four people suggested that more should be done about dog on dog attacks and 3 people said that this is now something that gangs are involved in so the solution is to tackle gangs.

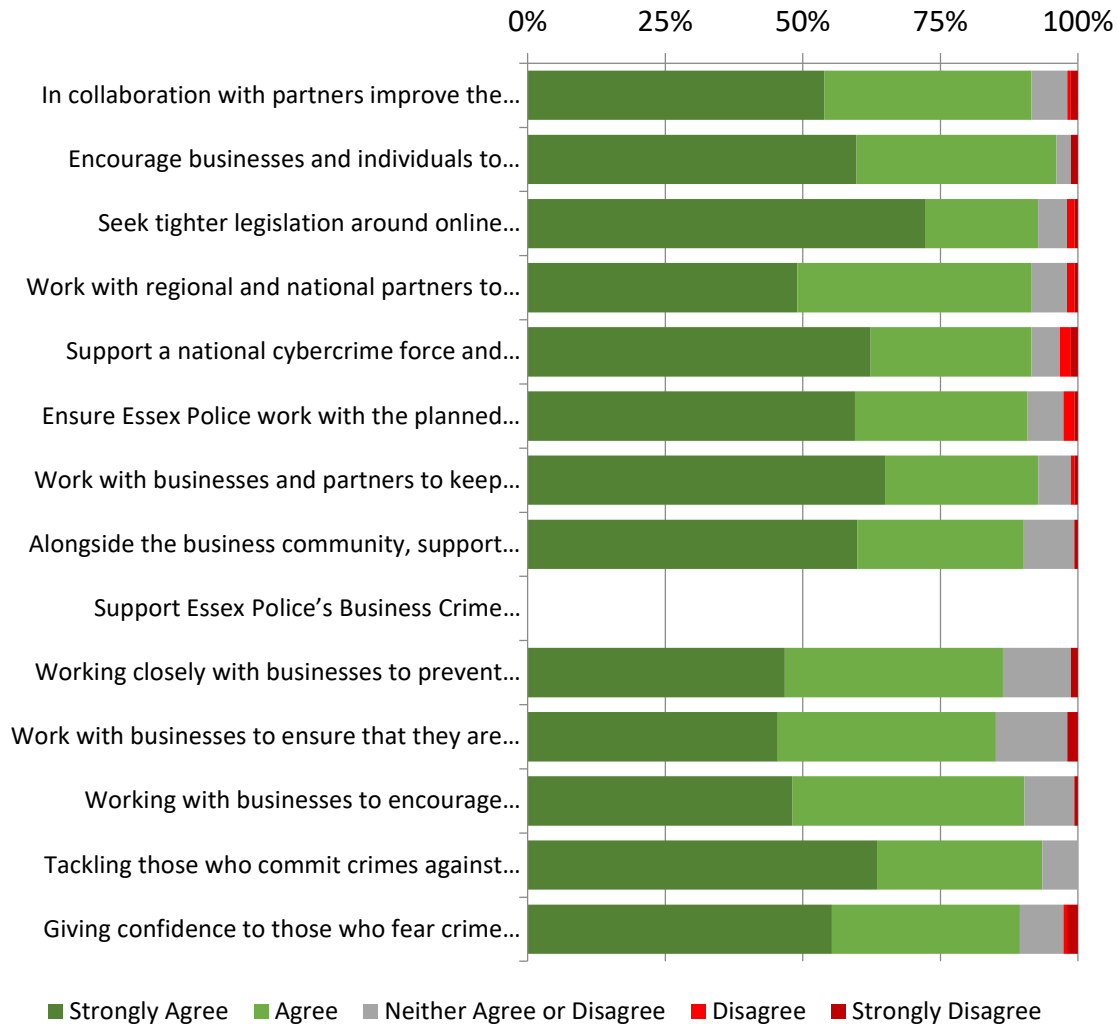
The other specific points raised are as follows:

- It has to stop, the receipt of a stolen dog has to be a criminal offence and also the offspring.
- Outside bodies like charities may have their own motivations and messages (e.g. RSPCA, RSPB, etc.) and care needs to be exercised that the Police Service is not seen as endorsing these.

- We will work to identify puppy breeders in Essex.....
- I don't think this should be a priority but working to improve detection of illegal dog imports from Europe maybe should be considered.
- Dogs are not property and shouldn't be classed as so.
- You need to react quickly to this if you have a crime in action drop everything and get to it . You also need to expand the policing around travellers as let's be honest it's mainly this group that are committing the theft of dogs. Set up a proper team for travellers with its own Intel and researchers this is crucial as local officers will never be able to keep track as travellers operate across county lines. This unit would then have a proper knowledge of all sites within Essex, families would be identified as would vehicles, modern day slavery would be captured as well.
- Surely disrupting organised wildlife crime such as dog-fighting, hare coursing and puppy smuggling would reduce dog thefts as it would address the causes instead of symptoms.
- This area should be treated in a similar way to livestock theft.
- Recording and data in Essex is grossly inaccurate as will unlikely take account of crimes where pets are stolen but are recorded as robbery/ attempts, dwelling burglary, non-dwell burglary, Theft from vehicle , lost dogs etc. The recording mechanisms for lost dogs now is completely inadequate hindering intelligence picture or chances of ID.
- How the Crime is recorded could be simplified by have a Crime type of the Police system listed as Dog theft and or attempted dog theft.
- On occasion a dog is stolen during a dwelling burglary so there could be linked incident / crime number to Dog theft.
- Make selling animals illegal and the crime disappears.
- More police use of social media. Local WhatsApp groups then share issued intel.
- I am pleased that the Essex PFCC took on the creating the survey Dog Theft Survey and as a result that the law has changed, which fantastic news.
- Dog Watch in Essex Police works in Collaboration with Doglost UK.
- I would suggest that the Essex Police EWLO Dog Watch lead, Kevin Blake reinvigorates the meetings with Doglost, The Dogs Trust, the RSPCA, local councils and the Rural Engagement team and encourages an Officer or PCSO for each District to work in collaboration with each other and share information / intelligence gained from Dog Watch members.
- Signage regarding Dog theft could be displayed in local independent shops and at Parks within Essex, working also with local safer partnerships etc.
- Dog owners must take their own responsibility for their dogs it's only a trend at the moment.
- All crime should be a priority not just dog theft. It sounds like a political gimmick.
- I agree with stopping all theft.

Preventing business crime, fraud and cybercrime

87% of respondents agreed with this priority overall. The majority of respondents agreed with all of the 'We Will' statements under this priority, with less than 3% disagreeing with any statement. NB: Fewer respondents replied to this section than for other priorities, with just 154 responses.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
In collaboration with partners improve the reporting of fraud and reduce the number of people and businesses who become victims by raising awareness of the risks, through promotion of fraud alerts, and how to stay safe both on and offline.	83	58	10	1	2
Encourage businesses and individuals to report incidents of fraud, online crime and cybercrime and provide the support to recover.	92	56	4	0	2
Seek tighter legislation around online platforms and publishers and invest in cutting edge technology to track and eradicate online and cyber-crime.	110	31	8	2	1
Work with regional and national partners to improve the ways to report fraud, receive updates and feedback and promote public confidence.	75	65	10	2	1
Support a national cybercrime force and utilise appropriate new technology including the safe and ethical use of Artificial Intelligence and biometrics in pursuit of justice.	96	45	8	3	2
Ensure Essex Police work with the planned National Crime Lab to develop the evidence base for effective interventions.	91	48	10	3	1
Work with businesses and partners to keep shop workers safe and reduce violence against them.	100	43	9	1	1
Alongside the business community, support initiatives to tackle other forms of crime that affects businesses and their staff such as Human Trafficking, Hate Crime and Domestic Abuse.	91	46	14	0	1
Support Essex Police's Business Crime Strategy and promote awareness of the Business Crime Team by:					
Working closely with businesses to prevent crime, identifying and prioritising resources to tackle it.	72	61	19	0	2
Work with businesses to ensure that they are aware of best practice and are empowered to reduce the risk of crime to their business.	70	61	20	0	3
Working with businesses to encourage reporting of crime to gain an accurate picture of business crime in our county.	74	65	14	0	1
Tackling those who commit crimes against businesses.	98	46	10	0	0
Giving confidence to those who fear crime and support to businesses who have been the victim of crime.	84	52	12	1	3
Total responses: 154					

Just 99 respondents commented on this priority, of whom 16 felt that cyber-crime and online fraud should be dealt with at a national (or even international) level by a national agency and/or with national funding.

"Business and cyber crime is a national issue and (from my experience) international - I wouldn't expect the individual police services to be trying to tackle this individually -

yes support the national campaigns but does it make any sense to run around to businesses? Doesn't make sense to me."

Ten people said that their experiences of reporting this kind of crime previously have been poor, including 8 who singled out Action Fraud for criticism.

"For many years now Colchester police have refused to accept or follow up on any fraudulent activity I have reported to them. Regarding scams they have told me to stop reporting them. If they are at long-last responding to the cries of victims, that can only be a good thing, but years late!"

"I broadly agree with this, however, far too many frauds and attempted frauds are recorded via Action Fraud and never investigated when strong lines of enquiry exist. This impacts on trust, confidence and repeat victimisation. "

Eight comments were queries about how this would be achieved and 8 were about the need to raise more awareness of the issue with the public in order to keep people safe from scams and online fraud.

Three people felt that there is something missing from the statements: there should be more said about fraud including business facilitated identity fraud; shoplifting (e.g. reducing the theft value from £200 before the police get involved); and there is no mention of business against crime schemes.

There were 26 specific points raised, of which 5 were about people or businesses taking responsibility for their own protection.

"Just don't bail out stupid people who fall for scams. We all know enough now. Personal accountability!"

"Businesses have their part to play in ensuring they and their customers are kept safe."

The other points made are as follows:

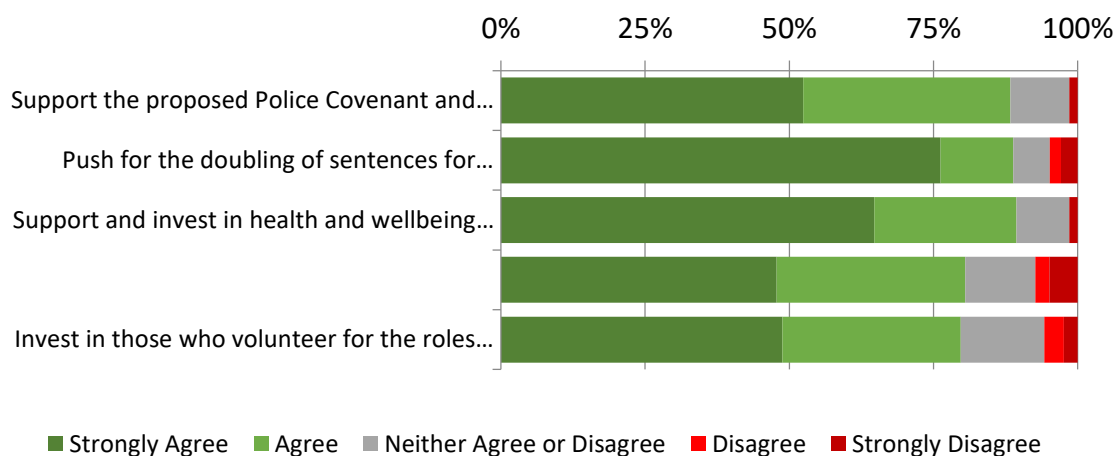
- I do not think that all businesses are aware that there is an Essex Police Business newsletter, this is easy to share once relevant email addresses have been obtained.
- Do the police do anything about the scammers who try to con vulnerable people out of thousands of pounds for stuff they do not need?
- You also need to educate Officers working on Cybercrime as they seem totally in some cases to have any idea what does what. As an example a Police Officer thought a Joy Stick was able to store information. I am not tech experienced but even I know this is completely wrong.
- Make banks give up details of customers and accounts that are used for fraud purposes by prosecuting those banks who do not comply with money laundering rules and facilitate "dodgy" transfers of funds.
- Recognise that spam emails etc, are becoming harder to recognise as spam.
- Yes I was a victim on face book I reported it and to police as well, people should be vetted out especially on social media.
- I had been involved with the recording of business crime for many years, some time ago. I managed via the FSB to get Business Crime actually recorded separately from general theft. It took many years and surveys before it was accepted there was a problem of under reporting and around 50% of cases were not. Why does it take so

long to react, get a face to face call to see the victim? The systems are in place but staff move on and the systems collapse and forgotten about.

- Get the top of the range equipment software and operators.
- There should be a total ban on cold calling with service providers required to enforce such a ban. The technology for facilitating this has to be improved and simplified with providers fined for every infringement. The selling on of contact information, history and interests must also be outlawed. These types of practices undermine our values, common decency and business integrity. They are not, in my view, legitimate business but rather an infringement of personal liberty. The opportunity to select types of cookies does not go anywhere near far enough. The practices have to be outlawed. This is a matter for law enforcement. If businesses want protection from crime they themselves must promote higher standards. Come on Commissioner!
- Fraud & cybercrime happens to residents as well as businesses.
- You could start with an address we can forward scams to which you actually investigate. For example email scams can quickly be traced to their source. The ISPs should fear having scams via their networks.
- Cybercrime should be a priority and the funds to deal with this should be raised from the online platforms which facilitate this.
- Anything that can be done counter phishing emails. Despite reporting these to the companies being represented, they continue to come.
- That's where you can use some Neighbourhood Watch volunteers with business or security experience.
- Scammers work on ideas that they are untraceable. If problems in each area listed and not pushed under the carpet, would work better. More advice on internet than from government or police.
- Report case studies on crime types, cases against businesses and individuals through all communication avenues - Consider spear heading county council led TV series in support of businesses post pandemic by exposing fraudsters.
- This is an area of crime which has gone 'under the radar' for too long. In particular, law enforcement agencies need to attract the levels of expertise to combat these offences. In that respect, having the funding to be able to 'compete' effectively with cyber criminals is imperative. Historically, the lack of funding has meant that cyber experts have not been attracted to public sector roles - this needs to be addressed.
- I have read that the number of police officers addressing fraud is inverse proportion to the number of fraudulent crimes reported. Maybe that's not the exact balance in Essex but I don't understand why fraud seems to get so little attention. On reporting anything to Action Fraud you are immediately told nothing will be done. So we need local police to act here - relying on the Action Fraud system is a dead loss. If a person suffers from a fraud, and they can provide all the paperwork to show it, and the criminal's full contact details - etc - it should be treated as a crime by the police, who would know how to progress it. The onus shouldn't be on the victim to try to putting it through the chaotic and error-riddled small claims court, where they will get confused, lost, and - in the case of crime against the elderly - probably die before it's resolved.
- How about a Cybercrime TV reporting channel/Radio channel or similar?

Supporting our officers and staff

92% of respondents agreed with this priority overall. The majority of respondents agreed with every 'We Will' under this priority.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Support the proposed Police Covenant and ensure this works for our officers, staff and volunteers in Essex.	108	74	21	0	3
Push for the doubling of sentences for assaults on Emergency Service Workers.	157	26	13	4	6
Support and invest in health and wellbeing services, acknowledging the difficult and challenging situations that officers and staff may experience in the course of their duties.	134	51	19	0	3
Foster a supportive culture within Essex Police and the Police, Fire and Crime Commissioner's office with an increase in diversity and an inclusive recruitment and development strategy so that people from all segments of our community can aspire to serve the public through these services.	98	67	25	5	10
Invest in those who volunteer for the roles within the PFCC's office including Restorative Justice, Independent Custody Visitors and Dog Welfare Visitors to ensure they feel skilled, valued and appreciated.	101	64	30	7	5
Total responses: 207					

A total of 127 people provided a comment under this priority, of which 41 were to agree that support is needed and/or that this is very important.

"Police officers have worked tirelessly throughout the pandemic. They are overworked, often working overtime and not given breaks, often going 10 hours or more without food. Support is needed for vicarious trauma and the nature of their work which has led many officers to develop mental health problems. There needs to be a culture shift for the welfare of officers which is still overlooked."

"The overall success of a policing strategy is dependent on the people who implement it, they are vital, key and need the full support of all."

25 respondents said that there should be harsh penalties for anyone assaulting or injuring a police officer or other member of the emergency response services (although 3 people felt that crimes against emergency workers should not be treated differently to general members of the public).

"Doubling of sentences for assaults on Emergency Service workers??? NO! Throw away the key. Who in their right mind thinks it is EVER right to harm those who are there to help? Adequate deterrence does not exist so the penalties need to be genuinely punitive."

There were 46 specific points raised, of which 13 of them related to staffing and recruitment issues, mainly about the need to employ staff on merit rather than to meet a quota.

"Just don't let the "supportive culture" allow inappropriate people being promoted or employed over others who are minorities. The right person for the right job should be the mantra, not "let's employ x% who are from this or that background."

"I feel that people should be treated equally, discrimination whether for a good intention or not is discrimination and leads to resentment."

Four people did not know what the Police covenant is.

The other specific points raised were as follows:

- Front line resourcing needs to be prioritised so workloads are distributed more fairly in the workplace. Too many warranted officers do not need a warrant card and carry no investigative workload.
- There are insufficient police and individual officer have too many cases to be effective.
- Less paper work would help keep more police on the street and more time to be supportive.
- You need to address the rotten culture first. You have a promotion process that encourages horrible behaviour where individuals of rank prioritise themselves above the public they are paid to serve. There is such talent in EP however it is undiscovered. You need to change the way you promote you have a very weak leadership team who are not respected. If you have strong leaders who inspire and are respected then those around them will aspire to be better and emulate them. You only have to look on Twitter to see the self-serving behaviour of some individuals it's an embarrassment to EP. You need to look after officers that are exposed to trauma and particularly some supervisors who are often overlooked or are too proud to accept help. You need to address the huge no of restricted officers who are draining the life out of EP. Give the management the support to deal with them and put robust systems in place to properly identify what they can realistically offer to day to day policing. The cohort of restricted officers could help release your frontline officers with cctv, statements, interviews and file preparation.....USE THEM. They are a small army that at present is virtually redundant!!!"
- You will need to get your house in order if you wish to do all the above. Your vetting system is beyond a joke and has been for years and yet nothing seems to be done about it. I worked for Essex police for 35 years and during that time it took so long to

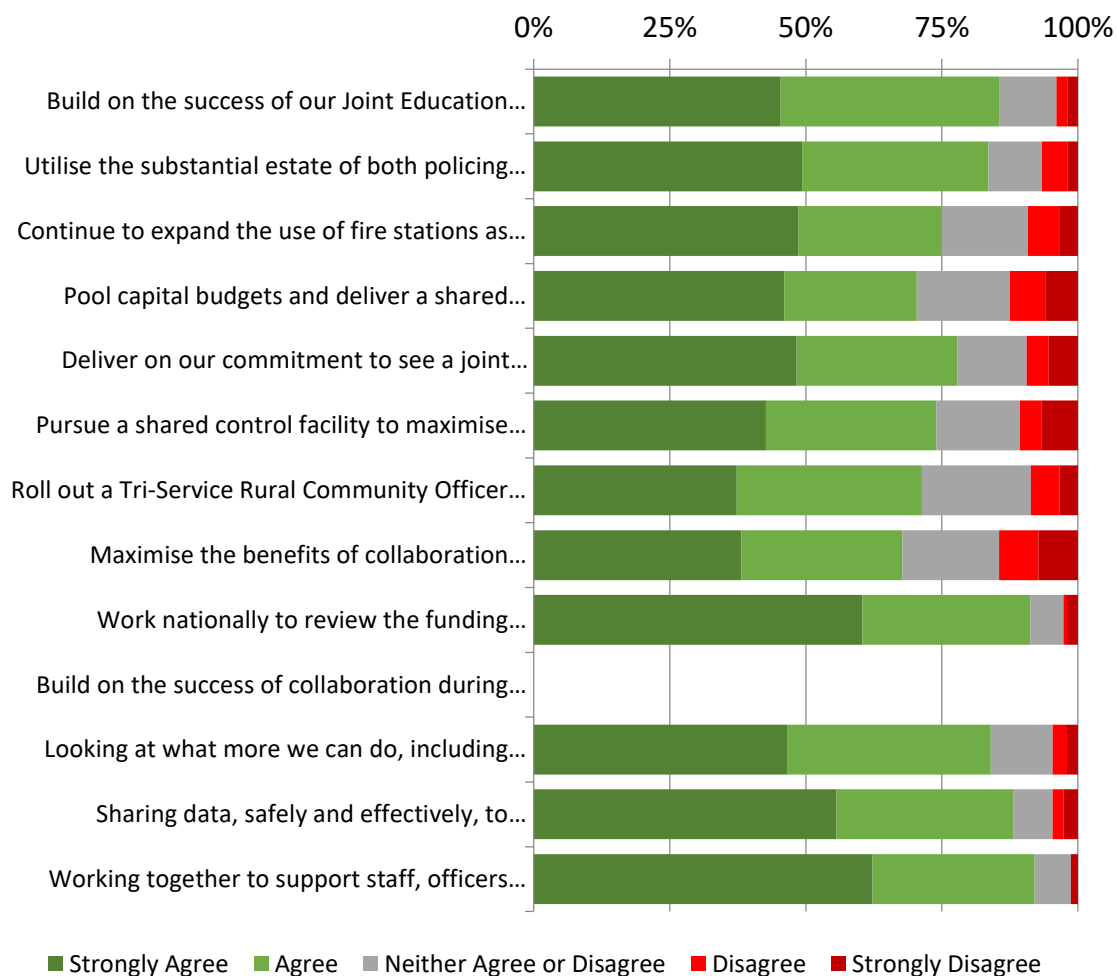
vet staff candidates for roles within the force that some found employment elsewhere as they could not wait months for an answer to their application. To this day it still happens my friend applied for a part time position and was told he was successful but would have to wait for vetting to clear him to start. This person had only just finished 30 years' service as an officer, now I don't know what your criteria is for vetting applicants but if you can't fix this I can't see you being able to carry out your statements. You seriously have to look within the force to iron out the problems.

- Reduce the time taken to vet volunteers for various roles, with a set target of, say, one month, unless exceptional circumstances.
- Push for legislation to allow officers to call a warning for an (e.g.) 2-3 metre free zone where any aggressive person who transgresses may be warned of infringing the "taser zone" then get tasered without further warning at the officer's discretion without fear of a police "Spanish Inquisition" after deployment.
- Protection of officers from convictions for doing their job (such as dangerous driving). The IOPC to be reviewed as they are unfit for purpose.
- Ensure police are among key workers to receive Covid vaccine and boosters.
- Encouraging and supporting officers to be more physically active to help their mental and physical wellbeing.
- Ensure supportive pathways for staff wanting to report others for inappropriate language/behaviour (e.g. victim blaming/rape myths used).
- What function does a dog welfare visitor perform. Are they visiting the dog, criminal or the owner?
- Ensure police officers have proper breaks and the opportunity to get meals when on shift.
- Lobby for fair salaries for police officers (including annual salary reviews/increases).
- Support your officer with a decent wage for the job they do, KFC are paying 24000 at present....what do you pay your new officers?
- Far more needs to be done to robustly deal with bullying in the workplace and analyse trends in grievances etc where there may be multiple victims but no joined up intel, picture or investigation. Why are outcomes/ sanctions against senior officers of Chief Insp and above so low? There is a serious problem in Essex with bullying and corruption.
- Restorative Justice reduces re-offending and achieves answers for victims they would otherwise not get. It is vitally important to invest in volunteer roles and to criminal justice agencies are trained sufficiently to understand its value.
- Reform is needed to reflect public opinion, wokery and inequality must be stamped out. The judiciary needs reform, fear of policing with a firm hand needs to be stamped out, red tape needs to be reduced to allow for more effective time management.
- There should be recognition of officers who have lost their lives serving the public by naming police vehicles after them. So their name and work lives on.
- Stop them looking like the thugs they should be catching, i.e., tribal tattoos, long beards. Where's the dress code?
- Colchester police need to inform victims who they are and exactly what they are doing. Too often they behave in a high handed manner, not carrying the population with them. It is not for the population to show more support for the police. It is for the police to show more support for the population.
- I think it important that any serving member of staff who commits crime, especially that which attempts to counter the general action against crime and criminals e.g. passes intelligence or warnings to criminals for personal gain, should face the full force of the appropriate Law; and Courts should sentence appropriately by acknowledging the extra debt of duty officers must perform under their joining oath. No officer should be allowed to Page 31 of 55 criminal or disciplinary hearings.

- What about the violence committed by the police, that should be equally unacceptable.
- Have never heard about the volunteers - needs to be better publicised.
- Also to support volunteers who support the police.
- Not at the expense of community victims.
- They should be allowed guns like America maybe then idiots from gangs will be scared. Rather than making police officers go out without any weapons.
- You carry enough defence in your favour already and all too often innocent demonstrators have been arrested with unnecessary force using batons and handcuffs and these people were no threat. You're using unnecessary force in many circumstances now.

Increasing collaboration

81% of respondents agreed with this priority overall. The majority of respondents agreed with each 'We Will' under this priority, except that 14% disagreed with maximising the benefits of collaboration between Essex and Kent Police and explore opportunities for a shared service model across the East of England with other willing partners in police and fire and rescue and possibly other agencies, 13% disagreed with pooling capital budgets and deliver a shared long-term capital investment strategy to help the services embrace demographic, environmental and technological changes and improve public safety and 11% disagreed with pursuing a shared control facility to maximise capacity, capability, and resilience. NB: Fewer respondents replied to this section than for other priorities, with just 152 responses.



	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
Build on the success of our Joint Education Team and deliver more joined up prevention and community safety work.	69	61	16	3	3
Utilise the substantial estate of both policing and the fire & rescue service to help deliver a better, more accessible service to the public and improve operational effectiveness.	75	52	15	7	3
Continue to expand the use of fire stations as drop-in centres for policing colleagues and invest in the co-location of a new build police station alongside the existing fire station in Harwich and Dovercourt.	74	40	24	9	5
Pool capital budgets and deliver a shared long-term capital investment strategy to help the services embrace demographic, environmental and technological changes and improve public safety.	70	37	26	10	9
Deliver on our commitment to see a joint fleet workshop to bring together skills and experience and ensure that our people have fit for purpose facilities.	72	44	19	6	8
Pursue a shared control facility to maximise capacity, capability, and resilience.	64	47	23	6	10
Roll out a Tri-Service Rural Community Officer model to prevent harm and reduce vulnerability in our rural communities.	56	51	30	8	5
Maximise the benefits of collaboration between Essex and Kent Police and explore opportunities for a shared service model across the East of England with other willing partners in police and fire and rescue and possibly other agencies.	58	45	27	11	11
Work nationally to review the funding formula and get a fairer deal for Essex.	90	46	9	1	3
Build on the success of collaboration during the response to the COVID 19 pandemic including:					
Looking at what more we can do, including with the East of England Ambulance Service, around joint strategic planning, management of strategic risks and improved operational efficiency	70	56	17	4	3
Sharing data, safely and effectively, to identify and support the vulnerable	84	49	11	3	4
Working together to support staff, officers and fire fighters	94	45	10	0	2
Total responses: 152					

Just 86 people commented on this priority, 19 of whom were positive about partnership and collaboration and 13 of whom were negative about it.

“Whilst the policing estate needs to be modernised and reduced, this causes a pressure with the continual increase in officer numbers. More collaboration around colocation of emergency services provision is a positive, however cross county collaboration needs to be balanced to ensure an equitable division of cost and resources which do not disadvantage the public of Essex.”

“You risk making the other services be seen as part of the police. Whilst they need to emergency plan at a high level, at a community level they need to be independent otherwise they become targets in times of crisis.”

There were also a number of specific issues mentioned in relation to collaboration:

- Pooling budgets won't work. It ends up being split 50/50 whereas the police need more funding!
- Not too sure about pooling together. Sounds like a cost cutting exercise. Find them both well and no need to pool resources. Classic Cameron tactic.
- Too much collaboration will ultimately lead to fewer staff. If anything, numbers need increasing. Perhaps multi skilling is the answer.
- Agree, but collaboration doesn't mean taking on partners' responsibilities and thereby reducing resources to deal with police core demand.
- Done carefully collaboration is good but moving existing police services into a fire station could make front counter facilities less accessible and make Essex's force more detached from communities they serve.
- Joint ventures are sometimes a good idea. But that is not always the case. For example a single joint control facility is very vulnerable to attack by terrorists, protesters, etc. It could also be subject to weather, environmental events, accidents and many other situations.
- How may the combined police fire and ambulance control centres be combined? Surely there remains a danger that resources are not joined up?
- Not sure sharing a control room would work though splitting staff from both services across two sites so they can cope with demand or staffing issues during a future pandemic seems sensible.
- If a 999 call handler answers both police and fire emergencies regularly I'd be concerned about how well they can master each specialism.
- Sharing fleet workshops looks more sensible to me as long as there's enough room made for both!
- Building ambulance /fire stations with workshops sharing and fleet sharing facilities eg all departments buying and using vehicles from a limited number of manufacturers therefore keeping costs down and getting vehicles back on the road quickly sharing resources make sense you will never find out if you don't try this.
- Drop in at a fire station is of little value, it might be worth looking at who attends these and what value it has for the police, or victims of crime.
- There's a reason police stations were built separately to fire stations as they're completely different roles.
- If you really want to “collaborate” why not break down the historical County hierarchy and look towards a Country hierarchy. A National police force with central buying power for all uniforms; equipment; technology. How many computer systems have been set up in each county only to fail at great expense ?? Then you can give LPT and CPT for each County as proper “Bobbies on the Beat”. You could have just one National Chief Constable with North, South, South East, Midlands, West Deputy Chief Constable. Then you'd have to look at all the Area Commanders, Chief Inspectors, Inspectors and see how they can fit in to the Area/County set-up. Then have specialist area teams e.g. East Anglia Rural Team, Specialist Fraud/Counter Terrorism/County Lines/Drugs Squads/Online Fraud/Human Trafficking Teams could all be spread around the Areas in pockets to act both Nationally and locally. Road Policing Teams could be County but deployed as and when in Areas.
- We don't even collaborate with FRS, and we won't, the services are too different now, police are under-funded and over worked whereas the FRS are the opposite, this

causes friction. police do whatever they're told, the FRS don't do anything unless it's in their contracts and signed off by their union.

- As the Thames is a natural regional barrier and with poor road links between Kent and Essex, sharing resources between these two areas seems a bit strange. I would have thought that collaboration with East Anglian services would be a better fit.
- Why are working with Kent Police? It is not a natural fit and there is a great river between the two! A more natural and logical fit would be to work with other East Anglia forces.

Two people mentioned something they felt was missing: looking at Coastguard and Lifeboat services in our area, there is no reference to support/combination of marine and diving, mounted sections of the Essex police service going forward; joined up working that respects the expertise of other agencies is vital to addressing crime - the specialist expertise found in the voluntary sector is often unrecognised and this should be included.

32 respondents provided a specific comment under this priority, as follows:

- Whilst much good practice has come from collaboration during the current Covid outbreak it has been hard for new initiatives such as the Tri-Service pilot to make its mark and show its potential in rural areas.
- What is a tri-service rural community officer? I have a vision of a one man band.
- Explain Tri Service pilot?
- Especially interested in seeing the Tri-service Rural Community Officer role develop.
- Joint Education Team - never heard of this so guess it's not that important.
- The initiative 'Work nationally to review the funding formula and get a fairer deal for Essex' implies that the current county funding is unfair, which begs the question of how this has been allowed to happen.
- The community does get a mention, but given it's who you serve I would have thought community liaison was a higher priority.
- Work with the local community.
- If listening not telling.
- Collaboration, intelligence gathering locally/cross county must be continually improved. Funding must never be at issue.
- Fire fighter retention issues: average person only stays for four or less years after three years of training?
- However you need to make sure that closer collaboration doesn't reduce public assistance as some people won't want to pass info to the police but might be willing to pass it onto the Ambulance Service or the Fire & Rescue Service.
- The local police links with the North Essex Parking Partnership are disjointed and not supported, there is regular illegal parking in popular villages that NEPP won't address for fear of retaliation (understandable) they need police support and consistency in being able to address these issues.
- As there is a considerable amount of violence in hospitals, (A&E) in particular. Make security guards on duty with the NHS up to Special Constables.
- Train up public on benefits to become frontline workers.
- Stop having all vehicles being at one station. A vehicle has to go in for a service or damage and 2 officers have to go with 2 vehicles so one of the officers can be brought back from the workshop. Consider having a system whereby there is a replacement vehicle ready for the officer when he drops off the vehicle he is driving then only one officer can do both and get back to being on duty. When Essex was selling off its buildings it was a shambles the amount of equipment and furniture that was smashed up and skipped was terrible. Some of the facilities officers worked in were not fit for purpose, you can expect officers to feel valued if you have them

working from dilapidated buildings Harwich is a prime example both the Police station and Special Branch at the Terminal. I am not saying they need a palace but at least get the buildings sorted to make them more welcoming.

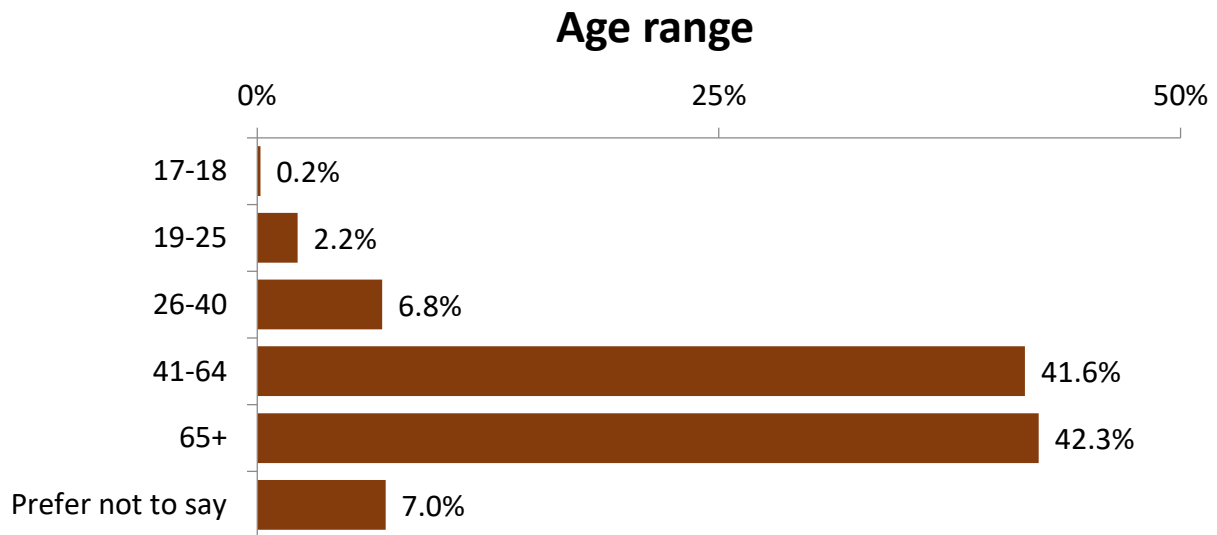
- Police should use Fire stations to have a base where no Police station exists in a Town.
- What about a Police Station back on Mersea Island? If the tide is over the Strood we are isolated and abandoned!
- Halstead could do with a police station as well, along with coppers on the beat.
- Please open up Rayleigh Police Station to the public.
- Building a new police station in Harwich, good luck with that, after closing two police stations one in Pitsea and one in Laindon.
- Concerns raised locally around the rumours of Frinton Fire Station closing as part of your future plans.

Who gave their views?

A total of respondents answered the survey, of who 56% were male and 38% female (the remainder preferred not to say or self-described).

89% of respondents described their ethnic group as English/Welsh/Scottish/ Northern Irish/British.

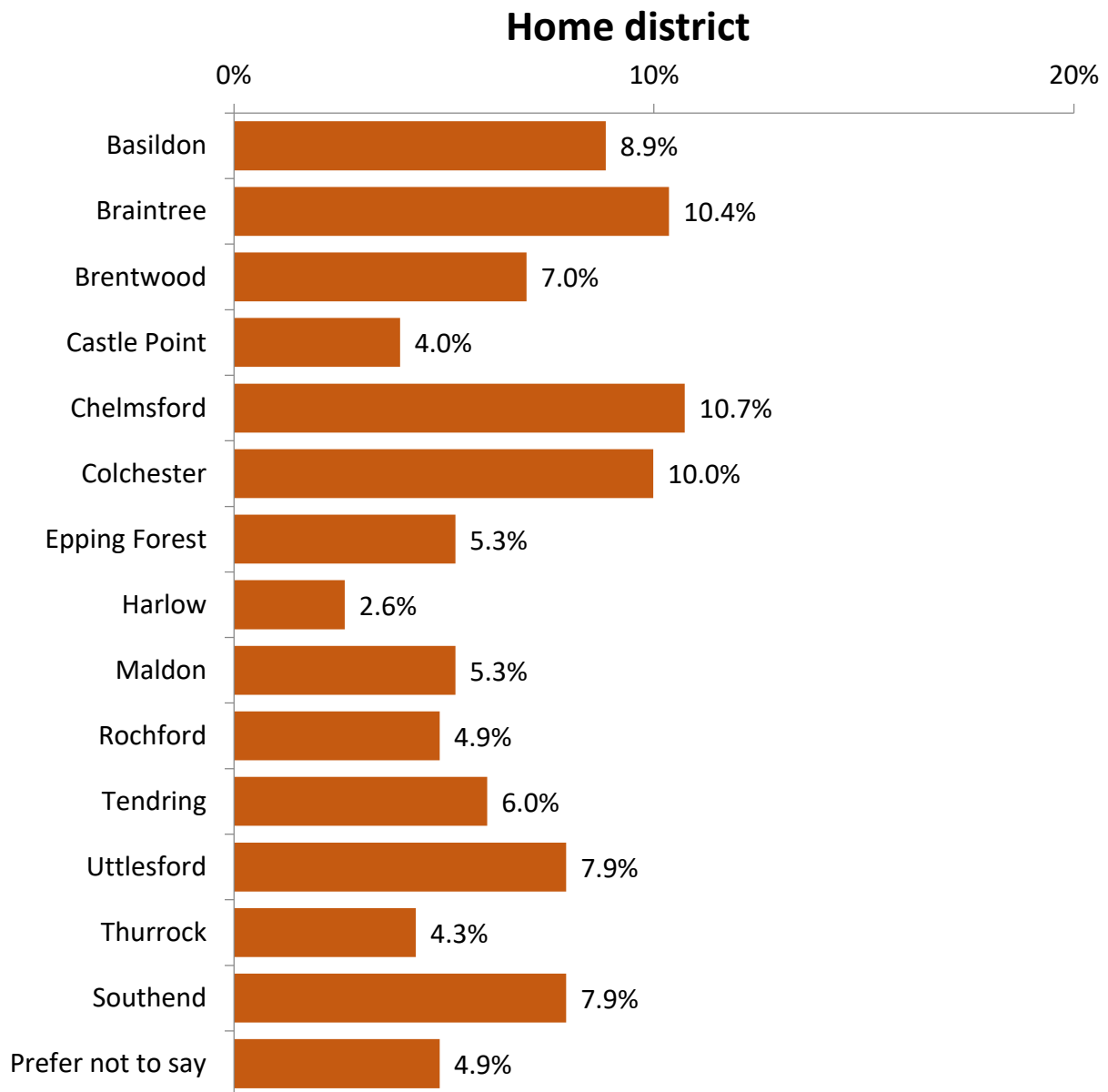
The age range is shown in the chart below.



68% of respondents said they had no impairment, while 8.5% said they had a hearing impairment or were deaf and 1% said they had a visual impairment or were blind. 12% said they had a physical impairment.

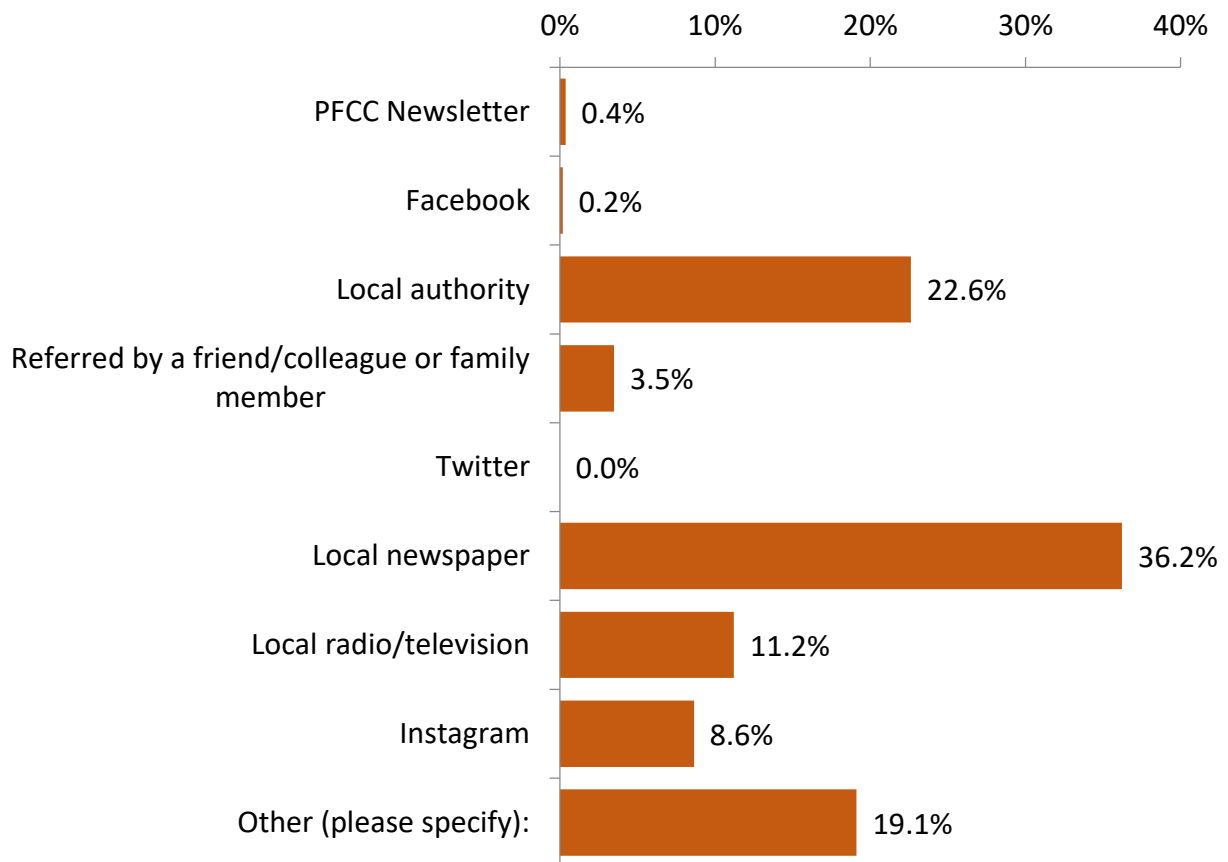
10% of respondents said they are employed by an emergency service in a paid for or voluntary role, mainly working for Essex Police.

The home district of respondents is shown in the chart below.



37% of respondents had heard about the survey from the PFCC newsletter and 23% had heard about it from Facebook.

Where did you hear about this survey?



This report produced in September 2021.

The information contained in this document can be translated, and/or made available in alternative formats, on request.

Annex 3

Police and Crime Plan 2021 – 2024 – Engagement Log

Stakeholders engaged with

AFiUK	Essex Citizens	Open Road
Age Concern	Essex Communicators Group	Phoenix Futures
Anglia Ruskin University	Essex Council of Voluntary Youth Services	Residents Associations
Bar 'n' Bus	Essex County Council	Rotary Clubs
BASC	Essex County Council Political Team	Safer Essex
Basildon Community Diversity	Essex County Fire and Rescue Service	Safer Essex Roads Partnership
Basildon Side-by-Side	Essex Criminal Justice Board	Southend Foodbank
Brook.org.uk	Essex Highways	Southend-on-Sea Borough Council
Cara Essex	Essex Independent Advisory Group	Southend YMCA
Catch 22	Essex Integration	Springfield Youth Group
Children's Services ECC	Essex Police Federation	Street Pastors
Citizens Advice Bureau	Essex Police officers, staff and volunteers	TeenTalk Harwich
Countryside Landowners Alliance	Essex Young Assembly	The Community Safety Partnerships
Clacton Coastal Academy	Essex's farming community	The Essex Police, Fire and Crime Panel
Colchester Life in the UK CIC	Gerald McDonald Food Co	The staff and volunteers from the PFCC for Essex
Colchester Pride	Global Impact Consultancy	Thurrock Coalition
Council Leaders & Chief Executives	Harlow Ethnic Minority Group	Thurrock Council
Crimestoppers	Leadership Team	Thurrock Disability Board
District Councils from across Greater	Local Town and Parish Councils	Thurrock Independent Advisory
East Light Homes	Mind	Thurrock Safeguarding Children's
East of England Ambulance Service	Ministry of Defence	Unison
Environment Agency	National Farmers Union	Vanessa Baxter Consultation Services
Essex Association of Local Councils	National Federation of Retailers	Victim Support
Essex Chambers of Commerce	National Health Service	Viewpoint Marketing
	Neighbourhood Watch	Women's Institute
		Youth Offending Service

Engagements

27th May	Essex Equality Group
23rd June	Essex Citizens Meeting
24th June	Prevent Dog Theft workshop
25th June	Thurrock Safeguarding Children's Board
30th June	Protecting Rural and Isolated Areas & Encouraging Volunteers workshop
1st July	Improving Safety on Our Roads workshop
5th July	Tackle Business Crime, Fraud and Cyber Crime workshop
7th July	Disability Board
7th July	Essex Faith Covenant
8th July	Protecting Vulnerable People and Supporting Victims of Crime workshop
9th July	One Chelmsford (CSP Strategy Board)
9th July	Business Crime Strategy Board
12th July	Crime Prevention workshop
13th July	CLA Meeting
14th July	Neighbourhood Watch AGM
15th July	Prevent Violence Against Women and Girls workshop
22nd July	Greater Essex Council Leaders and Chief Executives
20th July	Basildon Disability Network
20th July	Thurrock Ethnic Scrutiny Session
26th July	Basildon Side by Side
27th July	Reducing Drug Driven Violence workshop
30th July	Supporting Our Officers and Staff workshop
2nd August	Tiptree Women's Institute
6th August	Safer Essex Board
3rd August	Collaboration workshop
31st August	Police, Fire and Crime Panel meeting
31st August	ECC Political Leadership Team
4th September	Essex Young Assembly
8th September	ECFRS Representative Bodies
18th September	Essex PFCC Volunteers

The PFCC asked ECVYS to engage with young people's views around the new Crime plan. They were keen to hear from young people to make sure that the plan is relevant and centred around what people in our communities say they want and need. The PFCC recognised that young people have a valuable contribution to make and we hope that this report will enable the young people's views to impact change in a positive way for the PFCC and the new Crime plan.

In order to help young people think about and understand the Crime plan in a 45 minute, youth group setting we paraphrased the priorities and linked some together so that they were easier to engage with. We used the Crime plan priorities in a word cloud format for the youth groups and encouraged discussion and games around the priority areas that were led by the young peoples own trusted youth leaders for a more open and honest discussion. Youth leaders kept a record of all feedback so that we could collate this and put together a report for the PFCC.

The 9 groups that took part in the listening project were:

- Colchester Sea Cadets, based in the Colchester District
- KAOS youth club, based in the Rochford District
- Gateway community media, youth radio, based in the Basildon District
- Epping Forest Youth Council, based in the Epping Forest District
- Harlow police cadets, based in the Harlow District
- An Essex Boys and Girls youth club, based in the Uttlesford District
- 2nd Lexdon Guides, based in the Colchester District
- St Stephens Community Trust, based in the unitary authority of Thurrock
- Southend United Community Educational Trust, based in the unitary authority of Southend

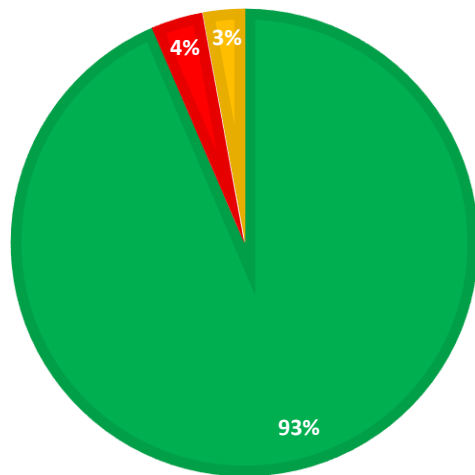
140 young people took part in the project. Their ages were-

10yrs	11yrs	12yrs	13yrs	14yrs	15yrs	16yrs	17yrs	18yrs	19yrs	20yrs	21yrs	22yrs
5	5	6	18	35	34	23	10	4	1		1	1

1.) Feedback from young people around 'Crime prevention and reducing drug driven violence'

SUPPORT FOR PEOPLE TO STEP AWAY FROM GANG LIFE
FUND PROJECTS THAT HELP REDUCE SERIOUS VIOLENCE
USE STOP & SEARCH ON KNOWN OFFENDERS
WORK WITH NATIONAL CRIME AGENCY TO TACKLE NATIONAL CRIME
PROTECT PEOPLE FROM GANGS INVEST IN TOWN CENTRE TEAMS
MORE SUPPORT FOR PEOPLE WHO MISUSE SUBSTANCES
WORK WITH LOCAL COMMUNITIES TO IDENTIFY ANY CHANGES NEEDED
USE DATA TO HELP KNOW WHERE CRIME MAY HAPPEN & WHERE TO PUT RESOURCES
MORE POLICE OFFICERS (ESPECIALLY LOCAL ONES)
USE TECHNOLOGY (LIKE APPS, SOCIAL MEDIA, TASERS, BODY CAMS)
CONSULT WITH ROADS PLANNING ABOUT HOW TO MAKE ROADS SAFER
CLOSE DOWN MORE COUNTY LINES GANGS
EARLY HELP & PROJECTS FOR YOUNG PEOPLE

Do young people think that 'Crime prevention' & 'reducing drug driven violence' are good priorities to have?



Yes: 131 Not sure: 4 No: 5

'Yes it is important. We need to feel safe'

What are the most important issues to be addressed in 'Crime prevention & 'reducing drug driven violence' according to young people?



- 1.) Support for people to step away from gang life
- 2.) More Police
- 3.) Early help and projects for young people
- 4.) Work with local communities to identify changes needed
- 5.) Close down County lines
- 6.) Use technology (like apps, social media, tasers, body cams)

Why did young people choose these as their top answers?

'If there is support early then this will prevent people from getting in the cycle of crime and therefore reduce it.'

'People who are in gangs do not have much protection or support to come out and could be risking their lives by leaving'

'More police officers visible on the street would help deter people from criminal and anti-social behaviour'

'More early help will take the pressure off the police that are needed to attend serious crimes. Will also allow for more local interactions'

'To base more policing around areas where problems most occur is a good idea as this may help to prevent further crimes'

'More police dogs on routine patrols; youth centres; Educate people about the consequences of crime to steer them away from that kind of life; more help in and from the community to prevent crime'

'County lines are a huge problem, if they are closed then it will protect people and possibly prevent people from getting dangerous addictions'

'These are important priorities because they are mostly about stopping crimes at the bottom before they became a larger problem'

'These priorities will help the widest range of people'

'Technology could be used to good effect in the fight against crime of all types'

Any other key comments from young people about this priority?

'Make sure young people and children are protected from exploitation'

'When I reported drug use to the police, no one showed up'

'Take more substances off the streets'

'Invest in more CCTV in the community'

'More undercover police officers. Could possibly get into gangs and find out how they're working or use undercover cars to patrol'

'We have been learning about Heritage crime and have completed a project of our own in a Local Church yard, from this we found that our heritage sites can and are used for the purposes of drinking and drugs. Therefore, we would like to see more policing around heritage sites and churches'

More people are drinking cheap alcohol and drugs is very common everywhere'

'How is it even possible to protect people from gangs?'

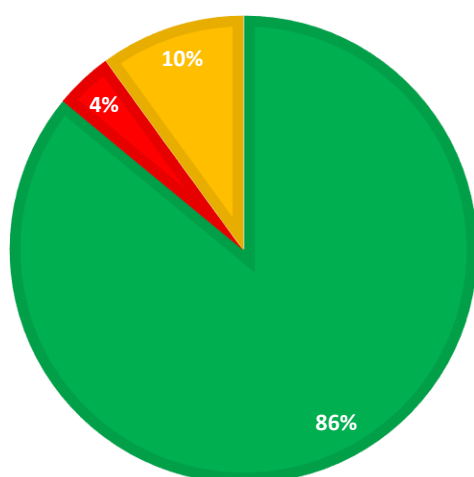
'If you forever label known offenders by using stop and search on them and continue to search them they may live up to the label and continue to offend. They will also never be able to steer away from being a criminal or change their lives if the police always target them'

'There is a lack of street lights in rural areas e.g. Gt Sampford . If we have brighter area's it may help prevent crimes from happening'

2.) Feedback from young people around 'Protect Rural and Isolated Areas & Improve road safety'

Create a temporary site for travellers who need somewhere to stay
Invest in technology so Police can use more dash cam Footage as evidence
Educate & protect all road users (like motorcyclists & road safety in schs)
More road safety cameras
Ensure Police, Fire & Ambulance work closer together for better links
Increase policing on roads
Lobby vehicle manufacturers to roll out active safety technology to stop driver error
Aim to stop people dying on roads
Fight rural crimes (illegal hare hunting, fly tipping, theft of farm equipment)
Community speed watch
More behaviour change & support programmes for drivers caught drink driving
Support an increase in road sentencing for death by dangerous driving

Do young people think that 'Protecting Rural & Isolated Areas & Improving road safety' are good priorities to have?



Yes:129 Not sure:15 No: 6

'To achieve this priority the PFCC need to make sure that services work more closely together, because the more that services work together, the more they can reduce crime'

What are the most important issues to be addressed in 'Protecting Rural and Isolated Areas & Improving road safety' for young people?



- 1.) Emergency services work more closely together
- 2.) More Awareness by motorists
- 3.) Invest in technology so Police can use more dash cam footage as evidence
- 4.) Educate and protect all road users (like motorcyclists & road safety in schools)
- 5.) Fight rural crimes (illegal hare hunting, fly tipping, theft of farm equipment)
- 6.) More behaviour change and support programmes for drivers caught drink driving
- 7.) Aim to stop people dying on roads

Why did young people choose these as their top answers?

'These top answers will prevent some accidents, and if an accident was still to occur there would be services to provide the help they need and prevent it from happening again'

'Investing in technology is a key element to ensure the safety of our local community and the Police'

'Safety on the roads in rural and local areas must be a top priority because people speed too much'

'Drink and drug driving education for drivers is important to reduce road risks. These drink and drug drivers put us at risk''

'If the PFCC follow through with this priority, then it will give people confidence to know they are safe'

'If there is more policing on the road's, then they can look out for signs of criminal behaviour and help to prevent crime before it happens'

Any other key comments from young people about this priority?

'My grandparents had an accident due to a pot hole so I know the roads are not in good condition'

'More cameras, lamp posts and undercover police on the roads'

'By the emergency services working more closely together it will make them more efficient and by sharing information it could build a bigger picture or what to look out for, like when ambulances and fire engines return to base they may drive through a crime area but not even know it'

'Improve safety in rural areas by having more lighting and more restricted parking zones'

'Reduce the speed limit in some country and rural areas to protect the wildlife'

'Improving road safety is far more important than protecting rural isolated areas'

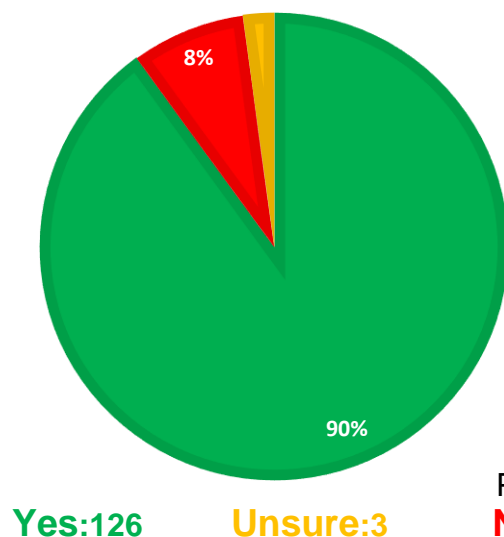
'Rural Heritage buildings like churches, castles, ruins etc should be patrolled more often'

'More cycle paths to keep cyclists safe would be good'

3.) Young people's feedback on 'Encouraging Volunteers and Community Support'

Make sure the Government follow through on their promise to invest money in youth work
Work with youth groups to understand the risks & challenges young people face
Support Neighbourhood Watch & develop programmes like this for areas with Farms & Pubs
Grow the Special Constabulary so there is one in every town/ parish, & major business
Get Police & Fire cadets up and running again after Covid
Help young people understand how they can support their communities by engaging in positive activity

Do young people think that 'Encouraging Volunteers & Community Support' are good priorities to have?



‘If you invest in young people early, then you are already investing in their future’

What are the most important issues to be addressed in ‘Encouraging volunteers and community support’ for young people?



(Young people from Southend united who took part in the project)

- 1.) Make sure the government follow through on their promise to invest more money into youth work
- 2.) Work with youth groups to understand the risks and challenges young people face
- 3.) Help young people understand how they can support their communities by engaging in positive activity

Why did young people choose these as their top answers?

‘Without the funding, young people are missing out on services that they need. No funding means minimal support for young people’

‘There is very little or no support for volunteers that support youth and vulnerable people. Help is there but limited’

‘If young people are understood more with the challenges they face, they may not have a bad label attached and people can show empathy towards problems they are facing’

‘There’s not enough cheap things for us to do so we just sit in the park’

Any other key comments from young people about this priority?

‘You should remove major business from the list as they can provide their own security’

‘We want to volunteer but don’t know about many opportunities’

‘Encourage more positive relationships between the community (especially young people) and the police’

‘More officers that are aimed at young people’

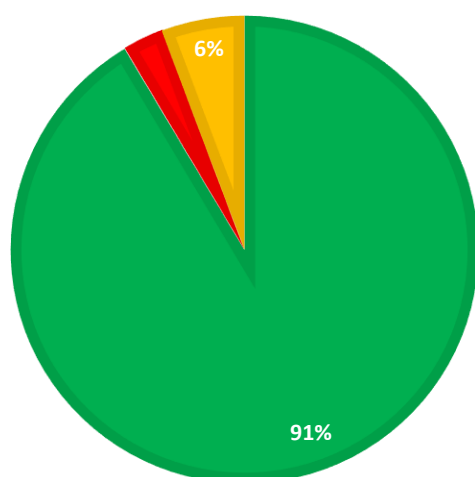
‘If we already have second largest amount of Special Constable’s then isn’t that enough?’

‘If we didn’t have our youth club, then we wouldn’t have places to go to with adults that we trust, outside of school’

4.) Feedback from young people on 'Protecting vulnerable people (including violence against women & girls) & support victims of crime

Have specialist officers
Male violence against women will not be tolerated
Champion the rights of victims & support services for individual needs
Use more electronic tags for perpetrators of domestic abuse & related offences
Focus on prevention initiatives such as schs work around risky behaviours & healthy relationships
Support victims of human trafficking, modern slavery & sexual exploitation
Protect & support victims (including their families)
Raise awareness around domestic abuse
Work with schools to educate our children to create a culture where male violence against women is not tolerated
Victims will be encouraged to report crime & then supported through the system
Bring together agencies to improve offender management
Bring perpetrators to justice
Encourage measures & initiatives in communities to make public space free from abuse & harassment
Work with organisations & communities to find ways to help reduce the fear women feel
Apply for funding to improve lighting, cctv & safety in town centres & key hotspots
Invest in behavioural change programmes for offenders

Do young people think that 'Protecting vulnerable people (including violence against women & girls) & supporting victims of crime' are good priorities to have?



Yes:128 Unsure:8 No:4



Many groups felt strongly that 'the statements that say "male violence against women is not tolerated" should read "all forms of violence will not be tolerated, because boys and men can also be victims of violence and need protection too'

What are the most important issues to be addressed in 'Protect vulnerable people (including violence against women & girls) & support victims of crime' for young people?



- 1.) Apply for funding to improve lighting, CCTV & safety in town centres & key hotspots
- 2.) Work with schools to educate our children to create a culture where male violence against women is not tolerated
- 3.) Protect & support victims (Including their families)
- 4.) Male violence against women will not be tolerated
- 5.) Bring perpetrators to justice
- 6.) Support victims of human trafficking, modern slavery, & sexual exploitation

Why did young people choose these as their top answers?

'If we can improve safety in darker places and have better lighting and cameras then if crimes are committed, they could be proven easily'

'Violence should not be tolerated as our community shouldn't have to live in fear'

'Male violence against women has not seemed to be as serious as other crimes and should be taken more seriously'

'Why is this solely on protecting women and girls and not men and boys too?'

'Victims should have more support to help them get back to normal life without fear'

'I've been through this and want more support at school and from the community'

'As young people we believe that more should be done to protect those most vulnerable in our communities. It is important to provide the appropriate resources to victims of various crimes of all levels'

Any other key comments from young people about this priority?

'Places like Youth clubs are desperately needed so we can talk to people'

'Although violence against females is very important, violence from females to men should be important too and taken seriously'

'More lights, cameras and police officers please!'

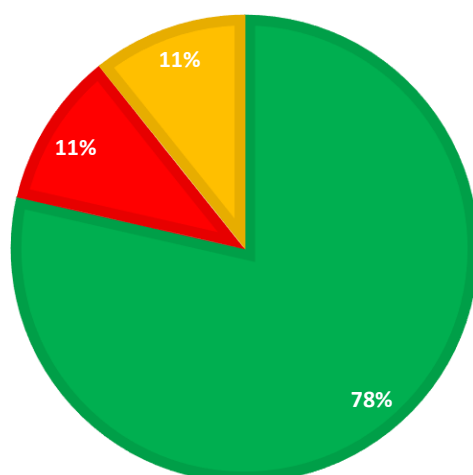
'People who lie about sexual abuse or rape should be taken seriously and charged with a crime'

'In winter when leaving school after a club or a detention, it should be a higher priority for schools to escort children and young people to where their parents are picking them up'

5.) Young peoples feedback on 'Tackling Business Crime, Fraud, Cyber Crime & Dog theft'

SIMPLIFY THE REPORTING PROCESS FOR ANIMAL THEFT
WORK WITH LOCAL BUSINESSES TO HELP TACKLE CRIME
TACKLE THOSE WHO COMMIT CRIME AGAINST BUSINESSES
GIVE CONFIDENCE TO THOSE WHO FEAR CRIME & SUPPORT TO BUSINESSES WHO HAVE BEEN THE VICTIM OF CRIME
SEEK TIGHTER LEGISLATION FOR ONLINE PLATFORMS & PUBLISHERS
INVEST IN TECHNOLOGY TO TRACK & ERADICATE ONLINE CRIME
TALK TO THE PUBLIC ABOUT ANIMAL THEFT TO UNDERSTAND IT BETTER
RUN CAMPAIGNS TO PROMOTE AWARENESS & WAYS TO KEEP ANIMALS SAFE
WORK WITH THE NATIONAL CRIME LAB TO DEVELOP THE EVIDENCE BASE FOR EFFECTIVE INTERVENTIONS

Do young people think that 'Tackling Business Crime, Fraud, Cyber Crime & Dog theft' are good priorities to have?



Yes:110 Unsure:15 No:15



'Online crime allows people get away with more as they hide behind screens and never face real consequences'

What are the most important issues to be addressed in 'Tackling Business Crime, Fraud, Cyber Crime & Dog theft' for young people?



- 1.) Run campaigns to promote awareness and ways to keep animal's safe
- 2.) Tighter legislation for online platforms and publishers
- 3.) Simplify the reporting process for animal theft
- 4.) Work with local businesses to help tackle crime
- 5.) Give confidence to those who fear crime and support to businesses who have been the victim of crime
- 6.) Invest in technology to track and eradicate online crime

Why did young people think that these were the most important ones?

'It's not just dogs but all pets are being taken. Dogs are getting more expensive but must be kept in a safe place to stop theft'

'Tighten the legislation limits for online platforms and publishers. Technology is the future and we can use it as a weapon to tackle any forms of online crime'

'So many people now become victims of crime via the internet and social media'

'If business's become victims of crime they pass the costs on to us the consumers so stuff costs more'

'Online crime is becoming more and more regular and the tighter the legislation, the less likely people are to commit crimes'

Any other key comments from young people about this priority?

'More security for banks. The banks should also educate customers to make sure they are using online banking correctly and safely- especially the more vulnerable like the elderly'

'We need people to be encouraged to report issues, and if it's easier then they are more likely to'

'Reduce hacking for businesses that are solely based online'

'Social media accounts should be verified with ID to show it is a legit person and one person cannot make more than one'

'Social media should take more inappropriate and offensive comments down to stop bullying'

'Puppy farming and animal cruelty should be a priority too'

How do young people think the PFCC should find out if they are making a difference or not?



- 1.) Surveys
- 2.) Speak directly with the local community
- 3.) Work with local organisations to hold consultations
- 4.) Statistics

Observations & Recommendations from the findings

All of the priorities were seen by the young people as important, but some were seen as more important than others. Some of these are to be expected i.e young people were not as passionate about protecting local businesses as they were about making sure that more money is invested into youth work. This is because youth work funding directly affects them in a way that other priorities may not.

From the feedback and comments we can learn that young people are very passionate about equality and they were quick to point out that the language you use in the plan should be as inclusive as possible. i.e all the groups picked up on the fact that it was important to protect women against violence but felt that the fact that you specifically mentioned women made it feel that you are saying that violence against other genders is not as important.

Young people also felt very strongly that online grooming of young people and sexual exploitation is a big issue that needs to be dealt with and that social media platforms and internet providers should be made to take this issue more seriously.

In all youth voices projects that I have completed around young people's safety the young people always mention poor street lighting. They want and need improved street lighting, especially in parks, sports areas and around youth centres so that they can feel safe in the areas they chose to be.

Young people do not like being in the dark outside at night, but it is a place they chose to be because many venues are not accepting of groups of young people 'hanging around'. They would like more youth/ activity/ interest based groups that are affordable and have adults that they can trust and places that they can belong to.

Young people care about social issues and they are passionate about protecting their pets. This would be a great campaign to get young people actively involved in and they would be great ambassadors for change and the educating of others.

Young people would like to spend more time with police officers and get to know the local officers better. They would love to see more officers out and about and even to invite officers to their youth clubs to visit so that they can get to know each other, break down any stereotypes and build up a level of trust for when young people need the police for more serious matters.

Young people feel that a year should be long enough to start to see results in statistics and also see a positive behavioural change in people as the priorities area implemented.

Many of the issues discussed in the youth groups are ones that young people have direct experience or knowledge of. This means that we should listen to these views carefully, take all their points on board and discuss them seriously in order to improve the safety of our young people in Essex, Southend and Thurrock. It would also be a good exercise to think about the things the young people haven't mentioned at all. Compare their feedback to the Crime plan and ask why they may not have mentioned it and what significance that may have in terms of the plan and any future actions or developments of the plan.

Overall the groups enjoyed taking part and would now love to meet Roger and Jane face to face to hear about what they are going to do with this feedback. The young people feel that it is great that they have been listened to, but they want to know what is going to happen next with this feedback and to know that they have helped impact change.

Thank you for working with ECVYS on this listening project. It has been really informative and the young people have enjoyed being able to be a part of the new PECC Crime plan. I do hope that the report is useful and will enable you to incorporate the views of young people into your future plans.

There are a few key recommendations that I would specifically like to highlight-

- Go out and speak with groups that took part to thank them and let them know what will happen next as a result of their feedback, and how they can help.
- Inform people of the changes you have made one year on, and then annually. Use statistics but don't rely on them as your only source. Peoples stories are powerful learning tools and testimonies will help people relate to any changes that have been made.
- Enforce tighter regulations on internet providers and social media platforms to help protect young people from abuse and keep them safe.
- With the growing concerns of sexual harassment of young people in schools, make plans and schemes to educate people on how to identify and report sexual harassment need to be implemented. Teachers and youth workers need to be offered training to help create an environment where young people feel confident in reporting sexual harassment.
- Consider a change in language so that 'all forms of violence against others is not tolerated' rather than a specific focus in the main priority heading on women.
- Improve street lighting for young people's areas and get them involved in the process of where lights should be placed. They deserve to feel safe in places that are designed for them to belong.
- Spend time with young people in person in each district so that you can get to know the local issues from the young people that live there. They will appreciate that you took the time to meet them and will feel honoured that they can help you to make a difference.
- Spend funds on more youth and community officers that can engage with young people in positive circumstances so that young people can build up trust for when they need the police the most.
- Stay strong on your promise about making sure the government invest more money in youth work and early intervention. It is desperately needed and now more than ever.
- Promote, encourage and enable ways for young people to positively engage in their own communities. Young people want to get involved and help if they can, but often feel that they don't know how or that opportunities are limited.

Thank you again for this opportunity to help the PFCC with their crime plan
- Rachel Brett (ECVYS CEO) and the 9 youth groups that took part

FULL EQUALITY IMPACT ASSESSMENT FORM

Area of Assessment:	Police and Crime Plan 2021-2024
Date of Assessment:	5 October 2021
Owner:	Darren Horsman
New or existing policy/function:	New Policy
Stage 1 – Detail of policy, function, project or proposal	
Briefly describe the aims, objectives and outcomes of the policy/function	
<p>The Police Reform and Social Responsibility Act 2011 requires the Police, Fire and Crime Commissioner to issue a Police and Crime Plan for their term of office, setting out how they plan to discharge their responsibilities; to secure and maintain efficient and effective policing services, and to hold the Chief Constable to account for the operational delivery of this. The Police and Crime Plan must be developed “as soon as practicable” after the Police, Fire and Crime Commissioner takes office, and in any case within the financial year in which they are elected.</p> <p>The Police and Crime Plan is the primary document through which the Police, Fire and Crime Commissioner sets out their vision and objectives for policing and communicates these to local communities, service users, delivery partners and other stakeholders. It brings together police, partners and the people of Essex to build safe and secure communities, thereby promoting public confidence in policing and ensuring that victims are satisfied with the service and support they receive.</p> <p>The priorities in the Police and Crime Plan provide the primary basis on which the Commissioner will hold the Chief Constable to account for the performance of Essex Police throughout the electoral term, and will be used by the Chief Constable (alongside other considerations) to set the Force Plan. It also provides a framework by which the Commissioner’s achievements during their term of office are likely to be judged by the public and other commentators (e.g. local media). As such, it is an important strategic document guiding police activity and the use of public funds, and which both the Commissioner and the Chief Constable must have “due regard” to when discharging their statutory functions.</p>	
What policies/procedures/functions are relevant to this area?	
<p>Most of the Commissioner’s activities and policies will flow from the Police and Crime Plan as it is the primary statutory document setting out his vision and priorities.</p>	

Stage 2 – Consider the Evidence

Which individuals and organisations are likely to be affected by the policy / function and in what way?

The Plan will affect Essex Police, wider partners, and the public. It will shape Essex Police's strategy as the Chief Constable must have due regard to the Plan and as such it will have a direct impact on policing in communities. The Plan will also affect commissioning decisions the Commissioner makes and so affect partners and support organisations across the county.

What relevant quantitative data has been considered?

The Police and Crime Plan 2021 – 2024 is based on the manifesto commitments on which the Commissioner fought and won re-election to the office of Police, Fire and Crime Commissioner in May 2021. It is also informed by a range of documents and evidence including:

- Various internal documents, including the Annual Report for 2020/21, Strategic Board and Performance & Resources Board papers, the results of the ongoing independent public confidence and victim satisfaction survey jointly commissioned by the Commissioner and the Chief Constable.
- The four strategic policing pillars set out by the Home Secretary earlier in 2021:
 - A relentless focus on cutting crime;
 - A resilient workforce;
 - Stronger and more diverse leadership, and
 - Ensuring we are trusted by the public to work together as one, providing national grip over the law enforcement system.
- The major national documents concerning policing, in particular the Beating Crime Plan, Policing Vision covering the period 2017 – 2025, the Strategic Policing Requirement, and the new National Crime and Policing Measures, which set out the Government's key national priorities on crime under the following headings:
 - Reduce murder and other suicides
 - Reduce serious violence
 - Disrupt drugs supply and county lines
 - Reduce neighbourhood crime
 - Tackle cyber crime
 - Improve satisfaction among victims (with a particular focus on victims of domestic abuse)
- A range of presentations from police leads on each of the draft priority areas, followed by extensive discussion and debate from a wide range of police colleagues.
- Workshop discussions with over 100 partner organisations including local councils, charities, support groups, advisory groups and interest groups.
- Feedback from victim support groups
- A range of feedback following presentations at multi agency groups and special interest groups such as Safer Essex, Essex Partners Board, Basildon Diversity Forum and other disability advisory groups.

- Feedback obtained through a public survey
- Feedback obtained through the Youth Voice project undertaken by the Essex Council for Voluntary Youth Services.

In total over 1000 people have been involved in conversations around the Police and Crime Plan with a further 1500 people participating in the public survey.

What relevant qualitative data has been considered?

The sources of quantitative data identified above also include significant qualitative data.

Has the function/policy been subject to consultation? If no, why not? If yes, which individuals and organisations were consulted and what form did consultation take?

The Police, Fire and Crime Commissioner is required to make arrangements, after consulting with the Chief Constable, to obtain the views of the people of Essex in general, and of victims of crime in particular, about matters concerning the policing of the area and their co-operation with the police in preventing crime and anti-social behaviour in the area. Those arrangements must include arrangements for obtaining their views on the Police and Crime Plan.

The development process undertaken has allowed for wide ranging engagement activity both with mandated consultees and with wider partners and the public. This has been delivered to foster a sense of purpose and strategic direction among the wider criminal justice system within the county.

The engagement activity undertaken is outlined in Annex 3, while the results of the commissioned Youth Voice project is included in Annex 4. A full public survey has also been undertaken and the findings are included as Annex 2. 1500 people responded to the survey. Key findings from the survey include:

- The priorities given the highest order of importance by respondents were *Further investment in crime prevention* and *Reducing drug driven violence*, followed by *Reducing violence against women and girls*.
- The priorities with the highest level of agreement were *Supporting officers and staff*, *Reducing violence against women and girls*, and *Reducing drug driven violence* where over 60% of respondents strongly agreed with the priority.
- The majority of respondents agreed with the We Will statements, although 10-15% disagreed with five statements under *Improving safety on our roads*, three under *Increasing collaboration*, two under *Further investment in crime prevention*, two under *Reducing drug driven violence*, and one under *Protecting rural areas* (where, in addition, 30% disagreed with the statement We Will "Support the development of a transit site for temporary accommodation for travellers").
- A range of comments were made, mainly about specific points under each priority. However, across all of the priorities, there were a number of comments about the need for more police visibility or presence, more police officers, or the return of community / neighbourhood policing.

Were any gaps in information identified? If so, what consideration has been given to commissioning work where required?

While a large number of people have been engaged with from a diverse cross section of the community and we can show that we have successfully sought the views of young people, a diverse range of communities and people with a range of protected characteristics, we have not collected the socio economic data alongside this so cannot see this data. The decision was taken through the survey not to collect this data given the already significant length of the survey and the impact this had on reaching communities.

Having considered this gap, we are planning to capture this information during the upcoming precept survey. This is directly linked to economic impact and taxation so socio economic analysis is directly relevant.

Stage 3- Assessment of impact

		Yes/No	Comments and evidence where appropriate
Potential for differential/ adverse impact based on analysis of data and information	Race	Y	Significant feedback was received from people with protected characteristics throughout the development process, during the workshop stage, specific group discussions and the survey.
	Disability (Including physical, sensory and mental health)	Y	
	Gender reassignment	Y	
	Age	Y	
	Religion or belief	N	There was also evidence considered which showed certain groups had a lower level of confidence in policing, particularly people from a Black, Asian or Minority Ethnic background.
	Sexual orientation	Y	
	Pregnancy and maternity	N	
	Marriage and civil partnership	N	
	Sex	Y	

Stage 4 – Deciding the way forward

If potential for differential/adverse impact remains explain why implementation is justifiable in order to meet the wider policy aims.

The impact on people with a protected characteristic should be positive with a clear, increased focus on inclusion, linking and working with all communities and helping Essex Police to become more representative of the communities it serves.

Summarise any changes made to the policy to reduce or remove the potential for differential/adverse impact

As a result of the inputs received from workshops, discussions and surveys commitments in the plan have been altered including significant work around Violence against Women and Girls and Improving Support for Victims of Crime.

Specific examples include:

The inclusion of this specific commitment:

Ensure that Essex Police works with all communities across Essex to hold the confidence of those communities and works together to effectively challenge discrimination and tackle crime.

The inclusion of this specific commitment:

Provide extra support and early intervention for people with additional needs or who are at increased risk.

The inclusion of this specific commitment:

Foster a supportive culture within Essex Police and the Police, Fire and Crime Commissioner's office with an increase in diversity and an inclusive recruitment and development strategy so that people from all segments of our community can aspire to serve the public through these services.

The introduction of a section setting out the Commissioner's Equality, Diversity and Inclusion Strategy and the specific objectives they are committed to in order to achieve their public sector equality duty.

If the function/policy is to be abandoned, please explain why and how the implications will be managed

N/A

Describe how the function/policy promotes good relations			
<p>The Police and Crime Plan recognises the need for communities, policing and the wider public, voluntary and private sectors to work together to create safe and secure communities. It specifically states the need to work with all communities to foster good relations, to ensure people with protected characteristics receive the support they need so they can live safe and secure lives.</p> <p>Importantly the Plan also sets out, through the section on the Commissioner's Equality, Diversity and Inclusion Strategy, the ongoing role the Commissioner will have in driving this activity.</p>			
Stage 5 - Monitoring Arrangements			
Describe how the function/policy is (or will be) monitored			
<p>The Commissioner's scrutiny programme will keep the delivery of the Plan under review through monthly Performance and Resources Boards and quarterly Strategic Boards.</p>			
Have the assessment outcomes been fed back to those consulted?			
<p>The outcomes of the consultation along with the final Plan will be shared publicly with all participants and the public more widely.</p>			
Impact assessed by:	Darren Horsman (Strategic Head of Policy and Public Engagement)	Date:	05/10/2021
Approved by (owner):	Pippa Brent-Isherwood (Chief Executive and Monitoring Officer)	Date:	08/10/2021

Report title: Review of the Police, Fire and Crime Commissioner's Constitution	
Report to: Essex Police, Fire and Crime Panel	
Report author: Roger Hirst (Police, Fire and Crime Commissioner)	
Date: 21 October 2021	For: Review
Enquiries to: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer) 01245 291613 pippa.brent-isherwood@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

The purpose of this report is to invite comments from the Police, Fire and Crime Panel on the contents of the Commissioner's updated Constitution prior to its adoption.

2. Recommendations

That the Police, Fire and Crime Panel reviews the proposed updated Constitution attached at Appendix 1 and makes any report or recommendations it sees fit on its contents to the Police, Fire and Crime Commissioner.

3. Context / Summary

The Constitution is a key element of the Commissioner's governance framework. It is a comprehensive document governing how their statutory functions, duties and powers will be discharged and how decisions will be made. The Constitution also sets out (in Article 2) citizens' rights and responsibilities with regard to the Commissioner's activities, as well as the functions and powers of key associated bodies (such as the Police, Fire and Crime Panel and the Joint Audit Committee) along with their relationship to the Commissioner.

The Commissioner's Monitoring Officer is required to monitor and review the operation of the Constitution on an ongoing basis to ensure that its aims and principles are given full effect and that appropriate amendments are recommended as and when necessary for the purpose of updating or improving the Constitution. The Constitution was last subject to a fundamental review in 2018/19. As part of its regular cycle of review, it has now been subject to a further wholesale review to ensure its continued compliance with legislation and regulations relevant to the Commissioner's activities with regard to policing. The Appendices and supporting Schedules to the Constitution have also been reviewed and refreshed as necessary. The Version History (as detailed on pages 3 and 4 of Appendix 1) summarises the key changes and additions made to the Constitution as a result of this review.

Changes to the Constitution will only be approved by the Commissioner following consideration of a proposal by the Monitoring Officer. Before varying the Constitution, the Commissioner must also provide the draft variation to the Police, Fire and Crime Panel; have regard to any report or recommendations made by the Panel in relation to the variation; provide the Panel with a response to any such report or recommendations, and publish any such response. In accordance with these requirements, the proposed updated Constitution is attached for the Panel's consideration at Appendix 1.

The Chief Constable for Essex has already been consulted on the proposed document, both through his monthly Performance Meeting with the Commissioner and via the Commissioner's Strategic Board.

Once any report or recommendations made by the Police, Fire and Crime Panel have been considered by the Commissioner and incorporated within the final document as appropriate, the Commissioner will adopt the updated Constitution through the decision-making process set out in Article 10 of the Constitution.

The Constitution will then be reviewed again in two years' time, or earlier should changes to legislation, regulations and / or statutory guidance pertaining to the activities of the Commissioner warrant this.

A separate Constitution governs the Commissioner's activities as Police, Fire and Crime Commissioner Fire and Rescue Authority. This document is due for review in spring 2022 and will likewise be presented to the Panel for its input in due course.

4. Appendices

Appendix 1 – Police, Fire and Crime Commissioner for Essex Constitution v12.11 (October 2021)

Police, Fire and Crime **Commissioner** **for Essex**

Constitution

Date: October 2021 v12.11

October 2021
Version 12.11

Version Control	Version 12.11	October 2021
Written By	P. Brent-Isherwood	October 2021
Authorised By	R. Hirst	October 2021
Published		October 2021
Review Date		October 2023

Version history

Version Number	Date	Reason for review	Comments
12.1	October 2018	Update of previous constitution with various areas for inclusion since becoming PFCC	
12.2	October 2018		Sent to Sharpe Pritchard for review
12.3	October 2018	Updated in line with advice from Sharpe Pritchard	
12.4	November 2018	Reviewed and updated by the Monitoring Officer	
12.5	November 2018	Reviewed and updated in light of comments received from the PFCC and Deputy PFCC	
12.6	April 2019	Updated in line with feedback received from the Chief Constable, Essex Police's Monitoring Officer and the Essex Police, Fire and Crime Panel. Schedule 4 replaced with the revised Financial Management Code of Practice released in 2018 Schedule 14 replaced with an updated version agreed by	

		<p>the Joint Audit Committee in March 2019.</p> <p>Schedule 15 updated following internal policies and strategies review.</p>	
12.7	July 2019	Essex Emergency Services Collaboration Strategic Governance Board Terms of Reference included as Appendix 4 to the Constitution	<p>Agreed in principle at Essex Emergency Services Collaboration Strategic Governance Board on 5 July 2019. Formally approved via Decision Report 104/19.</p>
12.8	August 2021	Scheduled review	<p>Updated throughout to reflect the PFCC's staffing restructure.</p> <p>Appendix 2 replaced with updated Terms of Reference approved by the Joint Audit Committee in September 2020.</p> <p>Schedule 1 updated to reflect the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2012, 2013 and 2021 as well as the Elected Local Policing Bodies (Specified Information) Order 2011.</p> <p>Schedule 3 replaced with the version agreed with the Monitoring Officer to the Police, Fire and Crime Panel in January 2020.</p> <p>Schedule 5 updated in accordance with the Anti-Social Behaviour, Crime and Policing Act 2014.</p> <p>Schedule 16 added for consistency with the PFCCFRA Constitution</p>

			and to clarify for staff and officers the correct template to be used.
12.9	August 2021	Updated to reflect proposed changes to the Decision Report template (Schedule 16) considered by the Management Team on 24 August 2021.	
12.10	September 2021	Updated to reflect feedback from the PFCC and Deputy PFCC	
12.11	October 2021	<p>Appendix 1 updated with revised ToR adopted by the Strategic Board in September 2021.</p> <p>Appendix 3 updated with revised ToR agreed by the P&R Board in July 2021 and Strategic Board in September 2021.</p> <p>Appendix 4 updated with revised ToR adopted by the Essex Emergency Services Collaboration Strategic Governance Board in September 2021.</p>	

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Article 1 – The Constitution

1.1 The Constitution

- (1) The Constitution of the Police, Fire and Crime Commissioner for Essex comprises these Articles and the supporting Schedules.
- (2) Within this Constitution the use of the term “Commissioner” refers only and exclusively to the Police, Fire and Crime Commissioner (PFCC) in relation to policing functions and does not include any responsibilities or requirements of the post holder in relation to fire and rescue functions. There is a separate constitution for the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority.
- (3) The Commissioner has adopted this Constitution, which sets out how they will work, how decisions are made, and the procedures that are followed to ensure these are efficient and transparent and that the Commissioner is accountable to local people. Some of these procedures are required by law, while others are a matter of choice for the Commissioner.

1.2 Purpose of the Constitution

- (1) The purpose of this Constitution is to set out how the PFCC operates, their functions, how decisions are made and the procedures to be followed to ensure the Commissioner operates in an efficient, transparent and accountable manner.

1.3 Maintaining and updating this Constitution

- (1) The Constitution is divided into 13 Articles, which set out the basic rules governing the Commissioner’s business. More detailed procedures and policies are set out in the Schedules to the Constitution.
- (2) The Articles of this Constitution may not be suspended.
- (3) The Monitoring Officer will monitor and review the operation of the Constitution to ensure that the aims and principles of the Constitution are given full effect, and to ensure that appropriate amendments are recommended as and when necessary for the purpose of updating or improving the Constitution. The Monitoring Officer shall review the Constitution at least, but not limited to, biennially with a view to recommending any such amendments to the Commissioner.
- (4) Changes to the Constitution will only be approved by the Commissioner after consideration of the proposal by the Monitoring Officer.
- (5) Before issuing or varying the Constitution, the Commissioner must:
 - a) Provide the draft or variation to the Police, Fire and Crime Panel.

- b) Have regard to any report or recommendations made by the Panel in relation to the draft plan or variation.
 - c) Give the Panel a response to any such report or recommendations.
 - d) Publish any such response.
- (6) Once the response from the Police, Fire and Crime Panel had been considered, the Commissioner will follow the decision-making process set out in Article 10.(7) The Monitoring Officer will ensure that copies of this Constitution are widely available to the public, including being available on the [Police, Fire and Crime Commissioner for Essex website](#).

1.4 Election

- (1) The elected local policing body comprises the person elected as Police, Fire and Crime Commissioner on the ordinary day of election.
- (2) In this Article, “the ordinary day of election” in any year means the day which is the ordinary day of election in that year of councillors for counties in England and Districts (see sections 37 and 37A of the Representation of the People Act 1983).

1.5 Term of office

- (1) The term of office of the person elected as PFCC at an ordinary election :
 - (a) begins with the seventh day after the day of the poll at the election, and
 - (b) ends with the sixth day after the day of the poll at the next ordinary election

subject to any provision of or made under any Act relating to the appointment or election of PCCs / PFCCs or their ceasing to hold office.

- (2) The term of office of a person elected as PFCC at an election to fill a vacancy in the office -
 - (a) begins immediately the person is declared to be elected as the PFCC for Essex, and
 - (b) ends at the time when it would have ended had the person been elected at the most recent ordinary election.
- (3) Where a person becomes PFCC for a resulting police area by virtue of, or of an election required to be held by, a police area alteration order, the person’s term of office as PFCC ends at the time when it would end had the person been elected as PFCC at the previous ordinary election of commissioners in England.
- (4) In this Article –

“police area alteration order” means -

- (a) an order under section 32 of the Police Act 1996 (power to alter police areas by order)
- (b) an order under section 10 of the Local Government and Public Involvement in Health Act 2017 (implementation of Boundary Committee for England review of local government areas) which alters the boundary of any police area in England, and

“resulting police area”, in relation to a police area alteration order, means a police area existing immediately after the order comes into force -

- (a) which is created by the order, or
 - (b) any part of whose boundary results from the order
- (5) An order which makes provision altering any police areas may make provision as to who is to be a PCC / PFCC, including –
- (a) provision for the commissioner for a police area affected by the order to become the commissioner for a police area resulting from the order, and
 - (b) provision for the holding of an election for the commissioner for any police area resulting from the order. This may require the election in question to be held before the alteration of police areas takes effect.

1.6 Persons entitled to vote

- (1) A person is entitled to vote as an elector at an election of the PFCC for Essex if on the date of the poll -
 - (a) the person would be entitled to vote as an elector at a local government election in an electoral area wholly or partly comprised in the police area, and
 - (b) the address in respect of which the person is registered in the register of local government electors for that electoral area is within the police area.
- (2) A person is not entitled to vote as an elector more than once in the same police area in any election of the PFCC for Essex.

1.7 Voting at elections for the PFCC

- (1) The commissioner is to be returned under the simple majority system, unless there are three or more candidates.
- (2) If there are three or more candidates -

- (a) the commissioner is to be returned under the supplementary vote system, and
 - (b) any vote in the election is a supplementary vote.
- (3) In this Article, “supplementary vote” means a vote capable of being given to indicate first and second preferences from among the candidates.

Article 2 - Citizens’ Rights and Responsibilities

- (1) The Commissioner encourages public engagement. Openness, transparency, effective decision making and accountability are the core principles adopted by the Commissioner.
- (2) Citizens have the right in accordance with any statutory conditions or restrictions -
 - a) If on the electoral roll, to vote in the election of the individual to be the Commissioner.
 - b) To access information under the relevant legislation, including the Freedom of Information Act 2000, the Data Protection Act 2018 and General Data Protection Regulation (GDPR).
 - c) To inspect the accounts and to make their views known to the external auditor.
 - d) To review the Forward Plan of the future business of the governance meetings.
 - e) Inspect decisions of the Commissioner and the minutes of the boards, except where they concern a confidential or exempt matter.
 - f) To inspect statutory enforcement notices under the Environment and Safety Information Act 1988.
 - g) To contact the Commissioner about any matters of concern to them.
- (3) Citizens are able to complain to -
 - a) Essex Police regarding the standard of service, actions or lack of action by Essex Police or by its staff when acting in the course of their duties.
 - b) The Commissioner if it is a complaint against the Chief Constable.
 - c) The Independent Office for Police Conduct (IOPC) if it is thought that Essex Police, after following the statutory complaints procedure, has not put the complaint right.
 - d) The Monitoring Officer of the Police, Fire and Crime Panel if it is a complaint against the Commissioner or their Deputy. The Panel will then determine how the complaint will be handled. Further details of this process can be found in Article 5.4.

Article 3 - The PFCC: Powers, Functions and Duties

3.1 Role of the Police, Fire and Crime Commissioner

- (1) Public accountability for the delivery and performance of the Essex Police force is placed into the hands of the PFCC on behalf of the electorate. The PFCC has a statutory duty and electoral mandate to hold Essex Police to account on behalf of the public.
- (2) The PFCC must not fetter the operational independence of the Essex Police force and the Chief Constable who leads it. Where differences occur between the PFCC and Chief Constable they should be resolved where possible locally between the PFCC and the Chief Constable. Professional advice may be offered by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
- (3) The PFCC is established in law as a corporation sole, so is enabled by law to employ staff and hold funds as described in the sections that follow.
- (4) The PFCC, as the elected local policing body, will exercise all their powers and duties in accordance with the law and this Constitution.

3.2 Powers, functions and duties

- (1) The PFCC must:
 - (a) secure the maintenance of the police force for Essex, and
 - (b) secure that the police force is efficient and effectiveand must hold the Chief Constable for Essex to account for the exercise of -
 - (a) the functions of the Chief Constable, and
 - (b) the functions of persons under the direction and control of the Chief Constable.
- (2) The legal powers and duties of the PFCC are set out in paragraph 17 of the Policing Protocol Order 2011 (attached as Schedule 6 to this Constitution).
- (3) The PFCC also has wider responsibilities, namely –
 - (a) specific responsibility for the delivery of community safety and crime reduction;
 - (b) the ability to bring together Community Safety Partnerships (CSPs) at the force level;
 - (c) the power to provide or arrange the provision of -

- (i) services that, in the opinion of the PFCC, will secure, or contribute to securing, crime and disorder reduction in the Essex Police force area;
 - (ii) services that are intended by the PFCC to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour;
 - (iii) services of a description specified in an order made by the Secretary of State;
 - (d) a duty to ensure that all collaboration agreements deliver better value for money or enhance the effectiveness of policing capabilities and resilience, and
 - (e) a wider responsibility for the enhancement of the delivery of criminal justice in the Essex area.
- (4) The operational independence of the police is a fundamental principle of British policing. At all times, the Chief Constable, their constables and staff remain operationally independent in the service of Essex communities, and the PFCC must not fetter the operational independence of the police force and the Chief Constable who leads it. The PFCC and Chief Constable must work together to safeguard the principle of operational independence, while ensuring that the PFCC is not fettered in fulfilling their statutory role.
- (5) The relationship between the PFCC and the Chief Constable is defined by the PFCC's democratic mandate to hold the Chief Constable to account as well as by primary legislation and common law which provides clarity on the legal principles that underpin operational independence and the Office of Constable. The Chief Constable is responsible for maintaining the Queen's Peace and has control over the force's officers and staff. The Chief Constable holds office under the Crown but is appointed by the PFCC. The Chief Constable is accountable to the law for the exercise of police powers, and to the PFCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force. The functions for which the Chief Constable is responsible to the public and accountable to the PFCC are detailed in paragraph 23 of the Policing Protocol Order 2011 (attached as Schedule 6 to this Constitution).
- (6) The PFCC must, in particular, hold the Chief Constable to account for:
- (a) the exercise of the duty under section 8(2) of the Police Reform and Social Responsibility Act 2011 (duty to have regard to Police and Crime Plan);
 - (b) the exercise of the duty under section 37A (2) of the Police Act 1996 (duty to have regard to strategic policing requirement);

- (c) the exercise of the duty under section 39A (7) of the Police Act 1996 (duty to have regard to codes of practice issued by Secretary of State);
 - (d) the exercise of the Chief Constable's functions under Part 2 of the Police Reform Act 2002 in relation to the handling of complaints;
 - (e) the effectiveness and efficiency of the Chief Constable's arrangements for co-operating with other persons in the exercise of the Chief Constable's functions (whether under section 22A of the Police Act 1996 or otherwise);
 - (f) the effectiveness and efficiency of the Chief Constable's arrangements under section 34 of the Police Reform and Social Responsibility Act 2011 (engagement with local people);
 - (g) the extent to which the Chief Constable has complied with section 35 of the Police Reform and Social Responsibility Act 2011 (value for money);
 - (h) the exercise of duties relating to equality and diversity imposed on the Chief Constable by any enactment, and
 - (i) the exercise of duties in relation to the safeguarding of children and the promotion of child welfare imposed on the Chief Constable by sections 10 and 11 of the Children Act 2004.
- (7) Section 2 of the Police Reform and Social Responsibility Act 2011 provides that a police force and its civilian staff are under the direction and control of the Chief Constable of the force. Examples of matters under the direction and control of the Chief Constable are cited in paragraph 33 of the Policing Protocol Order 2011 (attached as Schedule 6 to this Constitution). The Chief Constable is expected to ensure that the PFCC is informed of their decisions and operational activity in a timely fashion so that the PFCC can hold the Chief Constable to account for the totality of policing within their force area, including the operational delivery of the police service.
- (8) In order to enable the PFCC to exercise the functions of the office effectively, access will be needed by the PFCC to information, officers and staff within the Essex Police force area. Such access to any information is governed by the Information Sharing Agreement attached as Schedule 2 to this Constitution and must not be unreasonably withheld or obstructed by the Chief Constable and / or fetter the Chief Constable's direction and control of the force.
- (9) The Secretary of State and the PFCC may enter into agreements with respect to the level of performance to be achieved by the Essex Police force in respect of any of its national or international functions.

3.3 Duty to Issue a Police and Crime Plan

- (1) The PFCC must issue a Police and Crime Plan within the financial year in which each ordinary election is held. For these purposes, 'financial year' means the financial year of the Police, Fire and Crime Commissioner, as defined in subsection 4.3(1) below.
- (2) The PFCC must comply with the duty to issue a Police and Crime Plan as soon as practicable after taking office.
- (3) The PFCC may, at any time, issue a Police and Crime Plan.
- (4) The PFCC may vary a Police and Crime Plan.
- (5) In issuing or varying a Police and Crime Plan, the PFCC must have regard to the strategic policing requirement issued by the Secretary of State under section 37A of the Police Act 1996.
- (6) Before issuing or varying a Police and Crime Plan, the PFCC must –
 - (a) prepare a draft of the plan or variation,
 - (b) consult the Chief Constable in preparing the draft plan or variation,
 - (c) send the draft plan or variation to the Police, Fire and Crime Panel,
 - (d) have regard to any report or recommendations made by the Panel in relation to the draft plan or variation,
 - (e) give the Panel a response to any such report or recommendations, and
 - (f) publish any such response.
- (7) The PFCC must ensure that the Police, Fire and Crime Panel has a reasonable amount of time to review the draft plan or variation and to make a report or recommendations to the PFCC.
- (8) The PFCC must consult again with the Chief Constable before issuing or varying a Police and Crime Plan if, and to the extent that, the Plan or variation is different from the initial draft on which the Chief Constable was consulted.
- (9) The PFCC must:
 - (a) keep the Police and Crime Plan under review, and
 - (b) in particular, review the Police and Crime Plan in the light of:
 - (i) any report or recommendations made to the PFCC by the Police, Fire and Crime Panel on the PFCC's Annual Report and
 - (ii) any changes in the strategic policing requirement issued by the Secretary of State under section 37A of the Police Act 1996

and exercise the powers to issue or vary the Police and Crime Plan accordingly.

- (10) When the PFCC issues or varies a Police and Crime Plan they must:
 - (a) send a copy of the issued plan, or the variation, to the Chief Constable and to each of the other persons and bodies that are, for the purposes of section 5 of the Crime and Disorder Act 1998, responsible authorities in relation to local government areas that are wholly or partly within the relevant police area, and
 - (b) publish a copy of the issued plan, or the variation.
- (11) The duty under Article 3.3 (10) to send or publish a copy of the variation may instead be satisfied by sending or publishing a copy of the plan as varied.
- (12) It is for the PFCC to determine the manner in which:
 - (a) a response to a report or recommendations is to be published, and
 - (b) a copy of the plan or variation is to be published.

3.4 Purpose of the Police and Crime Plan

- (1) A Police and Crime Plan is a plan which sets out, in relation to the planning period, the following matters:
 - (a) the PFCC's police and crime objectives;
 - (b) the policing of the Essex police area which the Chief Constable is to provide;
 - (c) the financial and other resources which the PFCC is to provide to the Chief Constable to enable him / her to exercise the functions of Chief Constable;
 - (d) the means by which the Chief Constable will report to the PFCC on their provision of policing;
 - (e) the means by which the Chief Constable's performance in providing policing will be measured;
 - (f) the services which are to be provided by virtue of section 143 of the Anti-Social Behaviour, Crime and Policing Act 2014, and
 - (g) any grants which the elected PFCC is to make and the conditions (if any) subject to which any such grants are to be made.
- (2) The PFCC's police and crime objectives are its objectives for:
 - (a) the policing of the Essex area,
 - (b) crime and disorder reduction in the Essex area, and

- (c) the discharge by the Essex police force of its national or international functions.
- (3) A Police and Crime Plan has effect from the start of the planning period until -
 - (a) the end of that planning period, or
 - (b) if another Police and Crime Plan is issued in relation to the PFCC's area before the end of that planning period, the day when that other plan first has effect.
- (4) The PFCC must have regard to any guidance by the Secretary of State about the matters to be dealt with in police and crime plans.
- (5) In this Article, "planning period", in relation to a Police and Crime Plan, is the period that:
 - (a) begins with -
 - (i) the day on which the plan is issued, or
 - (ii) if a qualifying day is specified in the plan as the day on which the plan is to begin to have effect, that day, and
 - (b) ends with the last day of the financial year in which the next ordinary election is expected to take place after the plan is issued;

"qualifying day" means a day which meets the following conditions (so far as applicable) –

- (a) the day must fall after the day on which the plan is issued;
- (b) the day must not fall after the day on which the next ordinary election is expected to take place after the plan is issued;
- (c) in the case of a plan issued in accordance with the duty in subsection 3.3(1), the day must be, or fall before, the first day of the financial year following the financial year in which the duty must be complied with.

3.5 Duty to have regard to the Police and Crime Plan

- (1) A PFCC must, in exercising their functions, have regard to their Police and Crime Plan.
- (2) The Chief Constable for Essex must, in exercising the functions of chief constable, have regard to the Police and Crime Plan issued by the PFCC for Essex.
- (3) The PFCC and the Chief Constable must have regard to any guidance given by the Secretary of State about how the duty is to be complied with.

3.6 Powers of the PFCC to provide or commission services

- (1) The PFCC may provide or arrange for the provision of –

- (a) services that, in the opinion of the PFCC, will secure, or contribute to securing, crime and disorder reduction in the Essex Police force area;
 - (b) services that are intended by the PFCC to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour;
 - (c) services of a description specified in an order made by the Secretary of State.
- (2) An order made under subsection (1)(c) may make different provision for different areas.
- (3) The PFCC may make grants in connection with their arrangement for the provision of services under this Article. A grant may be subject to any conditions (including conditions as to repayment) that the PFCC thinks appropriate.
- (4) In this Article –
 - “anti-social behaviour” means behaviour of a person that causes or is likely to cause harassment, alarm or distress to one or more other persons not of the same household as that person;
 - “crime and disorder reduction” means reduction in levels of –
 - (a) crime and disorder (including anti-social behaviour and other behaviours adversely affecting the local environment),
 - (b) the misuse of drugs, alcohol and other substances, and
 - (c) re-offending.

3.7 Duties with regard to co-operative working

- (1) The PFCC must, in exercising their functions, have regard to the relevant priorities of each responsible authority.
- (2) The PFCC, in exercising their functions, and a responsible authority, in exercising its functions conferred by or under section 6 of the Crime and Disorder Act 1998 in relation to Essex, must act in co-operation with each other.
- (3) The PFCC, and the criminal justice bodies which exercise functions as criminal justice bodies in Essex, must make arrangements (so far as it is appropriate to do so) for the exercise of functions so as to provide an efficient and effective criminal justice system for Essex.
- (4) A ‘responsible authority’ has the same meaning as in section 5 of the Crime and Disorder Act 1998.

- (5) In this Article “criminal justice body” means:
- (a) the Chief Constable for the Essex police area;
 - (b) the Crown Prosecution Service;
 - (c) the Lord Chancellor, in exercising functions under section 1 of the Courts Act 2003 (duty to ensure efficient and effective courts service);
 - (d) a Minister of the Crown, in exercising functions in relation to prisons (within the meaning of the Prison Act 1952);
 - (e) a youth offending team established under section 39 of the Crime and Disorder Act 1998;
 - (f) a person with whom the Secretary of State has made contractual or other arrangements, under section 3(2) of the Offender Management Act 2007, for the making of probation provision, and
 - (g) the Secretary of State, in making probation provision in accordance with arrangements made by the Secretary of State under section 3(5) of the Offender Management Act 2007

“Minister of the Crown” has the same meaning as in the Ministers of the Crown Act 1975.

3.8 Duty to publish information for the public

- (1) The PFCC must publish information as specified by the Secretary of State. (see Schedule 1). If the time or manner of the publication of that information is specified, the PFCC must publish it at that time or in that manner.
- (2) The PFCC must publish the information which it considers to be necessary to enable the persons who live in Essex to assess –
 - (a) the performance of the PFCC in exercising their functions, and
 - (b) the performance of the Chief Constable in exercising their functions.
- (3) The information necessary to enable persons who live in Essex to assess the above matters by reference to a particular time, or a particular period, must be published by the PFCC as soon as practicable after that time or the end of that period.
- (4) The Information Sharing Agreement (ISA) with Essex Police sets out the arrangements for sharing information between the PFCC and Essex Police (Schedule 2).
- (5) The PFCC and their nominated Data Protection Officer have undertaken to deliver compliance with the General Data Protection Regulation (GDPR) from 25 May 2018.

3.9 Duty to produce, consult on and publish an Annual Report

- (1) The PFCC must produce an annual report on:
 - (a) the exercise of the PFCC's functions in each financial year, and
 - (b) the progress which has been made in the financial year in meeting the police and crime objectives in the police and crime plan.
- (2) As soon as practicable after producing an annual report, the PFCC must send the report to the Police, Fire and Crime Panel.
- (3) The PFCC must attend before the Police, Fire and Crime Panel at a public meeting, arranged by the Panel as soon as practicable after it receives the report, to present the report to the Panel and answer the Panel's questions on the report.
- (4) The PFCC must:
 - (a) give the Panel a response to any report or recommendations on the annual report by the Panel, and
 - (b) publish any such response.
- (5) It is for the Police, Fire and Crime Panel to determine the manner in which a response to a report or recommendations is to be published in accordance with subsection 3.9 (4) (b).
- (6) The PFCC must arrange for each annual report to be published. It is for the PFCC to determine the manner in which an annual report is to be published.

3.10 Duty to provide information for the Police, Fire and Crime Panel

- (1) The PFCC must provide the Police, Fire and Crime Panel with any information which the Panel may reasonably require in order to carry out its functions.
- (2) But the PFCC is not required to provide information if disclosure of the information:
 - (a) would, in the view of the Chief Constable, be against the interests of national security,
 - (b) might, in the view of the Chief Constable, jeopardise the safety of any person,
 - (c) might, in the view of the Chief Constable, prejudice the prevention or detection of crime, the apprehension or prosecution of offenders, or the administration of justice, or
 - (d) is prohibited by or under any enactment, not limited to but inclusive of the GDPR

- (3) The PFCC may provide the Police, Fire and Crime Panel with any other information which the PFCC thinks appropriate.
- (4) The Information Sharing Protocol between the PFCC and the Police, Fire and Crime Panel for Essex (Schedule 3) sets out the arrangements for sharing information.

3.11 Arrangements for obtaining the views of the community on policing

- (1) Arrangements shall be made by the PFCC, after consulting with the Chief Constable, for obtaining:
 - (a) the views of people in the Essex Police area about matters concerning the policing of the area, and
 - (b) their co-operation with the police in preventing crime and anti-social behaviour in that area

and for obtaining the views of victims of crime in that area about matters concerning the policing of the area.

- (2) Those arrangements must include arrangements for obtaining, before a Police and Crime Plan is issued, the views of the people in the police area, and the views of the victims of crime in that area, on that plan.
- (3) Those arrangements must include arrangements for obtaining, before the first precept for a financial year is issued by the PFCC, the views of the people in that police area and the relevant ratepayers' representatives on the proposals of the PFCC for expenditure (including capital expenditure) in that financial year.
- (4) "relevant ratepayers' representatives" means the persons or bodies in the police area who appear to the PFCC to be representative of persons subject to non-domestic rates under sections 43 and 45 of the Local Government Finance Act 1988 as regards hereditaments situated in that area.
- (5) In determining which persons or bodies are relevant ratepayers' representatives, the PFCC must have regard to any guidance given by the Secretary of State.

3.12 Supply of goods and services

- (1) Subsections (1), (2) and (3) of Section 1 of the Local Authorities (Goods and Services) Act 1970 (supply of goods and services by local authorities) apply to the PFCC as they apply to a local authority.
- (2) Subject to the provisions of section 1 of the 1970 Act, a local authority and any public body (which includes the PFCC) may enter into an agreement for all or any of the following purposes,
 - (a) the supply by the authority to the PFCC of any goods or materials;
 - (b) the provision by the authority for the PFCC of any administrative, professional or technical services;

- (c) the use by the PFCC of any vehicle, plant or apparatus belonging to the authority and the placing at the disposal of the PFCC of the services of any person employed in connection with the vehicle or other property;
 - (d) the carrying out by the authority of works of maintenance in connection with land or buildings for the maintenance of which the PFCC is responsible
- (3) The PFCC may not enter into an agreement with another PCC / PFCC, or with the Common Council of the City of London in its capacity as a police authority, under section 1 of the 1970 Act in respect of a matter which could be the subject of force collaboration provision in a collaboration agreement under section 22A of the Police Act 1996.

3.13 Duties when carrying out functions

- (1) Without prejudice to any other obligation imposed on it, it shall be the duty of the Police, Fire and Crime Commissioner (the PFCC) to exercise their various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent,
 - (a) crime and disorder in Essex (including anti-social and other behaviour adversely affecting the local environment); and
 - (b) the misuse of drugs, alcohol and other substances in Essex; and
 - (c) re-offending in Essex
- (2) In carrying out functions, the PFCC must have regard to the views of people in Essex.
- (3) The PFCC must have regard when discharging its functions to the Policing Protocol issued by the Home Secretary.
- (4) In carrying out functions in a particular financial year, the PFCC must have regard to any report or recommendations made by the Police, Fire and Crime Panel on the Annual Report for the previous financial year.
- (5) However, subsection 3.13 (4) does not affect any exercise of the functions of the PFCC in any part of a particular financial year that falls -
 - (a) before the PFCC has received a report or recommendations from the Police, Fire and Crime Panel on the Annual Report for the previous financial year, or
 - (b) during the period after receipt of a report or recommendations from the Police, Fire and Crime Panel when the PFCC is considering the report or recommendations.
- (6) In carrying out functions, the PFCC must have regard to any financial code of practice issued from time to time by the Secretary of State relating to the

proper administration by the PFCC of its financial affairs. The working financial relationship between the PFCC and the Chief Constable is set out in the Financial Management Code of Practice issued by the Home Secretary under statute and attached at Schedule 4. The Secretary of State may from time to time revise the whole or any part of any financial code of practice.

- (7) The PFCC must, when making decisions of a strategic nature about how to exercise its functions, have due regard to the desirability of exercising them in a way that is designed to reduce the inequalities of outcome which result from socio-economic disadvantage.
- (8) The reference to inequalities in subsection (7) does not include any inequalities experienced by a person as a result of being a person subject to immigration control within the meaning given by section 115 (9) of the Immigration and Asylum Act 1999.
- (9) The PFCC is designated as a Crown Servant under the Official Secrets Act 1989, making them subject to the same duties in relation to sensitive materials as Government Ministers.
- (10) This Article is in addition to the duty of the PFCC under subsection 3.5 to have regard to the Police and Crime Plan.

3.14 Appointment of persons not employed by the PFCC

- (1) This Article applies where a PFCC is required or authorised by any Act:
 - (a) to appoint a person to a specified post, or
 - (b) to designate a person as having specified duties or responsibilities.
- (2) The PFCC may appoint or designate a person whether or not the person is already a member of staff of the PFCC.
- (3) Subsection 3.14 (2) has effect in spite of any provision to the contrary in any Act that requires or authorises the PFCC to appoint or designate a person mentioned in subsection 3.14 (1).

3.15 Delegation of functions

3.15.1 Scheme of Delegation

- (1) The Scheme of Delegation (Schedule 5) details the key roles of the PFCC and those functions which they delegate to the Chief Executive and Monitoring Officer, Head of Finance, Strategic Heads, Senior Information Risk Owner (SIRO), Chief Constable and, if appointed, the Deputy PFCC.

3.15.2 Delegation of functions generally

- (1) The PFCC may appoint a person as the Deputy Police, Fire and Crime Commissioner ('Deputy PFCC') for Essex, and arrange for the Deputy PFCC to exercise any function of the PFCC.

- (2) The PFCC may also arrange for any person who is not the Deputy PFCC to exercise any function of the Commissioner, whether or not there is a Deputy PFCC.
- (3) But the PFCC may not -
 - (a) appoint a person listed in subsection 3.15.2 (6) as the Deputy PFCC;
 - (b) arrange for the Deputy PFCC or any other person to exercise a function that the PFCC has under or by virtue of Part 2 of the Police Reform Act 2002 (Complaints and Misconduct) (see instead section 23 (2) of that Act and regulations made under that provision);
 - (c) arrange for the Deputy PFCC to exercise a function listed in subsection 3.15.2 (7) (a), (e) or (f);
 - (d) arrange, under subsection 3.15.2 (2), for any person listed in subsection 3.15.2 (6) to exercise any function, or
 - (e) arrange, under subsection 3.15.2 (2), for any person to exercise a function listed in subsection 3.15.2 (7).
- (4) A Deputy PFCC may arrange for any other person to exercise any function of the PFCC which is, in accordance with subsection 3.15.2 (1), exercisable by the Deputy PFCC.
- (5) But the Deputy PFCC may not arrange for a person to exercise a function if:
 - (a) the person is listed in subsection 3.15.2 (6) or,
 - (b) the function is listed in subsection 3.15.2 (7).
- (6) The persons referred to in subsections 3.15.2 (3) (a) and (d) and (5) are:
 - (a) a constable (whether or not in England and Wales);
 - (b) a Police and Crime Commissioner or a Police, Fire and Crime Commissioner;
 - (c) the Mayor's Office for Policing and Crime;
 - (d) the Deputy Mayor for Policing and Crime appointed by the Mayor's Office for Policing and Crime;
 - (e) the Mayor of London;
 - (f) the Common Council of the City of London;
 - (g) any other person or body which maintains a police force;
 - (h) a member of the staff of a person falling within any of paragraphs (a) to (g).
- (7) The functions referred to in subsection 3.15.2 (3) (e) are:
 - (a) issuing the Police and Crime Plan (see section 5 Police Reform and Social Responsibility Act 2011 (the 'Act'));
 - (b) determining police and crime objectives (see section 7 of the Act);

- (c) attendance at a meeting of the Police, Fire and Crime Panel in compliance with a requirement by the panel to do so (see section 29 of the Act);
 - (d) preparing the Annual Report to the Police, Fire and Crime Panel (see section 12 of the Act);
 - (e) appointing the Chief Constable, suspending the Chief Constable, or calling upon the Chief Constable to retire or resign (see section 38 of the Act);
 - (f) calculating a budget requirement (see section 43 of the Local Government Finance Act 1992).
- (8) If a function of the PFCC is exercisable by any other person in accordance with this Article then any property or rights vested in the PFCC may be dealt with by the other person in exercising the function, as if vested in that person.
- (9) The Deputy PFCC is a member of the PFCC's staff.

3.15.3 Recording the delegation of functions

- (1) The PFCC shall provide the Monitoring Officer with a written report updating immediately the arrangements under the Scheme of Delegation for the discharge of any of the PFCC's functions if the PFCC makes any amendment to those arrangements.
- (2) The report of the PFCC provided to the Monitoring Officer shall contain the following information -
 - (a) The nature and extent of any authority delegated to the Deputy PFCC or any other person to exercise any function of the PFCC.
 - (b) The nature and extent of any authority delegated by the Deputy PFCC to any other person to exercise any function of the Deputy PFCC
 - (c) The nature and extent of any delegated authority provided under any joint arrangements
 - (d) The nature and extent of any delegated authority provided to a member of the PFCC's staff, including any conditions attached and the title of the post concerned.
- (3) Where any officer with delegated powers authorises another officer to exercise their powers, either as a general competence or in a particular case, such authorisation such be granted in writing and name the officer concerned.

Article 4 - Financial Matters

4.1 Requirement to have a Police Fund

- (1) The PFCC is the recipient of all funding (including the government grant and precept as well as other sources of income) related to policing and

crime reduction and all funding for the Essex Police force must come via the PFCC.

- (2) The PFCC must keep a fund to be known as the Police Fund and is ultimately accountable to the public for the management of the Police Fund.
- (3) All of a PFCC's receipts relating to policing must be paid into the Police Fund.
- (4) All of a PFCC's expenditure relating to policing must be paid out of the Police Fund.
- (5) The following amounts must be paid out of the Police Fund kept by the PFCC:
 - (a) any damages or costs awarded against the Chief Constable in any proceedings brought against the Chief Constable in respect of the acts or omissions of a member of the Essex police force's civilian staff;
 - (b) any costs incurred by the Chief Constable in any such proceedings so far as not recovered by the Chief Constable in the proceedings; and
 - (c) any sum required in connection with the settlement of any claim made against the Chief Constable in respect of acts or omissions of a member of the Essex police force's civilian staff, if the settlement is approved by the PFCC.
- (6) The PFCC may, in such cases and to such extent as appear to the PFCC to be appropriate, pay out of the Police Fund kept by the PFCC:
 - (a) any damages or costs awarded against a person to whom this subsection applies in proceedings for any unlawful conduct of that person;
 - (b) any costs incurred and not recovered by such a person in such proceedings; and
 - (c) any sum required in connection with the settlement of a claim that has or might have given rise to such proceedings.
- (7) Subsection 4.1 (6) applies to a person who is –
 - (a) a member of the Essex Police force maintained by the PFCC;
 - (b) a constable required for the time being to serve with the Essex Police force by virtue of section 24 or 98 of the Police Act 1996 or section 23 of the Police Act 1997; or
 - (c) a special constable appointed for the Essex Police area.
- (8) The PFCC must keep accounts of payments made into or out of the Police Fund.
- (9) Subsection 4.1 is subject to any regulations under the Police Pensions Act 1976.
- (10) The PFCC is responsible for the allocation of the money in the Police Fund which shall be allocated by the PFCC in consultation with the Chief Constable and may be allocated on terms which require its repayment if the

PFCC is not satisfied that it has been spent or is being spent in accordance with any directions or conditions to which the allocation is subject.

- (11) Any conditions or directions to which the allocation is subject shall be contained in a letter from the PFCC which may be written at any time after the setting of the precept.
- (12) If the PFCC requires any money to be repaid to it on the basis that they are not satisfied that it has been spent or is being spent in accordance with any directions or conditions to which the allocation is subject, they shall write a letter to the Chief Constable informing him / her of their provisional decision and the reasons for it and inviting any comments within 21 days of the date of the letter. If the Chief Constable replies within the period of 21 days the PFCC shall take into account any comments made by the Chief Constable before making a final decision.

4.2 Minimum budget for the PFCC

- (1) The power of the Secretary of State to give directions to the PFCC shall include power to direct the PFCC that the amount of the PFCC's budget requirement for any financial year shall not be less than the amount specified in the direction.
- (1A) But the Secretary of State may not give direction to the PFCC by virtue of subsection 4.2(1) unless the Secretary of State is satisfied that it is necessary to give the direction in order to prevent the safety of the people of Essex from being put at risk.
- (2) The power exercisable by virtue of subsection 4.2(1), and any direction given under that power, are subject to any limitation imposed under the Local Government Finance Act 1992.
- (3) A direction shall not be given by virtue of subsection 4.2(1) in relation to a financial year at any time after the end of the preceding December.
- (4) Where the Secretary of State gives a direction to the PFCC under subsection 4.2(1), any precept issued or calculation made by the PFCC under Part I of the Local Government Finance Act 1992 which is inconsistent with the direction shall be void.

4.3 Financial Year

- (1) The PFCC's financial year is the period of 12 months ending with 31 March.

4.4 Grants

- (1) The Secretary of State shall for each financial year make grants to the PFCC for the purposes of their functions.
- (2) For each financial year the Secretary of State shall with the approval of the Treasury determine –
 - (a) the aggregate amount of grants to be made, and
 - (b) the amount of grant to be made to each grant recipient, and any determination may be varied by further determinations.

- (3) The Secretary of State may make grants in respect of capital expenditure incurred (or to be incurred) by the PFCC. Such grants may be made either unconditionally or subject to conditions.
- (4) The Secretary of State may make grants in respect of expenditure incurred (or to be incurred) for police purposes by the PFCC in connection with safeguarding national security. Such grants may be made either unconditionally or subject to conditions.
- (5) A grant to the PFCC shall be paid at such time, or in instalments of such amounts and at such times, as the Secretary of State with the approval of the Treasury determines.
- (6) When in consequence of a further determination the amount of the PFCC's grant is less than the amount already paid to it for the year concerned, a sum equal to the difference shall be paid by the PFCC to the Secretary of State on such day as they may specify, but no sum shall be payable by the PFCC unless the report setting out the further determination has been approved by resolution of the House of Commons.

4.4.1 Grants by local authorities

- (1) The council of a county, district, county borough, parish, town or community in the Essex police area may make grants to the PFCC and such grants may be made unconditionally or, with the agreement of the Chief Constable for Essex, subject to conditions.

4.4.2 Emergency financial assistance

- (1) In any case where -
 - (a) an emergency or disaster occurs involving destruction of or danger to life or property, and
 - (b) as a result, the PFCC incurs expenditure on, or in connection with, the taking of immediate action (whether by the carrying out of works or otherwise) to safeguard life or property, or to prevent suffering or severe inconvenience, in its area or among its inhabitants,

the Secretary of State may establish a scheme under section 155 of the Local Government and Housing Act 1989 for the giving of financial assistance in respect of that expenditure.

- (2) Financial assistance given pursuant to such a scheme shall take the form of grants paid by the Secretary of State with the consent of the Treasury and, subject to that, the terms and conditions of such a scheme shall be such as the Secretary of State considers appropriate to the circumstances of the particular emergency or disaster concerned.
- (3) Without prejudice to the generality of subsection 4.4.2(2), a scheme may -
 - (a) make the payment of grants conditional upon the making of claims of a description specified in the scheme;

- (b) make provision with respect to the expenditure qualifying for grant and the rates and amounts of grants;
 - (c) make provision in certain specified circumstances for the repayment of any grant, in whole or in part, and
 - (d) make different provisions for different grant recipients and for different areas.
- (4) Expenditure incurred by the PFCC may include expenditure incurred in defraying, or contributing towards defraying, expenditure incurred by a parish, town or community council.

4.4.3 Expenditure grants

- (1) A Minister of the Crown may, with the consent of the Treasury, pay a grant to the PFCC towards expenditure incurred or to be incurred by it.
- (2) The amount of such a grant and the manner of its payment are such as the person paying it may determine.
- (3) Such grants may be paid on such conditions as the person paying it may determine. Conditions may, in particular, include –
 - (a) provision as to the use of the grant, and
 - (b) provision as to the circumstances in which the whole or part of the grant must be repaid.

4.5 Acceptance of gifts or loans

- (1) A PFCC may, in connection with the discharge of any of their functions, accept gifts of money, and gifts or loans of other property, on such terms as appear to the PFCC to be appropriate.
- (2) The terms on which gifts or loans are accepted under subsection 4.5(1) may include terms providing for the commercial sponsorship of any activity of the PFCC or of the Essex Police force save that the PFCC shall consult with the Chief Constable before accepting sponsorship of any activity of the Essex Police force.
- (3) The PFCC and the Deputy PFCC will publish all disclosable interests, expenses and offers of gifts and hospitality, whether they accept these or not.

4.6 Precepts

- (1) The PFCC is a major precepting authority for the purposes of Part 1 of the Local Government Finance Act 1992.
- (2) The PFCC must notify the Police, Fire and Crime Panel for Essex of the precept which the PFCC is proposing to issue for the financial year (the “proposed precept”).

- (3) The Police, Fire and Crime Panel must review the proposed precept notified to it under subsection 4.6(2).
- (4) The Panel must make a report to the PFCC on the proposed precept. The report may include recommendations, including recommendations as to the precept that should be issued for the financial year.
- (5) The Police, Fire and Crime Panel may, having reviewed the proposed precept, veto the proposed precept. If the panel vetoes the proposed precept, the report made under subsection 4.6(4) must include a statement that the panel has vetoed it.
- (6) References in this Article to the Police, Fire and Crime Panel vetoing a proposed precept are references to the panel making a decision, by the required majority, that the proposed precept should not be the precept for the financial year. For the purposes of this Article, the panel makes that decision by the required majority if at least two-thirds of the persons who are members of the panel at the time when the decision is made vote in favour of making that decision.
- (7) If the Police, Fire and Crime Panel does not veto the proposed precept, the PFCC must –
 - (a) have regard to the report made by the panel under subsection 4.6(4) (including any recommendations in the report)
 - (b) give the panel a response to the report (and any such recommendations), and
 - (c) publish the response. It is for the Police, Fire and Crime Panel to determine the manner in which a response to a report or recommendations is to be published.
- (8) The PFCC may then –
 - (a) issue the proposed precept as the precept for the financial year, or
 - (b) issue a different precept, but only if it would be in accordance with a recommendation made in the report to do so.
- (9) If the Police, Fire and Crime Panel vetoes the proposed precept, the PFCC must not issue the proposed precept as the precept for the financial year, subject to regulations made by the Secretary of State where the Police, Fire and Crime Panel vetoes the proposed precept.
- (10) Where the panel exercises its power to veto the proposed precept, the PFCC must, by 15 February of the relevant financial year –
 - (a) have regard to the report made by the panel under subsections 4.6(4) and (5) (including any recommendations in the report),

- (b) give the panel a response to the report (and any such recommendations) which notifies the Police, Fire and Crime Panel of the precept that they now propose to issue (“the revised precept”), and
 - (c) publish the response. It is for the Police, Fire and Crime Panel to determine the manner in which a response to a report or recommendations is to be published.
- (11) Where the panel’s report under subsections 4.6(4) and (5) –
 - (a) indicates that the panel vetoed the proposed precept because it was too high, the revised precept shall be lower than the proposed precept,
 - (b) indicates that the panel vetoed the proposed precept because it was too low, the revised precept shall be higher than the proposed precept.
- (12) On receiving a response containing notification of a revised precept under subsection 4.6(10)(b), the panel shall, by 22 February of the relevant financial year, review the revised precept and make a report to the PFCC on the revised precept (“the second report”).
- (13) The second report may –
 - (a) indicate whether the panel accepts or rejects the revised precept (but rejection does not prevent the PFCC from issuing the revised precept as the precept for the financial year), and
 - (b) make recommendations, including recommendations as to the precept that should be issued for that financial year.
- (14) On receiving the panel’s second report, the PFCC shall, by 1 March of the relevant financial year –
 - (a) have regard to the second report (including any recommendations in the report);
 - (b) give the panel a response to the second report (and any such recommendations), and
 - (c) publish the response.
- (15) Where the panel vetoed the proposed precept, the end of the scrutiny process is reached when the PFCC gives the panel the response mentioned in subsection 4.6(14).
- (16) The PFCC may then issue the revised precept as the precept for the financial year or issue a different precept, subject to –

- (a) where the panel vetoed the proposed precept because it was too high, the PFCC shall not issue a precept which is higher than the revised precept, and
- (b) where the panel vetoed the proposed precept because it was too low, the PFCC shall not issue a precept which is lower than the revised precept,

unless it would be in accordance with a recommendation made by the panel in the second report to do so.

- (17) Where the panel fails to act in accordance with subsection 4.6(12), the end of the scrutiny process is reached and the PFCC may issue the revised precept as the precept for the financial year.

4.6.1 Regulations

- (1) Regulations made by the Secretary of State may make provision about the steps to be taken and procedures to be followed in proposing precepts. That includes provision about time limits applicable in taking steps or following procedures. The Police and Crime Panels (Precept and Chief Constable Appointments) Regulations 2012 are attached at Schedule 10 to this Constitution.
- (2) The regulations may make provision about limits on the precept that may be issued. That includes provision about the calculation of limits by reference to -
 - (a) one or more previous precepts,
 - (b) the proposed precept, or
 - (c) any other matters.
- (3) The regulations may confer functions on –
 - (a) the PFCC,
 - (b) the Police, Fire and Crime Panel,
 - (c) the Secretary of State, or
 - (d) any other person.

This includes functions involving the exercise of a discretion.
- (4) The PFCC may not issue a precept for a financial year until the end of the scrutiny process is reached. This occurs when –
 - (a) if no veto is received, the PFCC gives the Police, Fire and Crime Panel a response to the panel's report, or
 - (b) where there is a veto, the end of the process in accordance with the regulations issued by the Secretary of State is reached.

- (5) References in this Article to the issuing of a precept include references to the issuing of a substitute precept.
- (6) The duty of billing authorities or major precepting authorities under the 1992 Act to consult persons or bodies representative of persons subject to non-domestic rates as regards hereditaments situated in the area does not apply to the PFCC.

4.7 Budget calculations: report on robustness of estimates etc

- (1) When making calculations in accordance with the Local Government Finance Act 1992 (as a major precepting authority), the Chief Finance Officer of the PFCC must report to it on the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.
- (2) The PFCC shall have regard to the report when making decisions about the calculations in connection with which it is made.

4.8 Local provision of youth justice services

- (1) It shall be the duty of the PFCC to co-operate with each local authority in its area in the discharge of their duty to secure that, to such extent as is appropriate for their area, all youth justice services are available there.
- (2) The PFCC shall have power to make payments towards expenditure incurred in the provision of youth justice services by making the payments directly or by contributing to a fund, established and maintained by the local authority, out of which the payments may be made.
- (3) In this section, “youth justice services” means any of the following -
 - (a) the provision of persons to act as appropriate adults to safeguard the interests of children and young persons detained or questioned by police officers;
 - (b) the provision of assistance to persons determining whether youth cautions should be given;
 - (c) the assessment of children and young persons, and the provision for them of rehabilitation programmes;
 - (d) the provision of assistance to persons determining whether youth conditional cautions (within the meaning of Chapter 1 of Part 4 of the Crime and Disorder Act 1998) should be given and which conditions to attach to such cautions;
 - (e) the supervision and rehabilitation of persons to whom such cautions are given;
 - (f) the provision of support for children and young persons remanded or committed on bail while awaiting trial or sentence;
 - (g) the placement in local authority accommodation of children and young persons remanded to such accommodation under section

91(3) of the Legal Aid, Sentencing and Punishment of Offenders Act 2012;

- (h) the provision of reports or other information required by courts in criminal proceedings against children and young persons;
- (i) the performance by youth offending teams and members of youth offending teams of functions under sections 25 to 27 of the Anti-Social Behaviour Act 2003;
- (j) the provision of persons to act as responsible officers in relation to parenting orders, child safety orders and reparation orders;
- (k) the provision of persons to act as responsible officers in relation to youth rehabilitation orders (within the meaning of Part 1 of the Criminal Justice and Immigration Act 2008);
- (l) the supervision of children and young persons sentenced to a youth rehabilitation order under that Part which includes a supervision requirement (within the meaning of that Part);
- (m) the supervision of children and young persons sentenced to a detention and training order (including an order under section 211 of the Armed Forces Act 2006);
- (n) supervision after the end of the term of such an order under section 256AA of the Criminal Justice Act 2003 (as applied by section 106B of the Powers of Criminal Courts (Sentencing) Act 2000);
- (o) post-release supervision in accordance with a licence under section 31 of the Crime (Sentences) Act 1997 or section 250 of the Criminal Justice Act 2003 of a person sentenced to detention under section 90 or 91 of the Powers of Criminal Courts (Sentencing) Act 2000, section 226, 226B or 228 of the Criminal Justice Act 2003 or section 209, 218, 221, 221A or 222 of the Armed Forces Act 2006;
- (p) post-release supervision under section 256B of the Criminal Justice Act 2003;
- (q) supervision under section 256AA of the Criminal Justice Act 2003 of a person sentenced to detention under section 91 of the Powers of Criminal Courts (Sentencing) Act 2000 or section 209 of the Armed Forces Act 2006;
- (r) the performance of functions under subsection (1) of section 102 of the Powers of Criminal Courts (Sentencing) Act 2000 (period of detention and training under detention and training orders) by such persons as may be authorised by the Secretary of State under that subsection, and
- (s) the implementation of referral orders within the meaning of the Powers of Criminal Courts (Sentencing) Act 2000.

- (4) The Secretary of State may by order amend the definition set out in (3) above so as to extend, restrict or otherwise alter the definition of “youth justice services” for the time being specified in that subsection.

4.9 Capital finance etc and accounts

- (1) The following provisions of Part 1 of the Local Government Act 2003 (capital finance etc and accounts) apply in relation to a Chief Constable as they apply in relation to a local authority:
- (a) section 6 (protection of lenders)
 - (b) section 7 (meaning of “credit arrangements”)
 - (c) sections 9 to 11 (capital receipts), except for sections 11(2)(6) and (3) to (6)
 - (d) section 13 (security for money borrowed etc)
 - (e) section 14 (information)
 - (f) section 15 (guidance)
 - (g) section 16 (meaning of “capital expenditure”)
 - (h) section 17 (external funds)
 - (i) section 18 (companies etc), ignoring any reference to a Passenger Transport Executive
 - (j) section 20 (directions)
 - (k) sections 21 and 22 (accounts)
- (2) Regulations made by the Secretary of State under any of the provisions listed in subsection (1) apply in relation to a Chief Constable of a police force in England as they apply in relation to a local authority in England.

4.10 Financial reports

- (1) The Chief Finance Officer of the PFCC shall make a report if it appears to him / her that the PFCC, a committee of the PFCC, a person holding any office or employment under the PFCC, a member of Essex Police force or a joint committee on which the PFCC is represented -
- (a) has made or is about to make a decision which involves or would involve the PFCC incurring expenditure which is unlawful,
 - (b) has taken or is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the PFCC, or

- (c) is about to enter an item of account the entry of which is unlawful.
- (2) The Chief Finance Officer of the PFCC shall make a report if it appears to him / her that the expenditure of the PFCC incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.
- (3) It shall be the duty of the Chief Finance Officer of the PFCC, in preparing a report in pursuance of subsections (1) and (2) above, to consult so far as practicable with the Chief Executive as the PFCC's head of paid service under the Local Government and Housing Act 1989 and as the PFCC's monitoring officer under section 5 of that Act.
- (4) Where the Chief Finance Officer has made a report under this section they shall send a copy of it to the person who at the time the report is made has the duty to audit the PFCC's accounts.
- (5) Unless the Chief Finance Officer is unable to act owing to absence or illness, the duties of the Chief Finance Officer described above shall be performed by him / her personally.
- (6) If the Chief Finance Officer is unable to act owing to absence or illness his duties described above shall be performed –
 - (a) by such member of his staff as is a member of one or more of the following bodies –
 - (i) the Institute of Chartered Accountants in England and Wales,
 - (ii) the Institute of Chartered Accountants of Scotland,
 - (iii) the Chartered Association of Certified Accountants,
 - (iv) the Chartered Institute of Public Finance and Accountancy,
 - (v) the Institute of Chartered Accountants in Ireland,
 - (vi) the Chartered Institute of Management Accountants, and
 or any other body of accountants established in the United Kingdom and for the time being approved by the Secretary of State for the purposes of this section.

and is for the time being nominated by the Chief Finance Officer for the purposes of this section, or

 - (b) if no member of staff is a member of one or more of these bodies, by such member of their staff as is for the time being nominated by the Chief Finance Officer for the purposes of this section.
- (7) Where the Chief Finance Officer makes a report to the PFCC in accordance with the provisions above, the PFCC must consider the report and decide whether it agrees or disagrees with the views contained in the report and what action (if any) the PFCC proposes to take in consequence of it. The consideration and decision-making must be concluded not later than the end of the period of 21 days beginning with the day on which copies of the report are sent.

- (8) As soon as practicable after the PFCC has concluded the consideration of the Chief Finance Officer's report, the PFCC must prepare a report which specifies –
 - (a) what action (if any) the PFCC has taken in response to the report;
 - (b) what action (if any) the PFCC proposes to take in response to the report; and
 - (c) the reasons for taking the action specified in the report or, as the case may be, for taking no action.
- (9) As soon as practicable after the elected local policing body has prepared a report under subsection (8), the PFCC must arrange for a copy to be sent to –
 - (a) the Chief Finance Officer;
 - (b) the person who at the time the report is made has the duty to audit the PFCC's accounts; and
 - (c) each member of the Essex Police, Fire and Crime Panel.
- (10) The Chief Finance Officer of the PFCC must notify the PFCC's auditor of any decisions taken by the PFCC in accordance with the provisions above.

4.11 Making collaboration agreements

4.11.1 Police collaboration agreements

- (1) A collaboration agreement may be made by:
 - (a) one or more PCCs / PFCCs together with one or more other persons; or
 - (b) if no other person is party to the agreement, two or more PCCs / PFCCs.
- (2) A collaboration agreement is an agreement containing one or more of the following:
 - (a) provision about the discharge of functions of members of a police force ("force collaboration provision");
 - (b) provision about support by a PCC / PFCC for another PCC / PFCC ("policing body collaboration provision"), or
 - (c) provision about support by a PCC / PFCC for the police force which another PCC / PFCC is responsible for maintaining ("policing body and force collaboration provision").
- (3) A collaboration agreement may not contain force collaboration provision unless the parties to the agreement consist of, or include -
 - (a) the Chief Officer of police of each police force to which the provision relates, and
 - (b) the PCC / PFCC that is responsible for maintaining each such police force.

- (4) A collaboration agreement may not contain PCC / PFCC collaboration provision unless the parties to the agreement consist of, or include, each PCC / PFCC to which the provision relates.
- (5) A collaboration agreement may not contain PCC / PFCC and force collaboration provision unless the parties to the agreement consist of, or include:
 - (a) the PCC / PFCC, or each PCC / PFCC, to which the provision relates;
 - (b) the Chief Officer of Police of the police force, or each police force, to which the provision relates; and
 - (c) the PCC / PFCC that is responsible for maintaining each such police force.
- (6) In reaching a conclusion about whether or not a collaboration agreement is, or would be, in the interests of efficiency or effectiveness of one or more police forces (the “police forces under consideration”), a person must, in particular, consider –
 - (a) the existing collaboration agreements, and other arrangements for co-operation, to which the police forces under consideration are parties;
 - (b) the desirability of police forces taking a consistent approach in making such agreements and other arrangements; and
 - (c) the opportunities available to the police forces under consideration to make such agreements and other arrangements.
- (7) Subsection 4.11.1(1) does not prevent other persons from being parties to collaboration agreements.
- (8) Subsection 4.11.1(2) does not prevent a collaboration agreement from including other kinds of provision.
- (9) For the purposes of subsections 4.11.1(3) and (5), the circumstances in which force collaboration provision, or PCC / PFCC and force collaboration provision, is to be taken to relate to a police force include the cases where provision relates:
 - (a) to functions of a kind which are or may be exercisable by members of that police force, or
 - (b) to the police area for which that police force is established.
- (10) For the purposes of subsections 4.11.1(4) and (5), the circumstances in which PCC / PFCC collaboration provision, or PCC / PFCC and force collaboration provision, is to be taken to relate to a PCC / PFCC include the cases where provision relates:
 - (a) to functions of a kind which are or may be exercisable by that PCC / PFCC or members of the staff of that PCC / PFCC, or

- (b) to the police area for which that PCC / PFCC is established.
- (11) Where force collaboration, contained in a collaboration agreement, is about the discharge of functions by designated civilian employees of one police force (the “assisting force”) for the purposes of another police force (the “assisted force”), the force collaboration provision must specify:
- (a) the functions which the designated civilian employees are permitted by the collaboration agreement to discharge for the purposes of the assisted force, and
 - (b) any restrictions or conditions on that permission for the designated civilian employees to discharge those functions.
- (12) The force collaboration provision must not permit the designated civilian employees to discharge functions for the purpose of the assisted force unless those employees are, by virtue of the relevant designation under section 38 of the Police Reform Act 2002, authorised to discharge those functions for the purposes of the assisting force.
- (13) The force collaboration provision does not, in and of itself, authorise the designated civilian employees to discharge functions for the purposes of the assisted force. However, the chief officer of the assisted police force may designate a person who –
- (a) is a civilian employee of the assisting force,
 - (b) is designated under section 38 by the chief officer of the assisting police force, and
 - (c) is permitted, under relevant police collaboration provision, to discharge powers and duties specified in that provision for the purposes of the assisted force.
- (14) A power or duty may be conferred or imposed on that person by the collaboration designation only if that person is permitted, under the relevant police collaboration provision, to discharge that power or duty for the purposes of the assisted force. That person shall not be authorised or required by virtue of the collaboration designation to engage in any conduct otherwise than in the course of discharging a power or duty conferred or imposed on that person by the collaboration designation.
- (15) The collaboration designation of a person must be in accordance with the relevant police collaboration provision.
- (15) The collaboration designation must specify the restrictions and conditions to which that person is subject in the discharge of powers and duties conferred or imposed by the collaboration designation. Those restrictions and conditions must include the restrictions and conditions specified in the relevant police collaboration provision.

- (16) References in this Article to the discharge of functions by civilian employees of the assisting force for the purposes of the assisted force include references to –
- (a) the joint discharge of functions by the civilian employees and members of the assisted police force,
 - (b) the discharge of functions by civilian employees in the assisted force's area, and
 - (c) the provision of the civilian employees to the assisted force.
- (17) A collaboration agreement may be varied or determined by a subsequent agreement.
- (18) If it appears to the Secretary of State that any police functions can more efficiently or effectively be discharged by two or more police forces acting jointly, or that any premises, equipment or other materials or facilities can with advantage be provided jointly for two or more police forces, they may, after considering any representations made by the parties concerned, direct those parties to enter into a collaboration agreement under those provisions as may be specified in the direction.

4.11.2 Emergency services collaboration agreements

- (1) A collaboration agreement may be made by one or more persons as outlined below -
- (a) an ambulance trust in England,
 - (b) a fire and rescue body in England, and
 - (c) a police body in England.
- (2) A collaboration agreement is an agreement in writing that sets out how the parties to the agreement will work together in discharging their functions.
- (3) This does not prevent a person other than a person listed above from being a party to a collaboration agreement.
- (4) The provisions above are subject to specific restrictions set out in the Policing and Crime Act 2017.
- (5) If the PFCC is of the view that a proposed collaboration would be in the interests of its efficiency or effectiveness and / or the efficiency or effectiveness of the Essex Police force (if it were to give effect to the proposed collaboration, or to give it effect so far as it relates to the PFCC) and at least one other party is of that view, each such party must give effect to the proposed collaboration, or give effect to it so far as it relates to that party, by entering into a collaboration agreement.
- (6) The Chief Constable for Essex may not enter into a collaboration agreement unless the PFCC also enters into the agreement.

- (7) The PFCC must consult the Chief Constable for Essex before entering into a collaboration agreement (unless the Chief Constable for Essex is party to the agreement).
- (8) A collaboration agreement may, in particular, make provision about the use, for the purposes of the agreement, of a power of a party to the agreement to —
 - (a) make arrangements for the exercise of the party's functions by another person, or
 - (b) exercise functions jointly with another person.
- (9) A collaboration agreement may include provision for payments to be made by the parties to the agreement for the purposes of facilitating that agreement.
- (10) A party to a collaboration agreement may do anything that is necessary or expedient for the purposes of facilitating the agreement, subject to any restriction imposed on a party by, or by virtue of, an enactment or rule of law.
- (11) A collaboration agreement may not include provision for the delegation of a function where that function may not otherwise be delegated.
- (12) The delegation of a function pursuant to a collaboration agreement does not affect the responsibility of any party to the agreement for the exercise of its functions.
- (13) A collaboration agreement must make provision for a party to withdraw from the agreement where in the view of that party the agreement is no longer in the interests of its efficiency or effectiveness.
- (14) A collaboration agreement may be—
 - (a) varied with the agreement of all of the parties to the agreement, or
 - (b) replaced by a subsequent collaboration agreement.

4.11.3 Duty of the PFCC to keep collaboration agreements under review

- (1) The PFCC must keep under consideration the ways in which the collaboration functions could be exercised by the PFCC and by one or more other persons to improve -
 - (a) the efficiency or effectiveness of the PFCC and / or the Essex Police force, or
 - (b) the efficiency or effectiveness of one or more other PCCs / PFCCs and police forces.
- (2) If the PFCC considers that there is a particular way in which the collaboration functions could be so exercised by the PFCC and by one or more other particular persons ("the proposed collaboration"), the PFCC must notify those other persons (the "proposed partners") of the proposed collaboration.

- (3) The PFCC, and the proposed partners notified under subsection 4.11.3(2) (the “notified proposed partners”) must consider whether to exercise the collaboration functions to give effect to the proposed collaboration.
- (4) In considering whether to so exercise the collaboration functions, the PFCC and the notified proposed partners must consider whether the proposed collaboration would be in the interests of the efficiency or effectiveness of one or more PCCs / PFCCs or police forces.
- (5) If all, or two or more, of the PFCC and the notified proposed partners (the “agreeing parties”) are of the view that the proposed collaboration would be in the interests of the efficiency or effectiveness of one or more PCCs / PFCCs or police forces (if the agreeing parties were to exercise the collaboration functions to give effect to the proposed collaboration, or to give effect to it so far as it relates to them), the agreeing parties must exercise the collaboration functions to give effect to the proposed collaboration, or to give effect to it so far as it relates to them.
- (6) In this Article “collaboration functions” means functions of PCCs / PFCCs or chief officers of police under any of sections 22A to 23I of the Police Act 1996.

4.12 Financial Regulations and Contract Standing Orders

- (1) The management of the PFCC’s financial affairs will be conducted in accordance with Financial Regulations and Contract Standing Orders in Schedule 13 to the Constitution.
- (2) Every contract made by the PFCC will comply with the Financial Regulations and Contract Standing Orders.

4.13 Preventing fraud and corruption

- (1) The PFCC is firmly committed to dealing with fraud and corruption and will deal equally with both internal and external perpetrators. The PFCC’s Anti-Fraud & Bribery Policy is set out in Schedule 14 to this Constitution.
- (2) The Head of Finance is responsible for the development and maintenance of the Anti-Fraud & Bribery Policy.

Article 5 – Conduct

5.1 The Nolan and Policing Principles

- (1) The Policing Protocol Order 2011 (Schedule 6) requires the PFCC to abide by the seven principles set out in Standards in Public Life: First Report of the Committee on Standards in Public Life (known as “The Nolan Principles”) -

Selflessness - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership - Holders of public office should promote and support these principles by leadership and example.

- (2) Essex Police and the Police, Fire and Crime Commissioner for Essex have also adopted the two further policing principles of **fairness** and **respect**.
- (3) In any consideration of the PFCC or DPFCC's conduct, these principles will be taken into account by relevant bodies including the Independent Office for Police Conduct (IOPC) and the Police, Fire and Crime Panel.

5.2 Code of Conduct

- (1) The Commissioner will approve and publish a Code of Conduct (attached at Schedule 7 to this Constitution). This Code of Conduct sets out the professional and ethical standards expected of the PFCC, Deputy PFCC and all employees of the Commissioner.
- (2) The Commissioner and their Deputy (if appointed) will, within 28 days of taking office, enter in the Register of Disclosable Interests maintained by the Monitoring Officer every disclosable interest as set out in the Register, and will keep this up to date throughout their term of office.
- (3) The register of interests and gifts and hospitality shall be published on the Commissioner's website.

5.3 Conflicts of interest

- (1) The PFCC, in any case where the interests of exercising the functions of their office may conflict with any disclosable or other interest which has become known to him / her, shall as soon as possible declare such conflict as is required in accordance with the paragraph 3 of the Elected Local Policing Bodies (Specified Information) Order 2011 (see Schedule 1 to this Constitution).

- (2) The PFCC shall determine whether the conflict of interest is so substantial that the function should not be exercised personally but should be delegated or dealt with in some other manner to ensure the conflict of interest does not arise.

5.4 Complaints and conduct matters which relate to the PFCC or Deputy PFCC

- (1) Complaints and conduct matters relating to the PFCC / Deputy PFCC will usually be considered -
- (a) By the Independent Office for Police Conduct (IOPC), or
 - (b) By a police force, in an investigation that is under the direction of the Independent Office for Police Conduct, or
 - (c) By the Police, Fire and Crime Panel.
- (2) A “serious complaint”, which means a complaint made about conduct which constitutes or involves, or appears to constitute or involve, the commission of a criminal offence, will usually be investigated by the Independent Office for Police Conduct or independent police force, though regulations may make provision about the receipt or initial handling of serious complaints or conduct matters otherwise than by the IOPC or a police force.
- (3) Regulations may make provision about –
- (a) circumstances in which serious complaints or conduct matters are not to be investigated; and
 - (b) circumstances in which investigations of serious complaints or conduct matters are to be discontinued;
- including provision about the determination of such matters (whether by the IOPC, a police force or otherwise).
- (4) Other complaints, which are not, or cease to be, investigated by the IOPC or a police force, will usually be investigated by the Police, Fire and Crime Panel which will conduct an informal resolution of complaints in accordance with the requirements of the Elected Local Policing Body (Complaints and Misconduct) Regulations 2012 (attached at Schedule 8). However, regulations may make provision about the receipt or initial handling of qualifying complaints other than by the Police, Fire and Crime Panel.
- (5) Regulations may also confer functions on –
- (a) the Independent Office for Police Conduct,
 - (b) a police force,
 - (c) the Police, Fire and Crime Panel,
 - (d) the Secretary of State, or
 - (e) any other person
- including functions involving the exercise of a discretion.
- (6) Regulations may not provide for the PFCC or Deputy PFCC –

- (a) to cease to hold office, or
- (b) to be required to cease to hold office.

5.5 Complaints against Police staff and the Chief Constable

- (1) In this Article, references to a complaint are references to any expression of dissatisfaction with the Essex Police force which is expressed (whether in writing or otherwise) by or on behalf of a member of the public. An expression of dissatisfaction is a complaint for the purposes of this Article –
 - (a) where it relates to the conduct of a person serving with the police, only if the person in question is –
 - (i) a person who claims to be the person in relation to whom the conduct took place;
 - (ii) a person not falling within (i) who claims to have been adversely affected by the conduct; or
 - (iii) a person who claims to have witnessed the conduct;
 - (b) in any other case, only if the person in question has been adversely affected by the matter about which dissatisfaction is expressed.
- (2) In this Article, “conduct matter” means any matter which is not and has not been the subject of a complaint but in the case of which there is an indication that a person serving with the police may have committed a criminal offence or behaved in a manner which would justify the bringing of disciplinary proceedings. “Conduct” includes acts, omissions, statements and decisions (whether actual, alleged or inferred).
- (3) In this Article, “death or serious injury matter” (“DSI matter”) means any circumstances (other than those which are or have been the subject of a complaint or which amount to a conduct matter) in which or in consequence of which a person has died or sustained serious injury and –
 - (a) at the time of the death or serious injury, the person –
 - (i) had been arrested by a person serving with the police and had not been released from that arrest; or
 - (ii) was otherwise detained in the custody of a person serving with the police; or
 - (b) at or before the time of the DSI the person had contact (of whatever kind, and whether direct or indirect) with a person serving with the police who was acting in the execution of his duties, and there is an indication that the contact may have caused (whether directly or indirectly) or contributed to the DSI.
- (4) In this Article, “serious injury” means a fracture, a deep cut, a deep laceration or an injury causing damage to an internal organ or the impairment of any bodily function.

- (5) In this Article, “the appropriate authority” in relation to a person serving with the police or in relation to any complaint, conduct matter or investigation relating to the conduct of such a person, or in relation to a DSI matter, means –
- (i) if that person is the Chief Constable or an acting Chief Constable, the PFCC;
 - (ii) if that person is not the Chief Constable or an acting Chief Constable, the Chief Constable under whose direction and control they are;
 - (iii) in relation to any other complaint, means the Chief Constable.
- (6) For the purposes of this Article, “acting Chief Constable” means a person exercising or performing functions of the Chief Constable in accordance with section 41 of the Police Reform and Social Responsibility Act 2011.
- (7) Complaints, for the purposes of this Article, do not include any where the person in question claims to have been adversely affected as a consequence only of having seen or heard the conduct, or any of the alleged effects of the conduct, unless –
- (a) it was only because the person in question was physically present, or sufficiently nearby, when the conduct took place or the effects occurred that they were able to see or hear the conduct or its effects; or
 - (b) the adverse effect is attributable to, or was aggravated by, the fact that the person in relation to whom the conduct took place was already known to the person claiming to have suffered the adverse effect.
- (8) “The person in question” means the person expressing dissatisfaction or the person on whose behalf dissatisfaction is being expressed.
- (9) For the purposes of this Article, a person is adversely affected if they suffer any form of loss or damage, distress or inconvenience, if they are put in danger or if they are otherwise unduly put at risk of being adversely affected.
- (10) For the purposes of this Article, a person shall be taken to have witnessed conduct if, and only if –
- (a) they acquired their knowledge of that conduct in a manner which would make him / her a competent witness capable of giving admissible evidence of that conduct in criminal proceedings; or
 - (b) they have in their possession or under their control anything which would in such proceedings constitute admissible evidence of that conduct.
- (11) For the purposes of this Article, a person is not to be taken to have authorised another person to make a complaint on their behalf unless –

- (a) that person is for the time being designated by the Independent Office for Police Conduct (IOPC) as a person through whom complaints may be made, or
 - (b) the other person has been given, and is able to produce, the written consent to their so acting of the person on whose behalf they act.
- (12) A person has an interest in being kept properly informed about the handling of a complaint, recordable conduct matter or DSI matter if –
- (a) they are a relative of a person whose death is the alleged result from the conduct complained of or to which the recordable conduct matter or the DSI matter relates;
 - (b) they are a relative of a person whose serious injury is the alleged result from that conduct or DSI matter and that person is incapable of making a complaint;
 - (c) he himself / she herself has suffered serious injury as the alleged result of that conduct or DSI matter; or
 - (d) the IOPC and the appropriate authority consider that they have an interest in the handling of the complaint, recordable conduct matter or DSI matter which is sufficient to make it appropriate for information to be passed to him / her in accordance with this Article

and that person has indicated that they consent to the provision of information to him / her in accordance with this Article and that consent has not been withdrawn.

- (13) Where a complaint is made about the conduct of the Chief Constable, the PFCC shall ensure that all such steps as are appropriate are taken, both initially and thereafter, for obtaining and preserving evidence relating to the conduct complained of.
- (14) The PFCC will comply with all directions given by the Independent Office for Police Conduct (IOPC) in relation to the performance of their duties relating to the complaint.

5.5.1 Initial handling and recording of complaints

- (1) Where a complaint is made to the PFCC, they shall determine whether or not they are the appropriate authority and, if it determines that they are not, give notification of the complaint to the person who is.
- (2) Where the PFCC determines, in the case of any complaint made to the PFCC, that they are the appropriate authority or a complaint is notified to the PFCC as the appropriate authority, they shall contact the complainant and seek the complainant's views on how the complaint should be handled.
- (3) The PFCC must record the complaint if at any time the complainant indicates a wish for the complaint to be recorded, or the PFCC determines that the complaint is to be handled in accordance with this Article.

- (4) The PFCC must determine that a complaint is to be handled in accordance with this Article if -
 - (a) the complaint is one alleging that the conduct or other matter complained of has resulted in death or serious injury,
 - (b) the complaint is one alleging that there has been conduct which (if proved) might constitute the commission of a criminal offence or justify the bringing of disciplinary proceedings,
 - (c) the conduct or other matter complained of (if proved) might have involved the infringement of a person's rights under Article 2 or 3 of the Commission on Human Rights, or
 - (d) the complaint is of a description specified in regulations made by the Secretary of State.
- (5) Nothing in this Article shall require the taking of any action in relation to a complaint if the complaint has been withdrawn.

5.5.2 Reference of complaints to the IOPC

- (1) It shall be the duty of the PFCC to refer a complaint to the IOPC if -
 - (a) the complaint is alleging that the conduct complained of has resulted in death or serious injury;
 - (b) the complaint is of a description specified in regulations made by the Secretary of State; or
 - (c) the IOPC notifies the PFCC that it requires the complaint in question to be referred to the IOPC for its consideration.
- (2) Where there is an obligation to refer a complaint to the IOPC, it must be so referred within such period as may be provided for in regulations made by the Secretary of State.
- (3) In a case where there is no obligation to make a reference, the PFCC may refer a complaint to the IOPC if they consider that it would be appropriate to do so by reason of the gravity of the subject matter of the complaint; or any exceptional circumstances.
- (4) The power of the PFCC to refer a complaint to the IOPC shall be exercisable at any time, irrespective of whether the complaint is already being investigated by any person or has already been considered by the IOPC. The power to refer a complaint to the IOPC is also exercisable after a complaint has been handled in accordance with this Article if a recommendation on a review is made.
- (5) Where the PFCC refers a complaint to the IOPC, they shall give notification of making the reference to the complainant and, except in a case where it appears to the PFCC that to do so might prejudice an investigation of the complaint (whether an existing investigation or possible future one), the person complained against.
- (6) The PFCC must record any complaint that is referred to the IOPC under these provisions that has not already been recorded.

- (7) It shall be the duty of the IOPC in the case of every complaint referred to it by the PFCC to determine whether it is necessary for the complaint to be investigated. Where the IOPC determines that it is not necessary for the complaint to be investigated –
- (a) in a case where the complaint is already being investigated by the PFCC on its own behalf (and notwithstanding the IOPC's determination), the IOPC must refer the complaint back to the PFCC for the investigation to be completed, and
 - (b) in any other case, the IOPC may, if it thinks fit, refer the complaint to the PFCC to be dealt with by the PFCC as the appropriate authority.

5.5.3 Handling of complaints by the PFCC as the appropriate authority

- (1) Where they are the appropriate authority, the PFCC must handle the complaint in such reasonable and proportionate manner as the PFCC determines. The PFCC may (amongst other things) –
- (a) make arrangements for the complaint to be investigated by the PFCC on their own behalf, or
 - (b) notify the complainant that no further action is to be taken in relation to the complaint.
- (2) The PFCC must make arrangements for the complaint to be investigated by the PFCC on their own behalf if at any time it appears to the PFCC from the complaint, or from the PFCC's handling of the complaint to that point, that there is an indication that –
- (a) a person serving with the police may have committed a criminal offence or behaved in a manner that would justify the bringing of disciplinary proceedings, or
 - (b) there may have been the infringement of a person's rights under Article 2 or 3 of the Convention on Human Rights.
- (3) In any case where there is an investigation of a complaint, recordable conduct matter or DSI matter by the PFCC, either on their own behalf or under the direction of the IOPC, it shall be the duty of the PFCC to provide the complainant with all such information as will keep him / her properly informed, while the investigation is being carried out and subsequently, of all matters relating to –
- (a) the progress of the handling of the complaint, recordable conduct matter or DSI matter;
 - (b) the outcome of the handling of the complaint, recordable conduct matter or DSI matter;
 - (c) any learning identified as a result of a complaint, including details of how and when any improvements will be implemented;
 - (d) any right to apply for a review conferred on the complainant; and
 - (e) other such matters as may be specified in regulations made by the Secretary of State.

5.5.4 Reviews relating to complaints dealt with other than by investigation

- (1) Where a complaint is handled by the PFCC as the appropriate authority otherwise than by the PFCC making arrangements for the complaint to be investigated on their own behalf, the complainant has the right to apply to the IOPC as the relevant review body for a review of the outcome of the complaint.
- (2) Where the IOPC finds that the outcome is not reasonable and proportionate, the IOPC may determine that it is necessary for the complaint to be investigated and make a recommendation as such.

5.5.5 Conduct matters arising in civil proceedings

- (1) Where the PFCC has received notification that civil proceedings relating to any matter have been brought by a member of the public against the PFCC or Chief Constable, or it otherwise appears to the PFCC that such proceedings are likely to be brought, and it appears to the PFCC (whether at the time of the notification or at any time subsequently) that those proceedings involve or would involve a conduct matter, the PFCC –
 - (a) shall consider whether they are the appropriate authority in relation to the conduct matter in question; and
 - (b) if they are not, shall notify the person who is the appropriate authority about the proceedings, or the proposal to bring them, and about the circumstances that make it appear as such.
- (2) Where the PFCC determines that they are the appropriate authority in relation to any conduct matter, they shall determine whether the matter is one which they are required to refer to the IOPC or is one which it would be appropriate to refer. In a case where the PFCC determines that the matter is one which they are required to refer to the IOPC, or is one which it would be appropriate to refer, they shall record the matter.
- (3) Nothing in this Article shall require the PFCC to record any matter if they are satisfied that the matter has been, or is already being, dealt with by means of criminal or disciplinary proceedings against the person to whose conduct the matter relates.

5.5.6 Recording of conduct matters etc in other cases

- (1) Where a conduct matter comes (otherwise than as referenced in the section above) to the attention of the PFCC as the appropriate authority in relation to that matter, and it appears to the PFCC that the conduct involved –
 - (a) appears to have resulted in the death of any person or in serious injury to any person;
 - (b) has adversely affected a member of the public; or
 - (c) is of a description specified in regulations made by the Secretary of State;

the PFCC must determine whether the matter is one which they are required to refer to the IOPC or is one which it would be appropriate to refer.

- (2) In a case where the PFCC determines that the matter is one which they are required to refer to the IOPC, or is one which it would be appropriate to refer, they shall record the matter.
- (3) Nothing in this Article shall require the PFCC to record any conduct matter if they are satisfied that the matter has been, or is already being, dealt with by means of criminal or disciplinary proceedings against the person to whose conduct the matter relates.

5.5.7 Reference of conduct matters to the IOPC

- (1) It shall be the duty of the PFCC to refer a recordable conduct matter to the IOPC if, in a case in which the PFCC is the appropriate authority –
 - (a) that matter relates to any incident or circumstances in or in consequence of which any person has died or suffered serious injury;
 - (b) that matter is of a description specified in regulations made by the Secretary of State; or
 - (c) the IOPC notifies the PFCC that it requires that matter to be referred to the IOPC for its consideration.
- (2) In any case where there is no obligation to make a reference, the PFCC may refer a recordable conduct matter to the IOPC if the PFCC considers that it would be appropriate to do so by reason of the gravity of the matter; or any exceptional circumstances.
- (3) In any case in which a reference is neither made nor required to be made, the PFCC may refer any recordable conduct matter to the IOPC if –
 - (a) it is one in relation to which the Chief Constable of Essex is the appropriate authority; and
 - (b) the PFCC considers that it would be appropriate to do so by reason of the gravity of the matter; or any exceptional circumstances.
- (4) Where there is an obligation to refer any matter to the IOPC, it must be referred within such period as may be provided for by regulations made by the Secretary of State.
- (5) The power of the IOPC to require a matter to be referred to it, and the power of the PFCC to refer any matter to the IOPC shall be exercisable at any time irrespective of whether the matter is already being investigated by any person or has already been considered by the IOPC.
- (6) Where the PFCC refers a matter to the IOPC and the PFCC does not consider that to do so might prejudice an investigation of that matter (whether an existing investigation or a possible future one) the PFCC shall give a notification of the making of the reference to the person to whose conduct that matter relates.
- (7) It shall be the duty of the IOPC, in the case of every recordable conduct matter referred to it by the PFCC, to determine whether or not it is

necessary for the matter to be investigated. Where the IOPC determines that it is not necessary for a recordable conduct matter to be investigated –

- (a) in a case where the recordable conduct matter is already being investigated by the PFCC on their own behalf (and notwithstanding the IOPC's determination), the IOPC must refer the matter back to the PFCC for the investigation to be completed, and
- (b) in any other case, the IOPC may, if it thinks fit, refer the matter back to the PFCC to be dealt with by the PFCC in such manner (if any) as it may determine.

5.5.8 Duty to preserve evidence relating to conduct matters

- (1) Where a recordable conduct matter that relates to the Chief Constable comes to the attention on the PFCC, it shall be the duty of the PFCC to ensure that all such steps as appropriate are taken, both initially and thereafter, for obtaining and preserving evidence relating to that matter. It shall be the duty of the PFCC to comply with all such directions as may be given to them by the IOPC in relation to the performance of this duty.

5.5.9 Death and serious injury (DSI) matters

- (1) Where a DSI matter comes to the attention of the PFCC or the Chief Constable who is the appropriate authority in relation to that matter, it shall be the duty of the appropriate authority to record that matter.
- (2) Where a DSI matter comes to the attention of the PFCC and the relevant officer in relation to that matter is the Chief Constable of Essex, it shall be the duty of the PFCC to ensure that all such steps as are appropriate are taken, both initially and thereafter, for obtaining and preserving best evidence relating to that matter. It shall be the duty of the PFCC to comply with all such direction as may be given to them by the IOPC in relation to the performance of that duty.
- (3) "The relevant officer", in relation to a DSI matter, means the person serving with the police –
 - (a) who arrested the person who has died or suffered serious injury;
 - (b) in whose custody the person was at the time of the death or serious injury; or
 - (c) with whom that person had the contact in question.

Where there is more than one such person, it means the one who dealt with him / her last before the DSI occurred. Where it cannot be determined which of the two or more persons serving with the police dealt with a person last before a DSI occurred, the relevant officer is the most senior of them.

- (3) It shall be the duty of the appropriate authority to refer a DSI matter to the IOPC, within such period as may be provided for by regulations made by the Secretary of State.

- (4) It shall be the duty of the IOPC, in the case of every DSI matter referred to it by the PFCC, to determine whether or not it is necessary for the matter to be investigated. Where the IOPC determines that it is not necessary for a DSI matter to be investigated -
 - (a) in a case where the DSI matter is already being investigated by the PFCC on their own behalf (and notwithstanding the IOPC's determination), the IOPC must refer the matter back to the PFCC for the investigation to be completed, and
 - (b) in any other case, the IOPC may, if it thinks fit, refer the matter back to the PFCC to be dealt with by the PFCC in such manner (if any) as it may determine.

5.5.10 Procedure where a conduct matter is revealed during investigation of a DSI matter

- (1) If, during the course of an investigation into a DSI matter, it appears to a person investigating on behalf of or under the direction of the IOPC that there is an indication that the person whose conduct is in question may have committed a criminal offence or behaved in manner which would justify the bringing of disciplinary proceedings, he shall make a submission to that effect to the IOPC.
- (2) If, after considering such a submission, the IOPC determines that there is such an indication, it shall notify the appropriate authority and send it a copy of the submission.
- (3) If, during the course of an investigation into a DSI matter, it appears to a person investigating on behalf of the appropriate authority that there is an indication that the person whose conduct is in question may have committed a criminal offence or behaved in manner which would justify the bringing of disciplinary proceedings, he shall make a submission to that effect to the appropriate authority.
- (4) If, after considering such a submission, the appropriate authority determines that there is such an indication, it shall notify the IOPC of its determination and send it a copy of the submission.
- (5) Where the PFCC is notified of such a determination by the IOPC or makes such a determination, they shall record the matter as a conduct matter, and the person investigating the DSI matter shall (subject to any determination made by the IOPC) continue the investigation as if appointed or designated to investigate the conduct matter.
- (6) Where the IOPC determines that there is no indication in the report that a person serving with the police may have committed a criminal offence or behaved in a manner which would justify the bringing of disciplinary proceedings, the IOPC may notify the appropriate authority that it must determine whether or not the performance of a person serving with the police is unsatisfactory, and what action (if any) the appropriate authority will take in respect of any such person's performance. On receipt of such

a notification the appropriate authority shall make those determinations and submit a memorandum to the IOPC setting out the determinations the appropriate authority has made.

- (7) On receipt of such a memorandum, the IOPC shall -
 - (a) consider the memorandum and whether the appropriate authority has made the determinations that the IOPC considers appropriate;
 - (b) determine whether or not to make any recommendations;
 - (c) make such recommendations (if any) as it thinks fit.

5.5.11 Powers of the IOPC to determine the form of an investigation

- (1) Where a complaint, recordable conduct matter or DSI matter is referred to the IOPC and the IOPC determines that it is necessary for the complaint or matter to be investigated, it shall be the duty of the IOPC to determine the form which the investigation should take.
- (2) The only forms which the investigation may take are -
 - (a) an investigation by the appropriate authority on its own behalf;
 - (b) an investigation by the appropriate authority under the direction of the IOPC;
 - (c) an investigation by the IOPC.
- (3) Where the IOPC determines that an investigation is to take the form of an investigation by the appropriate authority under the direction of the IOPC, the IOPC must keep under review whether that form of investigation continues to be the most appropriate form of investigation. If, on such a review, the IOPC determines that it would be more appropriate for the investigation to take the form of an investigation by the IOPC or an investigation by the appropriate authority on its own behalf, the IOPC may make a further determination (to replace the earlier one) that the investigation is instead to take that form.
- (4) The IOPC may at any time make a further determination to replace an earlier one. In such cases, the IOPC may give the appropriate authority and any person previously appointed to carry out the investigation such directions as it considers appropriate for the purpose of giving effect to the new determination. It shall be the duty of a person to whom such direction is given to comply with it.

5.5.12 Investigations by the PFCC on their own behalf

- (1) Where the PFCC is required to make arrangements for a complaint, recordable conduct matter or DSI matter to be investigated as the appropriate authority on their own behalf, the PFCC will appoint a person serving with the police (whether under the direction and control of the Chief Constable of Essex or of the Chief Constable of another force) or a National Crime Agency officer to investigate the complaint or matter.

- (2) In the case of an investigation into the conduct of the Chief Constable, the person appointed to investigate any complaint, conduct matter or DSI matter must not be a person under the Chief Constable's direction and control.

5.5.13 Investigations directed by the IOPC

- (1) Where the IOPC has determined that it should direct the investigation by the PFCC of any complaint, recordable conduct matter or DSI matter, on being given notice of the determination, the PFCC shall, if it has not already done so, appoint a person serving with the police (whether under the direction and control of the Chief Constable of Essex or of the Chief Constable of another force) or a National Crime Agency officer to investigate the complaint or matter.
- (2) The IOPC may require that no appointment is made under (1) above unless it has given notice to the PFCC that it approves the person whom the PFCC proposes to appoint.
- (3) Where at any time the IOPC is not satisfied with the person investigating, the IOPC may require the PFCC, as soon as reasonably practicable after being required to do so, to select another person to investigate the complaint or matter and to notify the IOPC of the person selected.
- (4) Where a selection made in pursuance of (3) above has been notified to the IOPC, the PFCC shall appoint that person to investigate the complaint or matter if, but only if, the IOPC notifies the PFCC that it approves the appointment of that person. If the IOPC notifies the PFCC that it does not approve the appointment of that person, the PFCC must make another selection.
- (5) In the case of an investigation into the conduct of the Chief Constable, the person appointed to investigate any complaint, conduct matter or DSI matter must not be a person under the Chief Constable's direction and control. A person may not be appointed to carry out an investigation by the appropriate authority unless the person has an appropriate level of knowledge, skills and experience to plan and manage the investigation, or if the person's involvement could reasonably give rise to a concern as to whether the person could act impartially.
- (6) The person appointed to investigate the complaint or matter shall, in relation to that investigation, be under the direction and control of the IOPC, and shall keep the IOPC informed of progress of the investigation.

5.5.14 Investigations by the IOPC

- (1) It shall be the duty of the PFCC at such times, in such circumstances and in accordance with such other requirements as may be set out in regulations made by the Secretary of State, to –
 - (a) provide the IOPC and every member of the IOPC's staff with all such assistance as the IOPC or that member of staff may reasonably

require for the purposes of, or in connection with the carrying out of any investigation or review by the IOPC under this Article,

- (b) ensure that a person appointed to carry out an investigation is given all such assistance and co-operation in the carrying out of that investigation as the person may reasonably require,
- (c) provide the IOPC with all such information and documents as may be specified or described in regulations or in a notification given by the IOPC to the PFCC, and
- (d) produce or deliver up to the IOPC all such evidence and other things specified or described

as appear to the IOPC to be required by it for the purposes of carrying out any of its functions, in such manner and within such period as may be specified in the notification imposing the requirement or in any subsequent notification given by the IOPC to the PFCC for the purposes of this Article.

(2) For the purposes of this Article –

- (a) “document” means anything in which information of any description is recorded;
- (b) “information” includes estimates and projections and statistical analyses.

5.5.15 The IOPC’s power to investigate concerns raised by whistle-blowers

- (1) The IOPC may investigate any concern raised by a whistle-blower of which it becomes aware, but only if the whistle-blower informs the IOPC, before the beginning of the investigation, that he or she consents to an investigation taking place.
- (2) For the purposes of this Article, a person is a “whistle-blower” if –
 - (a) the person is, or was at any time, under the direction and control of the Chief Constable,
 - (b) the person raises a concern that is about Essex Police or a person serving with Essex Police,
 - (c) the matter to which the concern relates is not –
 - (i) about the conditions of service of persons serving with the police, or
 - (ii) a matter that is, or could be, the subject of a complaint by the person, and
 - (d) at the time the IOPC first becomes aware of the concern, the matter to which it relates is not under investigation by or under the direction of the IOPC.

- (3) If the IOPC decides not to carry out an investigation, the IOPC must inform the whistle-blower of its decision.
- (4) In such a case, the IOPC may, with the consent of the whistle-blower, disclose the nature of the concern to the appropriate authority and make recommendations in light of the concern.
- (5) Before deciding whether to carry out an investigation, the IOPC must consider whether the concern is about a conduct matter or a DSI matter. If the IOPC determines that the concern is about a conduct matter or DSI matter, it must not carry out an investigation, and it must notify the appropriate authority in relation to the person whose conduct is in question, or in relation to the DSI matter, of its determination.
- (6) Where the PFCC is notified of a conduct matter as the appropriate authority under (5) above, they must record the matter.

5.5.16 Procedure where a conduct matter is revealed during a whistle-blowing investigation

- (1) If, during the course, of an investigation into a concern raised by a whistle-blower, it appears to the person in charge that there is an indication that a person serving with the police (“the person whose conduct is in question”) may have committed a criminal offence or behaved in a manner which would justify the bringing of disciplinary proceedings, the person in charge must make a submission to that effect to the IOPC.
- (2) If, after considering the submission, the IOPC determines that there is such an indication, it must notify the appropriate authority in relation to the person whose conduct is in question of its determination, and send it a copy of the submission referenced in (1) above.
- (3) Where the PFCC is notified of such a determination as the appropriate authority in relation to the person whose conduct is in question, they must record the matter as a conduct matter.
- (4) Where a matter is recorded as a conduct matter under the provisions of (3) above, the person in charge of the investigation must (subject to any determination made by the IOPC) continue the investigation as if appointed or designated to investigate the conduct matter.
- (5) On receipt of a report into a whistle-blowing investigation, the IOPC may make a recommendation in relation to any matter dealt with in it.

5.5.17 Procedure where a DSI matter is revealed during a whistle-blowing investigation

- (1) If, during the course, of an investigation into a concern raised by a whistle-blower, it appears to the person in charge that the matter may be a DSI matter, the person in charge must make a submission to that effect to the IOPC.
- (2) If, after considering the submission, the IOPC determines that the matter is a DSI matter, it must notify the appropriate authority in relation to the DSI

matter of its determination, and send it a copy of the submission referenced in (1) above.

- (3) Where the PFCC is notified of such a determination as the appropriate authority in relation to the DSI matter, they must record the matter as a DSI matter.
- (4) Where a matter is recorded as a DSI matter under the provisions of (3) above, the person in charge of the investigation must (subject to any determination made by the IOPC) continue the investigation as if appointed or designated to investigate the DSI matter.
- (5) On receipt of a report into a whistle-blowing investigation, the IOPC may make a recommendation in relation to any matter dealt with in it.

5.5.18 Accelerated procedure in special cases

- (1) This section applies where, at any time before the completion of an investigation of a complaint or recordable conduct matter, either the person investigating believes or (in the case of investigations directed by the IOPC) the IOPC determines that the appropriate authority would, on consideration of the matter, be likely to consider that –
 - (a) there is sufficient evidence, in the form of written statements or other documents, to establish on the balance of probabilities that conduct to which the investigation relates constitutes gross misconduct; and
 - (b) it is in the public interest for the person whose conduct it is to cease to be a member of the Essex Police force, without delay.
- (2) Where these conditions apply, the person under investigation, the PFCC and the IOPC must proceed in accordance with regulations made by the Secretary of State.

5.5.19 Payment for assistance with investigations

- (1) Where assistance is required to be provided by one police force to another, the PCC / PFCC maintaining that police force shall pay the PCC / PFCC maintaining the assisting force such contribution (if any) towards the costs of the assistance -
 - (a) as may be agreed between them; or
 - (b) in the absence of an agreement, as may be determined in accordance with any arrangements which –
 - (i) have been agreed by PCCs / PFCCs generally; and
 - (ii) are for the time being in force with respect to the making of contributions towards the costs of assistance provided in connection with investigations by one police force to another; or
 - (c) in the absence of any such arrangements, as may be determined by the Secretary of State.

- (2) Where assistance is required to be provided by Essex Police to the IOPC as an assisting force, the IOPC shall pay the PFCC such contribution (if any) towards the costs of the assistance –
 - (a) as may be agreed between the IOPC and the PFCC; or
 - (b) are for the time being in force with respect to the making of contributions towards the costs of assistance provided in connection with investigations under this Article; or
 - (c) in the absence of any such arrangements, as may be determined by the Secretary of State.

5.5.20 Restrictions on proceedings pending the conclusion of an investigation

- (1) No criminal or disciplinary proceedings shall be brought in relation to any matter that is the subject of an investigation in accordance with this Article until the appropriate authority has certified the case as a special case, or a report on that investigation has been submitted to the IOPC or to the appropriate authority.

5.5.21 Action by the IOPC in response to an investigation report

- (1) On receipt of a report, the IOPC shall –
 - (a) if it appears that the appropriate authority has not already been sent a copy of the report, send a copy of the report to the appropriate authority; and
 - (b) determine whether the following conditions are satisfied in respect of the report –
 - (i) that the report indicates that a criminal offence may have been committed by a person to whose conduct the investigation related, and
 - (ii) the circumstances are such that, in the opinion of the IOPC, it is appropriate for the matters dealt with in the report to be considered by the Director of Public Prosecutions, or
 - (iii) any matters dealt with in the report fall within any prescribed category of matters.
- (2) If the IOPC determines that these conditions are satisfied, it shall –
 - (a) notify the Director of Public Prosecutions of the determination and send him / her a copy of the report, and
 - (b) notify the following of its determination, any action taken by it, and if criminal proceedings are brought against any person by the Director of Public Prosecutions in respect of any matters dealt with in the report copied to him / her –
 - (i) in the case of a complaint, the complainant and every person entitled to be kept properly informed in relation to the complaint; and

- (ii) in the case of a recordable conduct matter, every person entitled to be kept properly informed in relation to that matter.
- (3) On receipt of the report, the IOPC shall also –
 - (a) seek the views of the appropriate authority on -
 - (i) whether any person to whose conduct the investigation related has a case to answer in respect of misconduct or gross misconduct or has no case to answer, and
 - (ii) whether or not any such person's performance is unsatisfactory, and
 - (iii) the other matters (if any) dealt with in the report.
 - (b) having considered the views (if any) of the appropriate authority, make a determination as to -
 - (i) the matters described above, and
 - (ii) whether or not disciplinary proceedings should be brought against any person to whose conduct the investigation is related and, if so, what form the disciplinary proceedings should take,
 - (c) having considered the views (if any) of the appropriate authority, and if the IOPC considers it appropriate to do so, make a determination as to any other matter dealt with in the report,
 - (d) notify the appropriate authority of its determinations,
 - (e) where the IOPC determines that disciplinary proceedings of a form specified in the determination should be brought against a person, direct the appropriate authority to bring those proceedings, and
 - (f) direct the appropriate authority to determine what action (if any) the appropriate authority will in its discretion take (not being action involving the bringing of disciplinary proceedings) in respect of the other matters dealt with in the report and having regard to the IOPC's determinations.
- (4) The appropriate authority must comply with a direction given by the IOPC and must ensure that proceedings, once brought, are proceeded with to a proper conclusion.
- (5) The IOPC may at any time withdraw a direction and the appropriate authority will not be under any obligation in relation to it after the withdrawal of the direction.
- (6) The appropriate authority must keep the IOPC informed if any action it takes in response to a direction, and must notify the IOPC of any determination it makes in response.

5.5.22 The IOPC's power to require re-investigation

- (1) Where –

- (a) a report on an investigation or re-investigation of a complaint, recordable conduct matter or DSI matter carried out under the direction of the IOPC has been submitted to it, or
- (b) a report on an investigation or re-investigation of a complaint, recordable conduct matter or DSI matter carried out by a person designated by the IOPC has been submitted to it,

the IOPC may at any time determine that the complaint, recordable conduct matter or DSI matter is to be re-investigated if it is satisfied that there are compelling reasons for doing so.

- (2) Where the IOPC makes a determination that a complaint is to be re-investigated, it must determine that the re-investigation is to take the form of a re-investigation by the IOPC, unless the IOPC determines that it would be more appropriate for the re-investigation to take the form of an investigation by the appropriate authority under the direction of the IOPC, in which case the IOPC must determine that the re-investigation is to take that form.
- (3) Where the IOPC determines that a re-investigation is to take the form of an investigation by the IOPC and, at any time after that, the IOPC determines that it would be more appropriate for the re-investigation to take the form of an investigation by the appropriate authority under the direction of the IOPC, the IOPC may make a further determination (to replace the earlier one).
- (4) Where the IOPC determines that a reinvestigation is to take the form of an investigation by the appropriate authority under the direction of the IOPC, the IOPC must keep under review whether this continues to be the most appropriate form of re-investigation and make a further determination(s) as appropriate.
- (5) The IOPC shall notify any determination and its reasons for making the determination to –
 - (a) the appropriate authority,
 - (b) every person entitled to be kept properly informed in relation to the complaint, recordable conduct matter or DSI matter,
 - (c) where the determination is made in relation to a complaint, the complainant,
 - (d) the person to whose conduct the re-investigation will relate.

5.5.23 Action by the PFCC in response to an investigation report

- (1) On receipt of a report of an investigation submitted to the PFCC as the appropriate authority or a copy of a report on an investigation carried out under the supervision of the IOPC sent to the PFCC as the appropriate authority, the PFCC –
 - (a) shall determine whether the conditions set out below are satisfied in respect of the report;

- (b) if it determines that those conditions are satisfied, shall notify the Director of Public Prosecutions of the determination and send him / her a copy of the report; and
 - (c) shall notify the complainant and every person entitled of its determination and of any action by it in response.
- (2) The first condition is that the report indicates that a criminal offence may have been committed by a person to whose conduct the investigation related.
- (3) The second condition is that –
 - (a) the circumstances are such that, in the opinion of the PFCC, it is appropriate for the matters dealt with in the report to be considered by the Director of Public Prosecutions, or
 - (b) any matters dealt with in the report fall within any prescribed category of matters,
- (2) In the case of a report falling under (1) above which relates to a recordable conduct matter, the PFCC shall also notify the IOPC of their determination.
- (3) On receipt of such a notification that the PFCC as the appropriate authority has determined that the conditions in (1) above are not satisfied in respect of the report, the IOPC shall make its own determination as to whether these conditions are satisfied and, if it determines that they are satisfied, shall direct the PFCC to notify the Director of Public Prosecutions of the IOPC's determination and to send the Director a copy of the report. It shall be the duty of the PFCC to comply with any such directions given to them.
- (4) On receipt of the report, the PFCC shall also determine –
 - (a) whether any person to whose conduct the investigation related has a case to answer in respect of misconduct or gross misconduct or has no case to answer, and
 - (b) whether or not any such person's performance is unsatisfactory, and
 - (c) what action (if any) the PFCC is required, or will in their discretion, take in respect of the matters dealt with in the report.
- (5) In a case where the action to be taken consists of or includes the bringing of disciplinary proceedings, it shall be the duty of the PFCC to ensure that those proceedings, once brought, are proceeded with to a proper conclusion.

5.5.24 The relevant review body

- (1) Where a complaint has been subject to an investigation by the appropriate authority on its own behalf, the complainant has the right to apply to the relevant review body for a review of the outcome of the complaint.
- (2) The relevant review body in relation to a review is –
 - (a) the IOPC, in a case where the PFCC is the appropriate authority in relation to the relevant complaint, or
 - (b) the PFCC, where the Chief Constable is the appropriate authority in relation to the complaint.
- (3) Where an application for a review is made to the IOPC and the PFCC is the relevant review body in relation to the review, the IOPC must forward the application to the PFCC and notify the person who applied for the review that the PFCC is the relevant review body and the application has been forwarded.
- (4) Where an application for a review is made to the PFCC and the IOPC is the relevant review body in relation to the review, the PFCC must forward the application to the IOPC and notify the person who applied for the review that the IOPC is the relevant review body and the application has been forwarded.

5.5.25 Reviews with respect to an investigation

- (1) The relevant review body must notify the following of an application for a review:
 - (a) the appropriate authority,
 - (b) every person entitled to be kept properly informed in relation to the complaint, and
 - (c) the person complained against (if any).
- (2) Where the relevant review body so requires on the making of an application for a review, the appropriate authority must provide the relevant review body with a copy of the report of the investigation and such information concerning the appropriate authority's determinations as is described in a notification given by the relevant review body to the appropriate authority.
- (3) On a review applied for, the relevant review body must determine whether the outcome of a complaint is a reasonable and proportionate outcome. In making a determination, the relevant review body may review the findings of the investigation.
- (4) Where the IOPC is the relevant review body and the IOPC finds the outcome is not a reasonable and proportionate outcome, the IOPC may –
 - (a) make its own findings (in place of, or in addition to) findings of the investigation;
 - (b) direct that the complaint be re-investigated;

- (c) make a recommendation to the appropriate authority in respect of anyone serving with the police –
 - (i) that the person has a case to answer in respect of misconduct or gross misconduct or has no case to answer in relation to the person's conduct to which the investigation related;
 - (ii) that the person's performance is, or is not, unsatisfactory;
 - (iii) that disciplinary proceedings of the form specified in the recommendation are brought against the person in respect of the person's conduct, efficiency or effectiveness to which the investigation related;
 - (iv) that any disciplinary proceedings against the person are modified so as to deal with such aspects of that conduct, efficiency or effectiveness as may be so specified;
 - (d) where the person is no longer serving with the police, make a determination (in place of the determination of the appropriate authority) as to whether there may have been a breach of the Standards of Professional Behaviour that would have justified the bringing of disciplinary proceedings had the person not ceased to be a member of the police force and, if so, whether the breach is so serious that, had the person not ceased to be a member of the police force, it would have justified removal from office;
 - (e) make a recommendation with a view to remedying the dissatisfaction of a complainant, and
 - (f) notify the CPS that it considers that the report indicates that a criminal offence may have been committed by a person to whose conduct the investigation relates, and it considers it appropriate for the matters to be considered by the CPS (or they fall within a prescribed category), and provide it with a copy of the report.
- (5) Where the IOPC makes such a recommendation, the appropriate authority must notify the IOPC whether it accepts the recommendation and (if it does) set out in the notification the steps that it is proposing to take to give effect to it.
- (6) Where the PFCC is the relevant review body and the PFCC finds that the outcome is not a reasonable and proportionate outcome, the PFCC may –
- (a) make a recommendation to the appropriate authority that the complaint be re-investigated by the PFCC on their own behalf;
 - (b) where the complaint has not previously been referred to the IOPC, make a recommendation to the appropriate authority that it refers the complaint to the IOPC;
 - (c) make a recommendation to the appropriate authority in respect of anyone serving with the police –

- (i) that the person has a case to answer in respect of misconduct or gross misconduct or has no case to answer in relation to the person's conduct to which the investigation related;
 - (ii) that the person's performance is, or is not, unsatisfactory;
 - (iii) that disciplinary proceedings of the form specified in the recommendation are brought against the person in respect of the person's conduct, efficiency or effectiveness to which the investigation related;
 - (iv) that any disciplinary proceedings against the person are modified so as to deal with such aspects of that conduct, efficiency or effectiveness as may be so specified;
 - (v) as to whether there may have been a breach of the Standards of Professional Behaviour that would have justified the bringing of disciplinary proceedings had the person not ceased to be a member of the police force or a special constable and, if so, whether the breach is so serious that, had the person not ceased to be a member of the police force or a special constable, it would have justified dismissal.
 - (d) make a recommendation that the appropriate authority provides the CPS with a copy of the report and notifies it that the local policing body considers that the report indicates that a criminal offence may have been committed by a person to whose conduct the investigation related, and they consider it is appropriate for the matters to be considered by the CPS.
- (7) The relevant review body shall give notice of any determination –
- (a) to the appropriate authority;
 - (b) to the complainant;
 - (c) to every person entitled to be kept properly informed in relation to the complaint; and
 - (d) except in a case where it appears to the relevant review body that to do so might prejudice any re-investigation of the complaint, the person complained against.
- (8) The relevant review body shall give notice of the outcome of any review and of its reasons for the determinations and any directions given to the appropriate authority to –
- (a) the complainant;
 - (b) every person entitled to be kept properly informed in relation to the complaint; and
 - (c) except in a case where it appears to the relevant review body that to do so might prejudice any re-investigation of the complaint, the person complained against.

- (9) It shall be the duty of the appropriate authority to comply with any directions given to it.
- (10) In this section, references to the outcome of any complaint do not include the outcome of any criminal or disciplinary proceedings brought in relation to any matter which was the subject of the investigation.

5.5.26 Duties with respect to disciplinary proceedings etc

- (1) The IOPC may make a recommendation to the appropriate authority in respect of any person serving with the police –
 - (a) that the person has a case to answer in respect of misconduct or gross misconduct or has no case to answer in relation to the person's conduct to which the investigation related;
 - (b) that the person's performance is, or is not, unsatisfactory;
 - (c) that action of the form specified in the recommendation is taken in respect of the person's performance;
 - (d) that disciplinary proceedings of the form specified in the recommendation are brought against the person in respect of the person's conduct, efficiency or effectiveness to which the investigation related;
 - (e) that any disciplinary proceedings against the person are modified so as to deal with such aspects of that conduct, efficiency or effectiveness as may be so specified;

and it shall be the duty of the appropriate authority to notify the IOPC whether it accepts the recommendation and (if it does) to set out in the notification the steps that it is proposing to take to give effect to it.

- (2) If, after the IOPC has made a recommendation, the appropriate authority does not take steps to secure the full effect is given to the recommendation, the IOPC may direct the appropriate authority to take steps for that purpose, and it shall be the duty of the appropriate authority to comply with the direction.
- (3) The IOPC may at any time withdraw a direction given.

5.6 Duty to monitor all complaints

- (1) The PFCC is under a duty to monitor all complaints relating to the Essex Police force, its officers and staff.
- (2) The PFCC shall put in place and maintain arrangements for the fulfilment of this duty.

Article 6 – Functions of the Essex Police, Fire and Crime Panel

6.1 Functions of the Essex Police, Fire and Crime Panel

- (1) In accordance with Section 28 of the Police Reform and Social Responsibility Act 2011, there is a Police, Fire and Crime Panel for Essex.

- (2) The Police, Fire and Crime Panel is empowered to maintain a regular check and balance on the performance of the PFCC. It has –
 - (a) the power of veto, by a two-thirds majority of the total Panel membership, over the level of the PFCC's proposed precept;
 - (b) the power of veto, by a two-thirds majority of the total Panel membership, over the PFCC's proposed candidate for Chief Constable;
 - (c) the power to ask Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for a professional view when the PFCC intends to dismiss a Chief Constable;
 - (d) the power to require relevant reports and information in the PFCC's possession (except those which are operationally sensitive) to enable it to fulfil its statutory obligations;
 - (e) the power to require the PFCC to attend the Panel to answer questions;
 - (f) the power to appoint an acting PFCC where the incumbent PFCC is incapacitated, resigns or is disqualified, and
 - (g) responsibility for complaints about the PFCC, although serious complaints and conduct matters must be passed to the IOPC in line with legislation.
- (3) The functions of the Police, Fire and Crime Panel must be exercised with a view to supporting the effective exercise of the functions of the PFCC within the legal framework.
- (4) In relation to the Police and Crime Plan for Essex, the Police, Fire and Crime Panel must –
 - (a) review the draft police and crime plan, or draft variation, given to the panel by the PFCC, and
 - (b) make a report or recommendations on the draft plan or variation to the PFCC.
- (5) With regard to Annual Reports, the Police, Fire and Crime Panel must -
 - (a) arrange for a public meeting of the panel to be held as soon as practicable after the panel is sent an Annual Report;
 - (b) ask the PFCC, at that meeting, such questions about the Annual Report as members of the panel think appropriate;
 - (c) review the Annual Report, and
 - (d) make a report or recommendations on the Annual Report to the Commissioner.
- (6) The Police, Fire and Crime Panel must review or scrutinise decisions and actions taken by the PFCC and make reports or recommendations to the PFCC with respect to the discharge of the PFCC's functions.

- (7) The Police, Fire and Crime Panel must publish any reports or recommendations made to the PFCC. It is for the panel to determine the manner in which such reports or recommendations are to be published.
- (8) Other functions of the Police, Fire and Crime Panel are -
 - (a) Scrutiny of the appointment of a Deputy PFCC, the PFCC's Chief Executive and the PFCC's Head of Finance (see Article 8), and
 - (b) To deal with certain complaints against the PFCC or Deputy PFCC (see subsection 5.4).

6.2 Power to require attendance and information

- (1) The Police, Fire and Crime Panel may require the PFCC, and members of the PFCC's staff, to attend before the panel (at reasonable notice) to answer any question which appears to the panel to be necessary in order for it to carry out its functions.
- (2) Nothing in subsection 6.2(1) requires a member of the PFCC's staff to give any evidence, or produce any document, which discloses advice given to the PFCC by that person.
- (3) The Police, Fire and Crime Panel may require the PFCC to respond in writing (within a reasonable period determined by the panel) to any report or recommendation made by the panel to the PFCC.
- (4) The PFCC must comply with any requirement imposed by the Police, Fire and Crime Panel under subsections 6.2(1) or 6.2(3).
- (5) Members of staff of the PFCC must comply with any requirement imposed on them under Article 6.2(1).
- (6) If the Police, Fire and Crime Panel requires the PFCC to attend before the panel, the panel may (at reasonable notice) request the Chief Constable for Essex to attend before the panel on the same occasion to answer any question which appears to the panel to be necessary in order for it to carry out its functions.

6.3 Suspension of the Police, Fire and Crime Commissioner

- (1) The Police, Fire and Crime Panel may suspend the PFCC if -
 - (a) the commissioner has been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence, and
 - (b) the offence is one which carries a maximum term of imprisonment exceeding two years.
- (2) The suspension of the PFCC ceases to have effect upon the occurrence of the earliest of these events -
 - (a) the charge being dropped;
 - (b) the PFCC being acquitted of the offence;
 - (c) the PFCC being convicted of the offence but not being disqualified under Article 7 of this Constitution by virtue of the conviction;

- (d) the termination of the suspension by the Police, Fire and Crime Panel.
- (3) For the purposes of salary, pensions and allowances in respect of times during a period of suspension, the PFCC is to be treated as not holding that office during that suspension.
- (4) In this Article, references to an offence which carries a maximum term of imprisonment exceeding two years are references -
 - (a) to an offence which carries a maximum term in the case of a person who has attained the age of 18 years, or
 - (b) to an offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

Article 7 – Vacancy in the office of PFCC

7.1 Date of vacancy in the office of PFCC

- (1) A vacancy in the office of PFCC occurs
 - (a) in the case of a vacancy in consequence of the failure of, or other irregularity in relation to, an election, at the time specified by the Secretary of State in an order made under section 58 of the Police Reform and Social Responsibility Act 2011;
 - (b) in the case of resignation, on receipt of the notice of resignation by the appropriate officer;
 - (c) in the case of death, on the date of death;
 - (d) in any case within subsection 7.1(2), on the date on which the office of PFCC is declared to have been vacated by the High Court or by the appropriate officer (see subsection 7.12 for meaning of “appropriate officer”), as the case may be.
- (2) The cases referred to in Article 7.1(1)(d) are
 - (a) where the person elected as PFCC fails to make and deliver a declaration of acceptance of office in accordance with section 70 of the Police Reform and Social Responsibility Act 2011;
 - (b) where a vacancy arises under section 63 of the Act (incapacity of PFCC: acting PFCC acting for 6 months);
 - (c) where a person becomes disqualified –
 - (i) from being a PFCC, or
 - (ii) from being the PFCC for Essex.
- (3) The appropriate officer must give public notice of a vacancy in the office of PFCC for the Essex police area.
- (4) The appropriate officer must give notice of a vacancy in the office of PFCC to the police area returning officer.
- (5) Any notice of a vacancy must be given as soon as practicable after the date on which the vacancy occurs.

- (6) An election must be held to fill the vacancy.
- (7) If the vacancy occurs within the period of six months ending with the day of the poll at the next ordinary election –
 - (a) no election is to be held in respect of the vacancy, and
 - (b) accordingly, the office is to be left unfilled until that ordinary election.
- (8) In the circumstances described in subsection 7.1(7), the Police, Fire and Crime Panel will appoint an acting commissioner to act as the PFCC in the intervening period, according to the procedure set out in subsection 7.3.

7.2 Resignation of the PFCC

- (1) The PFCC may at any time resign office by giving notice to the appropriate officer.
- (2) Any such resignation takes effect on the appropriate officer's receipt of the notice.

7.3 Appointment of an acting commissioner

- (1) The Police, Fire and Crime Panel must appoint a person to act as the PFCC for Essex (the "acting commissioner") if -
 - (a) no person holds the office of PFCC for Essex,
 - (b) the PFCC for Essex is incapacitated, or
 - (c) the PFCC for Essex is suspended in accordance with subsection 6.3.
- (2) The Police, Fire and Crime Panel may appoint a person as acting commissioner only if the person is a member of the PFCC's staff at the time of the appointment.
- (3) In appointing a person as acting commissioner in a case where the PFCC is incapacitated, the Police, Fire and Crime Panel must have regard to any representations made by the commissioner in relation to the appointment.
- (4) All the functions of the PFCC are exercisable by an acting commissioner, apart from issuing or varying a police and crime plan under subsection 3.3.
- (5) Any property or rights vested in the PFCC may be dealt with by the acting commissioner as if vested in the acting commissioner.
- (6) The appointment of an acting commissioner ceases to have effect upon the occurrence of the earliest of these events –
 - (a) the election of a person as PFCC;
 - (b) the termination by the Police, Fire and Crime Panel, or by the acting commissioner, of the appointment of the acting commissioner;
 - (c) in a case where the acting commissioner is appointed because the PFCC is incapacitated, the commissioner ceasing to be incapacitated;
 - (d) in a case where the acting commissioner is appointed because the PFCC is suspended, the commissioner ceasing to be suspended.

- (7) In a case where –
 - (a) the acting commissioner is appointed because the PFCC is incapacitated or suspended, and
 - (b) a vacancy subsequently occurs in the office of PFCC,
 the occurrence of that vacancy does not affect the appointment of the acting commissioner (and accordingly subsection 7.3(6)(c) or (d) does not apply).
- (8) For the purposes of this Article –
 - (a) a PFCC is incapacitated if the commissioner is unable to exercise the functions of the commissioner, except where the commissioner is unable to exercise those functions only because the commissioner has yet to give a declaration of office under section 70 of the Police Reform and Social Responsibility Act 2011; and
 - (b) it is for the Police, Fire and Crime Panel for Essex to determine whether the PFCC for Essex is incapacitated.
- (9) Subject to subsection 7.3(4), a reference to any enactment to a PFCC includes a reference to an acting commissioner.

7.4 Vacancy where the acting commissioner acts for the maximum of six months

- (1) Subsection 7.3(2) applies where -
 - (a) an acting commissioner is appointed under subsection 7.3 to act for the PFCC for Essex because the PFCC is incapacitated, and
 - (b) the PFCC for Essex does not cease to be incapacitated during the period of six months beginning on the day on which the acting commissioner is appointed.
- (2) At the end of that six month period –
 - (a) the PFCC ceases to be the PFCC, and
 - (b) accordingly the office of PFCC for Essex becomes vacant.

7.5 Disqualification from election as PFCC

- (1) A person is disqualified from being elected to the office of PFCC for Essex at any election unless -
 - (a) the person has attained the age of 18 when nominated as a candidate at the election, and
 - (b) on each relevant day, the person is registered in the register of local government electors for an electoral area in respect of an address in the Essex police area.
- (2) In this Article, “relevant day”, in relation to a person who is a candidate at an election, means –
 - (a) the day on which the person is nominated as a candidate at the election, and

- (b) the day of the poll at the election.
- (3) A person is disqualified from being elected to the office of PFCC for Essex at an ordinary election if the person has been nominated as a candidate for election as a PCC / PFCC for any other police area at that election.
- (4) A person is disqualified from being elected to the office of PFCC for Essex at an election other than an ordinary election if -
 - (a) the person is the PCC / PFCC for any other police area, or
 - (b) the person has been nominated as a candidate for election as a PCC / PFCC for any other police area for which an election is held on the same day.

7.6 Disqualification from election or holding office as PFCC – police grounds

- (1) A person is disqualified from being elected as, or being, a PFCC if the person
 - (a) is disqualified from being a member of the House of Commons under section 1(1)(d) of the House of Commons Disqualification Act 1975 (members of police forces for police areas in the United Kingdom);
 - (b) is a member of:
 - (i) the British Transport Police Force;
 - (ii) the Civil Nuclear Constabulary;
 - (c) is a Special Constable appointed:
 - (i) under section 27 of the Police Act 1996 for a police area or the City of London police area;
 - (ii) under section 25 of the Railways and Transport Safety Act 2003 (British Transport Police Force);
 - (d) is a member of staff of the Chief Officer of police of any police force maintained for a police area;
 - (e) is a member of staff of:
 - (i) a Police and Crime Commissioner or a Police, Fire and Crime Commissioner;
 - (ii) the Mayor's Office for Policing and Crime;
 - (f) is the Mayor of London;
 - (g) is a member of the Common Council of the City of London or a member of staff of that Council in its capacity as a police authority;
 - (h) is a member (including a member who is chairman or Chief Executive), or member of staff, of:
 - (i) the British Transport Police Authority;
 - (ii) the Civil Nuclear Police Authority;
 - (iii) the Independent Office for Police Conduct;

- (iv) the Serious Organised Crime Agency
- (i) holds any employment in an entity which is under the control of –
 - (i) a local policing body;
 - (ii) any body mentioned in paragraph (h);
 - (iii) the Chief Officer of police for any police force maintained for a police area or the City of London police area;
 - (iv) the Chief Officer of police for any police force mentioned in paragraph (b)

in accordance with regulations made by the Secretary of State.

- (2) In this Article, “member of staff”, in relation to any person (“A”), includes a person (“B”) who works for A:
 - (a) under a contract of employment,
 - (b) under a contract for services, or
 - (c) in accordance with arrangements made between B’s employer and A; and for this purpose B works for A if B provides services for A under the direction and control of A.
- (3) In this Article, an entity (“E”) -
 - (a) is under the control of a local policing body in the circumstances specified in subsection (4);
 - (b) is under the control of a body mentioned in subsection 1(h) in the circumstances specified in subsection (5);
 - (c) is under the control of a chief officer of police in the circumstances specified in subsection (6)
- (4) The circumstances specified in this subsection are that appointments to E are or may be made or confirmed by –
 - (a) a police and crime commissioner,
 - (b) the Mayor’s Office for Policing and Crime
 - (c) the Common Council of the City of London in its capacity as a police authority,
 - (d) a committee or sub-committee of the Common Council in that capacity, or
 - (e) a joint committee on which a person or body referred to in any of (a) to (c) above is represented
- (5) The circumstances specified in this subsection are that appointments to E are or may be made or confirmed by any of the bodies mentioned in section 65(1)(h) of the Police Reform and Social Responsibility Act 2011.
- (6) The circumstances specified in this subsection are that appointments to E are or may be confirmed by a chief officer of police.

- (7) It does not matter for the purposes of subsections (4) to (6) whether the appointments are made or confirmed by the person or body referred to acting alone or jointly with another person or body.
- (8) Subsection 1(e) does not prevent a Deputy PFCC –
 - (a) from being elected as PFCC at an ordinary election of PCCs / PFCCs; or
 - (b) from being elected at an election held to fill a vacancy in the office of PFCC if, on the day on which the person is nominated as a candidate at the election and at all times between that day and the declaration of the result of the election, the deputy is acting as PFCC under subsection 7.3.

7.7 Disqualification from election or holding office as PFCC – other grounds

- (1) A person is disqualified from being elected as, or being, a PFCC unless the person satisfies the citizenship condition set out in section 68 of the Police Reform and Social Responsibility Act 2011.
- (2) A person is disqualified from being elected as, or being, a PFCC if the person -
 - (a) is disqualified from being a member of the House of Commons under section 1(1)(a) to (c) of the House of Commons Disqualification Act 1975 (judges, civil servants, members of the armed forces), or
 - (b) is a member of the legislature of any country or territory outside the United Kingdom.
- (3) A person is disqualified from being elected as, or being, a Police, Fire and Crime Commissioner if:
 - (a) the person is the subject of:
 - (i) a debt relief restrictions order under paragraph 1 of Schedule 4ZB to the Insolvency Act 1986;
 - (ii) an interim debt relief restrictions order under paragraph 5 of that Schedule;
 - (iii) a bankruptcy restrictions order under paragraph 1 of Schedule 4A to that Act;
 - (iv) a bankruptcy restrictions interim order under paragraph 5 of that Schedule;
 - (b) a debt relief restrictions undertaking has effect in respect of the person under paragraph 7 of Schedule 4ZB to that Act;
 - (c) the person has been convicted in the United Kingdom, the Channel Islands, or the Isle of Man, of any imprisonable offence (whether or not sentenced to a term of imprisonment in respect of the offence); or
 - (d) the person is incapable of being elected as a member of the House of Commons, or is required to vacate a seat in the House of Commons,

under Part 3 of the Representation of the People Act 1983 (consequences of corrupt or illegal practices).

- (4) For the purposes of Article 7.7(3)(c) -
 - (a) “imprisonable offence” means an offence -
 - (i) for which a person who has attained the age of 18 years may be sentenced to a term of imprisonment, or
 - (ii) for which, in the case of such a person, the sentence is fixed by law as life imprisonment;
 - (b) a person is to be treated as having been convicted -
 - (i) on the expiry of the ordinary period allowed for an appeal or application in respect of the conviction, or
 - (ii) if an appeal or application is made in respect of the conviction, when the appeal or application is finally disposed of or abandoned or fails by reason of non-prosecution.
- (5) A person is disqualified from being elected as, or being, PFCC if the person:
 - (a) is a member of staff of a relevant council
 - (i) under a contract of employment,
 - (ii) under a contract for services, or
 - (iii) in accordance with arrangements made between person B’s employer and person A, and for this purpose B works for A if B provides services for A under the direction and control of A
 - or
 - (b) holds any employment in an entity which is under the control of a relevant council.
 - (c) Relevant councils are those councils for an area which, or any part of which, lies within the Essex police area:
 - (i) a County Council;
 - (ii) a County Borough Council;
 - (iii) a District Council;
 - (iv) a Parish or Town Council;
 - (v) a Community Council
- (6) For the purposes of this Article, an entity (“E”) is under the control of a relevant council in the circumstances specified in subsections (7) or (8).
- (7) The circumstances specified in this subsection are that appointments or elections to E are or may be made or confirmed by –
 - (a) a relevant council (as defined above),
 - (b) a committee or sub-committee of a relevant council,

- (c) a joint committee on which a relevant council is represented, or
 - (d) a person appointed or elected by E to a council or committee referred to in any of (a) to (c) above.
- (8) The circumstances specified in this section are that E is a company which, in accordance with Part 5 of the Local Government and Housing Act 1989 (other than section 73), is under the control of a relevant council.
- (9) Nothing in Article 7.7(5) should be taken to disqualify a person by virtue of being a teacher, or otherwise employed, in a school or other educational institution maintained as assisted by a relevant council.

7.8 Disqualification of a person holding office as PFCC

- (1) A person becomes disqualified from being a PFCC upon becoming a member of:
- (a) the House of Commons;
 - (b) the Scottish Parliament;
 - (c) the National Assembly for Wales;
 - (d) the Northern Ireland Assembly;
 - (e) the European Parliament

7.9 Validity of acts despite any disqualifications

- (1) The acts of the person elected as PFCC for Essex who acts in that office are, despite any disqualification -
- (a) from being, or being elected as, a PFCC, or
 - (b) from being, or being elected as PFCC for Essex,
- as valid and effectual as if the person had not been so disqualified.

7.10 Declaration of acceptance of office of PFCC

- (1) A person elected to the office of PFCC for Essex may not act in that office unless the person has -
- (a) made a declaration of acceptance of the office in a form specified in Schedule 11 to this Constitution, and
 - (b) delivered the declaration to the appropriate officer,
- in each case, when not ineligible by virtue of Article 7.10(4).
- (2) If the person fails to make and deliver a declaration in accordance with Article 7.10(1) within the period of two months beginning with the day after the election, the office of PFCC for Essex becomes vacant at the end of the period.
- (3) Any declaration must be made before:

- (a) the appropriate officer;
 - (b) a Justice of the Peace or Magistrate in the United Kingdom, the Channel Islands or the Isle of Man, or
 - (c) a Commissioner appointed to administer oaths in the Senior Courts.
- (4) A person is ineligible to make or give a declaration of acceptance of office in respect of the office of PFCC for Essex at any time when the person is a member of:
- (a) the House of Commons;
 - (b) the Scottish Parliament;
 - (c) the National Assembly for Wales;
 - (d) the Northern Ireland Assembly;
 - (e) the European Parliament.
- (5) No salary, and no payment towards the provision of superannuation benefits, can be paid under the Police Reform and Social Responsibility Act 2011 to or in respect of the PFCC until the PFCC has complied with the requirements of Article 7.10(1).
- (6) Article 7.10(5) does not affect any entitlement of the PFCC to payments in respect of the period before the PFCC complies with the requirements of Article 7.10(1) once the PFCC has complied with those requirements.

7.11 The “Appropriate Officer” for the purposes of Article 7

- (1) The “Appropriate Officer” for the purposes of Article 7 is the Head of Paid Service of the local authority designated for the Essex police area by the Secretary of State.
- (2) The “Head of Paid Service” means the person designated by the Council under section 4 (1) (a) of the Local Government Act 1989.

Article 8 - Senior Staff and Statutory Appointments

8.1 Chief Executive and Monitoring Officer and Head of Finance

- (1) The PFCC must appoint -
 - (a) a person to be the Head of Paid Service for the PFCC’s staff (Chief Executive), who will also act as the Monitoring Officer; and
 - (b) a person to be responsible for the proper administration of the PFCC’s financial affairs (Head of Finance), who must be a member of an accountancy body specified in section 113 of the Local Government Finance Act 1988.
- (2) The “Head of Paid Service” for the PFCC’s staff means the person designated by the Commissioner under section 4 (1) (a) of the Local Government Act 1989.
- (3) The Monitoring Officer will fulfil the duties outlined in section 5 of the Local Government and Housing Act 1989 for the PFCC.

- (4) The Treasurer will fulfil the duties outlined in section 151 Local Government Act 1972 for the PFCC.
- (5) The PFCC must appoint a person to act as Chief Executive or Head of Finance, if and for as long as –
 - (a) that post is vacant, or
 - (b) the holder of that post is, in the PFCC's opinion, unable to carry out the duties of that post.
- (6) A reference to an enactment to the Chief Executive or Head of Finance of the PFCC includes a reference to a person acting as Chief Executive or Head of Finance in accordance with subsection 8.1(1).

8.2 Appointment of other staff

- (1) The PFCC may appoint such other staff as they think appropriate to enable him / her to exercise the functions of PFCC.
- (2) The staff of the PFCC are directly accountable to the directly elected holder of that office to enable the PFCC to exercise its functions.

8.3 Senior post vacancies

- (1) The PFCC –
 - (a) will draw up a statement specifying -
 - (i) the duties of the officer concerned
 - (i) any qualifications or qualities sought in the person to be appointed
 - (b) will make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and
 - (c) will make arrangements for a copy of the statement mentioned in (a) above to be sent to any person on request.
- (2) Where a post has been advertised as provided in (1) above the PFCC will -
 - (a) Interview all qualified applicants for the post, or
 - (b) select a shortlist of such qualified applicants and interview those included on the shortlist.
- (3) Where no qualified person has applied, the PFCC will make further arrangements for advertisement in accordance with (1) above.
- (4) The PFCC must notify the Police, Fire and Crime Panel of each proposed senior appointment and the PFCC must also notify the Panel of the following information:
 - (a) the name of the person whom the PFCC is proposing to appoint ("the candidate");
 - (b) the criteria used to assess the suitability of the candidate for the appointment;

- (c) why the candidate satisfies those criteria; and
 - (d) the terms and conditions on which the candidate is to be appointed.
- (5) The panel must review the proposed senior appointment.
- (6) The panel must make a report to the PFCC on the proposed senior appointment. The report must include a recommendation to the PFCC as to whether or not the candidate should be appointed.
- (7) The panel must comply with subsections 8.3(5) and (6) within the period of three weeks beginning with the day on which the panel receives the notification from the PFCC of the proposed senior appointment. In calculating the period of three weeks, any relevant post-election period is to be ignored. For that purpose, “relevant post-election period” means the period that –
 - (a) begins with the day of the poll at an ordinary election of the PFCC under section 50 of the Police Reform and Social Responsibility Act 2011, and
 - (b) ends with the day on which the person elected as PFCC delivers a declaration of acceptance of office under section 70 of the Police Reform and Social Responsibility Act 2011.
- (8) The Police, Fire and Crime Panel must hold a confirmation hearing before making a report and recommendation to the PFCC in relation to a proposed senior appointment. For the purposes of this Article, a “confirmation hearing” is a meeting of the panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment.
- (9) References in this Article to a person appearing at a meeting of the panel are references to the person –
 - (a) attending the meeting in person, or
 - (b) not attending the meeting in person, but participating in the proceedings at the meeting by any means that enable the person to hear, and be heard in, those proceedings as they happen.
- (10) The panel must publish the report to the PFCC made under this Article. It is for the panel to determine the manner in which the recommendation is to be published.
- (11) The PFCC may accept or reject the Panel's recommendation as to whether or not the candidate should be appointed.
- (12) The PFCC must notify the Panel of the decision whether to accept or reject the recommendation.

8.4 Appointment of a Deputy Police, Fire and Crime Commissioner

- (1) The PFCC may:
 - (a) appoint a person as the Deputy PFCC, and

- (b) subject to Article 3 arrange for the Deputy PFCC to exercise any function of the PFCC.
- (2) The PFCC must notify the Police, Fire and Crime Panel of the proposed appointment and the PFCC must also notify the Panel of the following information:
 - (a) The name of the person whom the PFCC is proposing to appoint (“the candidate”);
 - (b) the criteria used to assess the suitability of the candidate for the appointment;
 - (c) why the candidate satisfies those criteria; and
 - (d) the terms and conditions on which the candidate is to be appointed.
- (3) The panel must review the proposed appointment.
- (4) The panel must make a report to the PFCC on the proposed appointment. The report must include a recommendation to the PFCC as to whether or not the candidate should be appointed.
- (5) The panel must comply with subsections 8.3(3) and (4) within the period of three weeks beginning with the day on which the panel receives the notification from the PFCC of the proposed appointment. In calculating the period of three weeks, any relevant post-election period is to be ignored. For that purpose, “relevant post-election period” means the period that –
 - (a) begins with the day of the poll at an ordinary election of the PFCC under section 50 of the Police Reform and Social Responsibility Act 2011, and
 - (b) ends with the day on which the person elected as PFCC delivers a declaration of acceptance of office under section 70 of the Police Reform and Social Responsibility Act 2011.
- (6) The Police, Fire and Crime Panel must hold a confirmation hearing before making a report and recommendation to the PFCC in relation to a proposed appointment. For the purposes of this Article, a “confirmation hearing” is a meeting of the panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment.
- (7) References in this Article to a person appearing at a meeting of the panel are references to the person –
 - (a) attending the meeting in person, or
 - (b) not attending the meeting in person but participating in the proceedings at the meeting by any means that enable the person to hear, and be heard in, those proceedings as they happen.
- (8) The panel must publish the report to the PFCC made under this Article. It is for the panel to determine the manner in which the recommendation is to be published.
- (9) The PFCC may accept or reject the Panel's recommendation as to whether or not the candidate should be appointed.

- (10) The PFCC must notify the Panel of the decision whether to accept or reject the recommendation.

8.5 Deputy PFCC – persons who may not be appointed

- (1) None of the following may be appointed as the Deputy PFCC:
- (a) a person who has not attained the age of 18 on the day of the appointment;
 - (b) a person who is subject to a relevant disqualification;
 - (c) a Member of the House of Commons;
 - (d) a member of the European Parliament;
 - (e) a member of the National Assembly for Wales;
 - (f) a member of the Scottish Parliament;
 - (g) a member of the Northern Ireland Assembly.
- (2) The terms and condition of a person appointed as the Deputy PFCC must ensure that the term of office ends no later than the sixth day after the day of the poll at the next ordinary election of the PFCC (that is, the day on which the term of office of the appointing PFCC would, if there were no vacancy in the office before then, end).
- (3) The terms and conditions must also provide for the Deputy PFCC's appointment to end when, following an election held to fill a vacancy in the office of the appointing PFCC, the person makes and delivers a declaration of acceptance of office.
- (4) Subject to subsections (2) and (3) above, the terms and conditions may also make such provision about termination as the appointing PFCC thinks appropriate.
- (5) Section 7 of the Local Government and Housing Act 1989 (appointment of staff on merit) does not apply to the Deputy PFCC.
- (6) For the purposes of this Article, a person is subject to a relevant disqualification if the person is disqualified from being elected as, or being, a PFCC under –
- (a) section 65(1) of the Police Reform and Social Responsibility Act 2011 (police officers, police-related employment etc.), other than paragraph (e)(ii); or
 - (b) section 66(1), (3) (a) (iii) or (iv), (3) (c) or (3) (d) of the Act (citizenship, bankruptcy, criminal convictions and corrupt or illegal election practices).

8.6 Chief Executive

- (1) The Chief Executive (designated Head of Paid Service for the PFCC's staff under Section 4 of the Local Government and Housing Act 1989 and designated Monitoring Officer under Section 5 of the Local Government

and Housing Act 1989) shall have the following functions and areas of responsibility -

- (a) Overall corporate management;
 - (b) Overall operational responsibility (including overall management responsibility for all staff);
 - (c) Strategic development and performance of the office for the PFCC;
 - (d) Provision of professional advice to the PFCC in the decision-making process;
 - (e) Responsibility for a system of record keeping for all decisions of the PFCC;
 - (f) Representing the PFCC on partnerships and external bodies (as required)
- (2) Where s/he considers it appropriate to do so, the Chief Executive (in his / her capacity as head of paid service for the PFCC's staff) will prepare a report to the PFCC and the Essex Police, Fire and Crime Panel setting out any proposals with respect to –
- (a) the manner in which the discharge of the PFCC's functions is co-ordinated;
 - (b) the number and grades of staff required by the PFCC for the discharge of their functions;
 - (c) the organisation of the PFCC's staff; and
 - (d) the appointment and proper management of the PFCC's staff.
- (3) It shall be the duty of the PFCC to consider any report under this section by the head of paid service for the PFCC's staff, and to do so no later than three months after the PFCC is sent a copy of the report.

8.7 Functions of the Monitoring Officer

- (1) The Monitoring Officer will maintain an up to date version of the Constitution and will ensure that it is widely available for consultation by the PFCC, the Chief Constable, their staff and the public.
- (2) The Monitoring Officer will ensure that the list of all major policies and strategies set out in Schedule 15 is updated regularly and that ownership of the plan or policy is attributed to the appropriate officer.
- (3) After consulting with the Head of Finance, the Monitoring Officer will report to the PFCC and to the Police, Fire and Crime Panel if he / she considers that any proposal, decision or omission by the PFCC, by any committee or sub-committee of the PFCC, by any person holding any office or employment under the PFCC or by any joint committee on which the PFCC is represented has given rise, is likely to or would give rise to a contravention of any enactment, rule of law or of any code of practice made or approved by or under any enactment.

- (4) It shall be the duty of the PFCC to consider any report under this section by a monitoring officer or his / her deputy no later than three months after the PFCC is sent a copy of the report.
- (5) Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.
- (6) The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct, including through provision of support to the Strategic Board.
- (7) The Monitoring Officer will ensure that decisions of the PFCC, together with the reasons for those decisions and relevant staff reports and background papers are made publicly available as soon as possible.
- (8) The Monitoring Officer will be the primary qualified person with regard to the disclosure of exempt information under Section 36 of the Freedom of Information Act 2000. In the absence of the Monitoring Officer, responsibility for carrying out the function will fall to the Deputy Monitoring Officer.
- (9) The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget to the PFCC.
- (10) Where requested so do to, the Monitoring Officer will exercise powers and duties delegated by the Police, Fire and Crime Panel in relation to complaints against the PFCC and Deputy PFCC. This may include the receipt of complaints, the recording of them and notification to the Police, Fire and Crime Panel in accordance with the relevant regulations.
- (11) The duties of the PFCC's monitoring officer under this section shall be performed by him / her personally or, where he / she is unable to act owing to absence or illness, personally by such member of his staff as he has for the time being nominated as his deputy for the purposes of this section.
- (12) The Monitoring Officer cannot be the Head of Finance.

8.8 Functions of the Section 151 Officer

- (1) The Head of Finance has the responsibility for the administration of the PFCC's financial affairs under section 151 of the Local Government Act 1972, section 73 of the Local Government Act 1985 and section 112 of the Local Government Finance Act 1988.
- (2) As set out in subsection 4.10, after consulting with the Chief Executive, the Head of Finance will report to the PFCC and the PFCC's external auditor if he or she considers that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency or if the PFCC is about to enter an item of account unlawfully.
- (3) The Head of Finance will have responsibility for the administration of the financial affairs of the PFCC and ensure maintenance of an efficient and effective internal audit function.

- (4) The Head of Finance will take responsibility for the strategic direction and scrutiny of the budget for the PFCC.
- (5) The Head of Finance will contribute to the corporate management of the office of the PFCC, in particular through the provision of professional financial advice.
- (6) The Head of Finance will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and the budget and will support and advise the PFCC and their staff in their respective roles.
- (7) The Head of Finance will provide financial information to the media, members of the public and the community.
- (8) The Head of Finance shall not be the Monitoring Officer.
- (9) In carrying out their functions the Head of Finance shall have regard to section 17 ss (4) and (5) of the Police Reform and Social Responsibility Act 2011 to ensure that in carrying out its functions the PFCC has regard to and undertakes their financial governance in accordance with any financial code of practice issued by the Secretary of State.

8.9 Duty to provide sufficient resources to the Monitoring Officer and Section 151 Officer

- (1) The PFCC will provide to the Monitoring Officer and Section 151 Officer such staff, accommodation and other resources as are in the opinion of the Monitoring Officer and Section 151 Officer sufficient to allow their duties to be performed.

8.10 Ability to appoint deputies

- (1) The Chief Executive and the Head of Finance shall have the ability to appoint deputies in accordance with the Local Government and Housing Act 1989.

8.11 Disqualification and political restriction of officers and staff

- (1) Every member of staff of the PFCC, except for a Deputy PFCC, shall be disqualified from becoming (whether by election or otherwise) or remaining a member of a local authority.
- (2) Every member of staff of the PFCC, except for a Deputy PFCC, shall also be disqualified for membership of the House of Commons.
- (3) The terms of appointment or conditions of employment of every member of staff of the PFCC, except for a Deputy PFCC, shall be deemed to incorporate such requirements for restricting their political activities as may be prescribed for the purposes of this subsection by regulations made by the Secretary of State.

8.12 Staff – General provisions

- (1) Every appointment of a person to a paid office or employment under the PFCC (other than to the position of Deputy PFCC) shall be made on merit,

subject to the provisions of any legislation relating to equality and diversity in place at the time of the appointment.

- (2) The recruitment, selection and dismissal of staff will comply with the officer employment rules.
- (3) Staff will comply with the staff code of conduct.
- (4) The functions set out within this Article are in addition to those delegations to the Chief Executive and Monitoring Officer and Head of Finance set out within Schedule 5 to this Constitution.
- (5) All staff shall have regard to the seven principles of public life as set out in Article 5. All staff shall be politically restricted (as per schedule 16 of Police Reform and Social Responsibility Act 2011).
- (6) The Chief Executive and Head of Finance will:
 - (i) Contribute to the corporate management of the office of the PFCC;
 - (ii) Represent and promote the office of the PFCC securing high quality services that demonstrate best value;
 - (iii) Develop partnership working;
 - (iv) Appoint persons to act as Deputy Chief Executive and Deputy Head of Finance in their absence or inability to act.

8.13 Appointment, suspension and removal of the Chief Constable and Senior Police Staff

8.13.1 Appointment of the Chief Constable

- (1) The PFCC is to appoint the Chief Constable for Essex.
- (2) The PFCC must not appoint a person to be the Chief Constable unless –
 - (a) that person is eligible for appointment, and
 - (b) the end of the confirmation process has been reached.
- (3) A person is eligible for appointment if the person is or has been –
 - (a) a constable in any part of the United Kingdom, or
 - (b) a police officer in an approved overseas police force, of at least the approved rank.
- (4) An “approved overseas police force” is a police force which –
 - (a) is in a country or territory outside the United Kingdom designated by regulations made by the Secretary of State, and
 - (b) is designated in relation to that country or territory by the regulations.
- (5) The “approved rank” for an approved overseas police force is the rank which is designated as the approved rank for that police force by the regulations.

- (6) The PFCC must notify the Police, Fire and Crime Panel of each proposed appointment of a Chief Constable.
- (7) The PFCC must also notify the Police, Fire and Crime Panel of the following information –
 - (a) the name of the person whom the PFCC is proposing to appoint (“the candidate”);
 - (b) the criteria used to assess the suitability of the candidate for the appointment;
 - (c) why the candidate satisfies those criteria; and
 - (d) the terms and conditions on which the candidate is to be appointed.
- (8) The Police, Fire and Crime Panel must review the proposed appointment.
- (9) The Police, Fire and Crime Panel must make a report to the PFCC on the proposed appointment. The report must include a recommendation to the PFCC as to whether or not the candidate should be appointed.
- (10) The panel must comply with subsections 8.13.1(8) and (9) within the period of three weeks beginning with the day on which the panel receives notification from the PFCC of the proposed appointment. In calculating the period of three weeks, any relevant post-election period is to be ignored.
- (11) For the purpose of subsection 8.13.1(10), “relevant post-election period” means the period that –
 - (a) begins with the day of the poll at an ordinary election of the PFCC under section 50 of the Police Reform and Social Responsibility Act 2011, and
 - (b) ends with the day on which the person elected as PFCC delivers a declaration of acceptance of office under section 70 of the Police Reform and Social Responsibility Act 2011.
- (12) The panel must publish its report to the PFCC. It is for the panel to determine the manner in which the recommendation is published.
- (13) The Police, Fire and Crime Panel must hold a confirmation hearing –
 - (a) before making a report under subsection 8.13.1(9) to the PFCC in relation to a proposed appointment of a chief constable, and
 - (b) before making a recommendation under subsection 8.13.1(9) or vetoing an appointment (see subsections 8.12.1 (14) – (18)).
- (14) For the purposes of this Article, a “confirmation hearing” is a meeting of the panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment.
- (15) References in this Article to a person appearing at a meeting of the panel are references to the person –
 - (a) attending the meeting in person, or

- (b) not attending the meeting in person but participating in the proceedings at the meeting by any means that enable the person to hear, and be heard in, those proceedings as they happen.
- (16) If the Police, Fire and Crime Panel does not veto the proposed appointment of a candidate, the PFCC may accept or reject the panel's recommendation as to whether or not the candidate should be appointed, and must notify the panel of the decision whether to accept or reject the recommendation.
- (17) The Police, Fire and Crime Panel may, having reviewed the proposed appointment, veto the appointment of a candidate. In this case, the report made under subsection 8.13.1(9) must include a statement that the panel has vetoed it.
- (18) References in this Article to the Police, Fire and Crime Panel vetoing the appointment of a candidate are references to the panel making a decision, by the required majority, that the candidate should not be appointed as Chief Constable. For that purpose, the panel makes that decision by the required majority if at least two-thirds of the persons who are members of the panel at the time when the decision is made vote in favour of making that decision.
- (19) The panel's power of veto is exercisable in relation to a proposed appointment only during the period of three weeks referenced in subsection 8.13.1(10).
- (20) If the Police, Fire and Crime Panel vetoes the appointment of a candidate the PFCC must not appoint that candidate as chief constable, subject to regulations referred to in subsection 8.13.1 (31) to (34).
- (21) Where the panel exercises its power to veto a proposed candidate under paragraph 5 of Schedule 8 to the Police Reform and Social Responsibility Act 2011, the PFCC shall propose another person for appointment as Chief Constable ("a reserve candidate") by notifying the panel of the following information:
 - (a) the name of the reserve candidate;
 - (b) the criteria used to assess the suitability of the reserve candidate for the appointment;
 - (c) why the reserve candidate satisfies those criteria; and
 - (d) the terms and conditions on which the reserve candidate is to be appointed.
- (22) Within the period of three weeks beginning with the day on which the panel receives notification under subsection 8.13.1(21), the panel shall –
 - (a) review the proposed appointment; and
 - (b) make a report to the PFCC on the proposed appointment.
- (23) Before making a report under subsection 8.13.1(22)(b), the panel must hold a confirmation hearing as set out in subsections 8.13.1 (13) – (15).

- (24) The report made under subsection 8.13.1(22)(b) must include a recommendation to the PFCC as to whether or not the reserve candidate should be appointed.
- (25) The panel must publish the report made under subsection 8.13.1(22)(b).
- (26) In calculating the period of three weeks for the purposes of subsection 8.13.1(22), any relevant post-election period (as defined in subsection 8.13.1 (11)) is to be ignored.
- (27) On receiving a report under subsection 8.13.1(22), the PFCC shall –
 - (a) have regard to the report (including the recommendation in the report); and
 - (b) notify the panel of its decision as to whether it accepts or rejects the recommendation.
- (28) The PFCC may then either appoint the reserve candidate as Chief Constable or propose another person for appointment as Chief Constable.
- (29) Where another person is proposed for appointment as Chief Constable under subsection 8.13.1(28), the person is treated for the purposes of this Article as a reserve candidate.
- (30) The end of the confirmation process is reached -
 - (a) in a case where the Police, Fire and Crime Panel does not veto the appointment of a candidate, when the period of three weeks referred to in subsection 8.13.1(10) has ended without the panel having given the PFCC any report on the proposed appointment, or when the PFCC notifies the panel of the decision whether or not to accept the panel's recommendation in relation to the appointment; or
 - (b) in a case where the Police, Fire and Crime Panel vetoes the appointment of a candidate, when either a period of three weeks since the confirmation hearing has elapsed without the panel having given the PFCC any report on the proposed appointment, or when the PFCC gives the notification mentioned in subsection 8.13.1(27)(b).
- (31) The above provisions and Schedule 9 to this Constitution are subject to regulations under Section 50 of the Police Act 1996.
- (32) The Secretary of State may make regulations about the steps to be taken and the procedures to be followed in the appointment of Chief Constables. Such regulations may, in particular, make provision about time limits applicable in taking such steps or following procedures.
- (33) The regulations may also make provision about limits on who may be considered for appointment. That includes provision about limiting consideration for appointment to some or all of the persons already considered as part of the process by which a rejected candidate was selected for appointment.
- (34) The regulations may confer functions on –
 - (a) the PFCC,

- (b) the Police, Fire and Crime Panel,
- (c) the Secretary of State, or
- (d) any other person,

including functions involving the exercise of a discretion.

- (35) An appointment to the rank of Chief Constable shall be for a fixed term of a maximum of five years. An appointment for a fixed term may be extended, by agreement of the person who made the appointment and the person appointed, for a further term of a maximum of three years and for subsequent terms each of a maximum of one year.
- (36) Subsection (35) is without prejudice to any provision whereby a term of appointment comes to an end on the conclusion of disciplinary proceedings or transfer to another police force and regulation 14 (retirement) of the Police Regulations 2003.

8.13.2 Suspension and removal of the Chief Constable

- (1) The PFCC may suspend the Chief Constable for Essex
- (2) The PFCC may call upon the Chief Constable to resign or retire.
- (3) The Chief Constable must retire or resign if called upon to do so by the PFCC.
- (4) If the PFCC suspends the Chief Constable from duty, they must notify the Police, Fire and Crime Panel for Essex of the suspension.
- (5) The PFCC must not call upon the Chief Constable for Essex to resign or retire until the end of the scrutiny process (as defined in subsection 8.13.2 (20)) has been reached.
- (6) The PFCC must give the Chief Constable a written explanation of the reasons why they are proposing to call for their retirement or resignation.
- (7) The PFCC must give the Police, Fire and Crime Panel –
 - (a) written notification that the PFCC is proposing to call upon the Chief Constable to retire or resign; and
 - (b) a copy of the reasons given to the Chief Constable in accordance with subsection 8.13.2(6).
- (8) The PFCC must give the Chief Constable the opportunity to make written representations about the proposal to call for their resignation or retirement.
- (9) The PFCC must –
 - (a) consider any written representations made by the Chief Constable; and
 - (b) give the Police, Fire and Crime Panel for Essex a copy of such representations made by the Chief Constable, as soon as practicable after the PFCC is given them.

- (10) If, after complying with subsections 8.13.2 (6) – (9), the PFCC is still proposing to call upon the Chief Constable to retire or resign, s/he must notify –
- (a) the Chief Constable, and
 - (b) the Police, Fire and Crime Panel for Essex
- that s/he is still proposing to call upon the Chief Constable to retire or resign.
- (11) The panel must then make a recommendation to the PFCC as to whether or not the PFCC should call for the retirement or resignation. The recommendation must be given to the PFCC in writing before the end of the period of six weeks beginning with the day on which the panel receives the notification under subsection 8.13.2(7).
- (12) Before making the recommendation, the panel –
- (a) may consult the chief inspector of constabulary, and
 - (b) must hold a scrutiny hearing.
- (13) The panel must publish the recommendation. It is for the panel to determine the manner in which the recommendation is to be published.
- (14) In calculating the period of six weeks referenced in subsection 8.13.2(11), any relevant post-election period is to be ignored.
- (15) For the purpose of subsection 8.13.2(14), “relevant post-election period” means the period that –
- (a) begins with the day of the poll at an ordinary election of the PFCC under section 50 of the Police Reform and Social Responsibility Act 2011, and
 - (b) ends with the day on which the person elected as PFCC delivers a declaration of acceptance of office under section 70 of the Police Reform and Social Responsibility Act 2011.
- (16) For the purposes of this Article, a “scrutiny hearing” is a meeting of the panel, held in private, which the PFCC and the Chief Constable are both entitled to attend for the purpose of making representations relating to the proposal to call upon the Chief Constable to retire or resign.
- (17) References in this Article to a person appearing at a meeting of the panel are references to the person –
- (a) attending the meeting in person, or
 - (b) not attending the meeting in person, but participating in the proceedings at the meeting by any means that enable the person to hear, and be heard in, those proceedings as they happen.
- (18) The PFCC –
- (a) must consider the panel’s recommendation given under subsection 8.13.2(11), and
 - (b) having considered the recommendation, may accept or reject it.

- (19) The PFCC must notify the panel of the decision whether or not to accept the recommendation.
- (20) The end of the scrutiny process is reached when the first of the following events occurs –
 - (a) the period of six weeks referenced in subsection 8.13.2(11) ends without the panel having given the PFCC any recommendation as to whether or not the PFCC should call for retirement or resignation, or
 - (b) the PFCC notifies the panel of the decision whether or not to accept the panel's recommendation in relation to resignation or retirement.
- (21) The above provisions and Schedule 9 to this Constitution are subject to regulations under Section 50 of the Police Act 1996.

8.13.3 Deputy and Assistant Chief Constables

- (1) The Chief Constable is responsible to the public and accountable to the PFCC for appointing the force's officers and staff, after consultation with the PFCC in the case of officers above the rank of Chief Superintendent and police staff equivalents.
- (2) Essex Police must have one or more Deputy Chief Constables, and one or more Assistant Chief Constables.
- (3) The Chief Constable for Essex must consult the PFCC before increasing the number of Deputy Chief Constables which the force has.
- (4) The Chief Constable for Essex must consult the PFCC before appointing a person to be a Deputy Chief Constable of the force, subject to regulations under section 50 of the Police Act 1996.
- (5) The Chief Constable for Essex must consult the PFCC before appointing a person as an Assistant Chief Constable of the force, subject to regulations under section 50 of the Police Act 1996.
- (6) The appropriate Deputy Chief Constable of Essex may exercise or perform any or all of the functions of the Chief Constable for Essex –
 - (a) during any period when the Chief Constable is unable to exercise functions, or
 - (b) at any other time, with the consent of the Chief Constable.
- (7) For the purposes of subsection 8.13.3(6), the appropriate Deputy Chief Constable is –
 - (a) if the police force has only one Deputy Chief Constable, the Deputy Chief Constable;
 - (b) if the police force has more than one Deputy Chief Constable, the most senior Deputy Chief Constable.

- (8) If the police force has more than one Deputy Chief Constable, the Chief Constable must designate the Deputy Chief Constables in order of seniority for the purposes of subsection 8.13.3(7)(b).
- (9) The Chief Constable must consult the PFCC before making a designation for the purposes of subsection 8.13.3(7)(b).
- (10) In this Article, a reference to a period when the Chief Constable is unable to exercise functions is a reference to a period when –
 - (a) the Chief Constable is absent, incapacitated or suspended from duty, or
 - (b) the office of Chief Constable is vacant.
- (11) The Chief Constable for Essex may suspend or call upon a Deputy Chief Constable or an Assistant Chief Constable to resign or retire, subject to following the procedure set out in Schedule 8 to the Police Reform and Social Responsibility Act 2011.
- (12) If the Chief Constable suspends a Deputy Chief Constable or an Assistant Chief Constable from duty, the Chief Constable must notify the PFCC of the suspension.
- (13) Before calling for the retirement or resignation of a Deputy Chief Constable or Assistant Chief Constable, the Chief Constable must consult the PFCC.
- (14) A Deputy Chief Constable or Assistant Chief Constable must resign or retire if called upon to do so by the Chief Constable.

Article 9 - Miscellaneous Provisions

9.1 Remuneration etc. of the PFCC

- (1) The PFCC is to be paid a salary.
- (2) The Secretary of State is to determine the amount of the PFCC's salary and must publish every such determination.
- (3) The PFCC is to be paid authorised allowances.
- (4) For the purposes of Article 9.3(3), "authorised allowances" means allowances, in respect of expenses incurred by the PFCC in the exercise of the PFCC's functions, which are of the kinds and amounts determined by the Secretary of State as payable. Such determination may make different provision for different cases. The Secretary of State must publish every such determination.
- (5) The PFCC must make authorised pension payments.
- (6) For the purposes of Article 9.1(5), "authorised pension payments" means –
 - (a) pensions to, or in respect of, persons who have been commissioner, and
 - (b) amounts for or towards provision of pensions to, or in respect of, persons who have been commissioner,

which are the kinds and amounts determined by the Secretary of State as payable. The Secretary of State must publish every such determination.

9.2 Remuneration etc. of staff

- (1) The PFCC may pay remuneration, allowances and gratuities to the members of their staff.
- (2) The PFCC may pay:
 - (a) pensions to, or in respect of, persons who have been members of their staff, and
 - (b) amounts for or towards provision of pensions to, or in respect of, persons who have been members of their staff.
- (3) In this Article “allowances”, in relation to a member of the PFCC’s staff, means allowances in respect of expenses incurred by the member of staff in the course of employment as such a member of staff.

9.3 Incidental powers

- (1) The PFCC may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of PFCC.
- (2) That includes:
 - (a) entering into contracts and other agreements (whether legally binding or not);
 - (b) acquiring and disposing of property (including land);
 - (c) borrowing money.
- (3) The Chief Constable for Essex may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of Chief Constable, including -
 - (a) entering into contracts and other agreements (whether legally binding or not), but only with the consent of the PFCC;
 - (b) acquiring and disposing of property, apart from land, but only with the consent of the PFCC.
- (4) Subsection 9.3(4) does not require the Chief Constable to obtain the consent of the PFCC in order to enter into a contract or other agreement with a person –
 - (a) by virtue of which the person becomes, or is, a member of the police force’s civilian staff, or
 - (b) which otherwise relates to a person’s membership of that civilian staff (including the terms and conditions of the person’s membership).
- (5) The PFCC is an exempt landlord under the Landlord and Tenant Act 1987.

- (6) These powers are subject to the provisions of the Police Reform and Social Responsibility Act 2011 and to any other enactment about the powers of PCCs / PFCCs and Chief Constables.

9.4 Protection from personal liability

- (1) A person who is a PFCC has no personal liability for an act or omission done by him / her in the exercise of the PFCC's functions unless it is shown to have been done otherwise than in good faith.
- (2) A person who is a member of staff of a PFCC has no personal liability for an act or omission done by him / her in the carrying out of duties as a member of staff unless it is shown to have been done otherwise than in good faith.

9.5 Government Security Classifications

- (1) The Commissioner has adopted the Government Security Classifications.
- (2) Security Classification refers to all information, which includes but is not limited to, physical assets (e.g. paper records, drawings, photos) and electronic assets (e.g. electronic data records, digital images, word documents). It concerns the storage, transmission, carriage and disposal of information throughout the lifecycle of the data.
- (3) The scheme affects all persons working for the police or fire and rescue service, or other outside bodies who may be expected to handle protectively marked information during the course of their business or relationship with the Commissioner.
- (4) The approach for implementing the Government Security Classifications is set out in Schedule 12.

9.6 Power of the PFCC to obtain particulars of persons interested in land

- (1) Where, with a view to performing a function conferred on the PFCC by any enactment, the PFCC considers that it ought to have information connected with any land, the PFCC may serve on one or more of the following persons, namely—
- (a) the occupier of the land; and
- (b) person who has an interest in the land either as freeholder, mortgagee or lessee or who directly or indirectly receives rent for the land; and
- (c) any person who, in pursuance of an agreement between himself / herself and a person interested in the land, is authorised to manage the land or to arrange for the letting of it,

a notice specifying the land and the function and the enactment which confers the function and requiring the recipient of the notice to furnish to the PFCC, within a period specified in the notice (which shall not be less than 14 days beginning with the day on which the notice is served), the nature of their interest in the land and the name and address of each

person whom the recipient of the notice believes is the occupier of the land and of each person they believe is, as respects the land, such a person as is mentioned in the provisions of paragraphs (b) and (c) of this subsection.

9.7 Enforceability by the PFCC of certain covenants relating to land

- (1) This section applies where the PFCC (in the exercise of their powers under section 111 of the Local Government Act 1972 or otherwise) and any other party are parties to an instrument under seal which -

- (a) is executed for the purpose of securing the carrying out of works on land in the PFCC's area in which the other person has an interest, or
- (b) is executed for the purpose of regulating the use of or is otherwise connected with land in or outside the PFCC's area in which the other person has an interest,

and which is neither executed for the purpose of facilitating nor connected with the development of the land in question.

- (2) If, in a case where this section applies -

- (a) the instrument contains a covenant on the part of any person having an interest in the land, being a covenant to carry out works or do any other thing on or in relation to that land, and
- (b) the instrument defines the land to which the covenant relates, being land in which that person has an interest at the time the instrument is executed, and
- (c) the covenant is expressed to be one to which this section or section 126 of the Housing Act 1974 applies,

the covenant shall be enforceable (without any limit of time) against any person deriving title from the original covenantor in respect of his interest in any of the land defined as set out above, and any person deriving title under him / her in respect of any lesser interest in that land as if the person had also been an original covenanting party in respect of the interest for the time being held by him / her.

- (3) Without prejudice to any other method of enforcement of a covenant falling within the description above, or if there is a breach of the covenant in relation to any of the land to which the covenant relates, subject to the provisions below, the PFCC may –

- (a) enter the land concerned and carry out the works or do anything which the covenant requires to be carried out or remedy anything which has been done and which the covenant required not to be done, and
- (b) recover from any person against whom the covenant is enforceable any expenses incurred by the PFCC in exercise of their powers under this subsection.

- (4) Before the PFCC exercises their powers under (3) above, they shall not give less than 21 days' notice of their intention to do so to any person –
 - (a) who has for the time being an interest in the land or in relation to which the works are to be carried out or the other thing is to be done; and
 - (b) against whom the covenant is enforceable.
- (5) If a person against whom the covenant is enforceable requests the PFCC to supply him / her with a copy of the covenant, it shall be their duty to do so free of charge.

9.8 Service of notices by the PFCC

- (1) Any notice, order or other document required or authorised by or under any enactment to be given to or served on any person by or on behalf of the PFCC or by an officer of the PFCC may be given to or served on the person in question either by delivering it to him / her, or by leaving it at his proper address, or by sending it by post to him / her at that address.
- (2) For the purposes of this Article, the proper address of any person to or on whom a document is to be given or served shall be his or her last known address, except that—
 - (a) in the case of a body corporate or their secretary or clerk, it shall be the address of the registered or principal office of that body;
 - (b) in the case of a partnership or a person having the control or management of the partnership business, it shall be that of the principal office of the partnership;

and for the purposes of this subsection the principal office of a company registered outside the United Kingdom or of a partnership carrying on business outside the United Kingdom shall be their principal office within the United Kingdom.

- (3) If the person to be given or served with any document mentioned in subsection (1) above has specified an address within the United Kingdom other than his proper address within the meaning of subsection (2) above as the one at which they or someone on their behalf will accept documents of the same description as that document, that address shall also be treated for the purposes of this section as their proper address.
- (4) If the name or address of any owner, lessee or occupier of land to or on whom any document mentioned in subsection (1) above is to be given or served cannot after reasonable inquiry be ascertained, the document may be given or served either by leaving it in the hands of a person who is or appears to be resident or employed on the land or by leaving it conspicuously affixed to some building or object on the land.
- (5) The foregoing provisions of this section do not apply to a document which is to be given or served in any proceedings in court.
- (6) Except as aforesaid and subject to any provision of any enactment or instrument excluding the foregoing provisions of this section, the

methods of giving or serving documents which are available under those provisions are in addition to the methods which are available under any other enactment or any instrument made under any enactment.

9.9 Provision of information by the Chief Constable to the PFCC

- (1) The Chief Constable for Essex must give the PFCC such information on policing matters as they may require the Chief Constable to give.
- (2) Such information must be in the form (if any) specified by the PFCC.
- (3) The PFCC may –
 - (a) arrange for such information to be published, or
 - (b) require the Chief Constable to arrange for such information to be published.
- (4) It is for the PFCC to determine the manner in which information is to be published in accordance with 3(a) or (b).

Article 10 - Decision making

10.1 Responsibility for decision making

- (1) The PFCC's Scheme of Delegation sets out the discharge of PFCC functions (Schedule 5) and may be subject to amendment at any time.
- (2) The Monitoring Officer will maintain the record of the body or person having responsibility for a decision or decisions relating to a function or functions of the PFCC.

10.2 Principles of decision making

- (1) All decisions taken in the discharge of a function of the PFCC shall have regard to the following matters -
 - (a) Proportionality (i.e. the action must be proportionate to the desired outcome).
 - (b) The presumption in favour of openness and transparency.
 - (c) The need for consultation with interested parties.
 - (d) The need to take account of relevant professional advice from appropriate officers.
 - (e) The need for clarity of aims and desired outcomes.
 - (f) The need to identify the range of options considered.
 - (g) The need to give reasons and explanation for a decision.
 - (h) The need to have due regard to the Government Security Classifications when considering disclosure of reports and documents supplied to him / her by Essex Police.

10.3 Written reports and decision records

- (1) The PFCC, or Deputy PFCC, shall not take any decision without first having reviewed and considered a written report on the matter. A decision report will be signed by the PFCC or Deputy PFCC formalising the decision. For the purposes of making a decision, such a report is to be submitted on the template attached as Schedule 16 to this Constitution. The governance boards detailed in Article 11 do not have any formal decision-making powers and as such written reports to such boards submitted on any template other than that attached at Schedule 16 do not fulfil the purposes of this Article.
- (2) A decision is only considered to be taken, and as such may only be acted on by officers, once the relevant decision report has been signed by the Commissioner or their Deputy. Decision reports may be signed either in hard copy or electronically. The Personal Assistant to the PFCC and the PFCC's Scrutiny Officers are authorised to add the PFCC's electronic signature to such documents on the Commissioner's written instruction. The Personal Assistant to the Chief Executive and Monitoring Officer and the Deputy PFCC and the PFCC's Scrutiny Officers are authorised to add the Deputy PFCC's electronic signature to such documents on the Deputy Commissioner's written instruction. No other staff are authorised to add these signatures.
- (3) Decisions taken will be reported to the Police, Fire and Crime Panel and published on the PFCC's website.
- (4) In exceptional circumstances, and with the prior agreement of the Monitoring Officer, the need for a written report may be dispensed with. In which case all verbal advice and opinion provided shall be noted and recorded, as the case may be, in the minutes of the meeting or in the decision record.
- (5) Any other person making a decision under powers delegated to him / her by the PFCC shall, where that person believes that is proportionate to do so in exercising those powers, produce a written statement which must include -
 - (a) A record of the decision, including the date it was made;
 - (b) A record of the reasons for the decision;
 - (c) Details of any alternative options considered and rejected when making the decisionas soon as reasonably practicable after making the decision.
- (6) Where appropriate, the Commissioner will engage with the unions, staff representative bodies and / or other stakeholders to obtain their views prior to taking a decision.

10.4 General provisions

- (1) The exercise of any delegated authority to take a decision in the discharge of a PFCC function is subject to the following -

- (a) The person making the decision has first considered a written report prepared by an appropriate officer.
- (b) Any decision taken shall be in accordance with the PFCC's budget and policy framework, financial regulations and contract standing orders and any condition imposed by the law, this Constitution and any relevant statutory guidance.
- (c) Any person may, as they may determine appropriate, refer any matter falling within the authority delegated to him / her to the PFCC.
- (d) The fact that a function has been delegated shall not prevent the discharge of that function by the person that delegated the function.

Article 11 - PFCC for Essex Governance Boards

11.1 General

- (1) The PFCC will appoint the Boards set out below to discharge the functions listed under each.
- (2) Each of the Boards will conduct its business in accordance with this Constitution. The Boards will not meet in public but an account of the Boards' business will be prepared and published on the website for PFCC for Essex within 14 days of the Board's meeting.

11.2 Essex Strategic Board

- (1) The terms of reference of the Strategic Board are set out at Appendix 1

11.3 Joint Audit Committee

- (1) The terms of reference of the Joint Audit Committee are set out at Appendix 2

11.4 Performance and Resources Scrutiny Board

- (1) The terms of reference of the Performance and Resources Scrutiny Board are set out at Appendix 3

11.5 Essex Emergency Services Strategic Governance Board

- (1) The Board has been established to enable the Police, Fire and Crime Commissioner to provide strategic governance and oversight of the Emergency Services Collaboration Programme.
- (2) The programme will focus specifically on Police and Fire and Rescue collaboration, however where opportunities arise it will seek to work with other emergency services.
- (3) The Board will:

- a) Seek collaboration opportunities to maximise the effectiveness and efficiency of police and fire and rescue services.
 - b) Provide governance in relation to finance and resourcing decisions for collaboration opportunities.
 - c) Provide oversight and management of strategic collaboration risks.
 - d) Develop a strategic framework that could then be applied to wider emergency services collaboration.
- (4) The terms of reference of the Essex Emergency Services Strategic Governance Board are set out at Appendix 4.

Article 12 - Community Safety Partnerships and Crime and Disorder Strategies

- (1) For each local government area, there shall be a strategy group (commonly known as a Community Safety Partnership) whose functions shall be to prepare strategic assessments and to prepare and implement a partnership plan for that area on behalf of the responsible authorities.
- (2) The PFCC is not a 'responsible authority' under the Crime and Disorder Act 1998, but the legislation expects that the PFCC and CSPs will cooperate to reduce crime, disorder and re-offending.
- (3) The PFCC's Police and Crime Plan must have regard to the priorities of each CSP and the CSPs must have regard to the priorities established by the PFCC in their Police and Crime Plan.
- (4) For the county area, there shall be a county strategy group (known as Safer Essex) whose function shall be to prepare a community safety agreement for the county area on behalf of the responsible authorities in the county area. Before the end of each year, the county strategy group (Safer Essex) shall prepare a community safety agreement for that year based on the strategic assessments for that year prepared by the strategy groups for each of the local government areas in the county. The community safety agreement shall identify –
 - (a) the ways in which the responsible authorities in the county area might more effectively implement the priorities set out in these strategic assessments through coordinated or joint working; and
 - (b) how the responsible authorities in the county area might otherwise reduce crime and disorder or combat substance misuse through coordinated or joint working.
- (5) The county strategy group (Safer Essex) shall send a copy of the community safety agreement and the partnership plan to the PFCC.
- (6) The PFCC has the power to make grants for the reduction of crime and disorder to any person / organisation they see fit.
- (7) The PFCC will have the ability to request a report from a CSP where it is deemed not to be meeting its requirements to reduce crime and disorder. The PFCC will also have the ability to call the chairs of the CSPs and / or

representatives of the responsible authorities for any local government area that lies within the police area to a meeting to discuss the formulation and implementation of any strategy (or strategies) that relate to any part of the police area. The PFCC may specify –

- (a) the responsible authorities which are to send representatives to any such meeting;
 - (b) the number of representatives that each responsible authority is, or the responsible authorities together are, to send to the meeting, and
 - (c) the strategy (or strategies) which is (or are) to be discussed at the meeting.
- (8) The PFCC may exercise the powers in sub-section (7) only –
- (a) after consulting with any responsible authority affected; and
 - (b) to the extent that the PFCC, having taken account of the views of the affected responsible authorities, considers reasonable and proportionate in the circumstances.
- (9) In this Article, “strategy” means a strategy under section 6(1) of the Crime and Disorder Act 1998.

Article 13 - Independent Custody Visitors for places of detention

- (1) The PFCC must:
- (a) make arrangements for detainees to be visited by “independent custody visitors”; and
 - (b) keep those arrangements under review and from time to time revise them as they think fit.
- (2) The PFCC must ensure:
- (a) that the arrangements made by them require independent custody visitors to prepare and submit to them a report of any visit made under the arrangements to a suspected terrorist detainee, and
 - (b) that a copy of any report submitted under paragraph (a) is given to the person appointed under section 36(1) of the Terrorism Act 2006 (independent reviewer of terrorism legislation).
- (3) The arrangements made by the PFCC must secure that the persons appointed under the arrangements are independent of both the PFCC and the Chief Constable for Essex.
- (4) The arrangements may confer on independent custody visitors such powers as the PFCC considers necessary to enable them to carry out their functions under the arrangements and may, in particular, confer on them powers -

- (a) to require access to be given to each police station;
 - (b) to examine records relating to the detention of persons there;
 - (c) in relation to suspected terrorist detainees, to listen to the audio recordings and view the video recordings (with or without sound) of interviews with those detainees which have taken place during their detention there and which were conducted by a constable;
 - (d) to meet detainees there for the purposes of a discussion about their treatment and conditions while detained; and
 - (e) to inspect the facilities there including, in particular, cell accommodation, washing and toilet facilities and the facilities for the provision of food.
- (5) The arrangements may include provision for access to the whole or part of an audio or video recording of an interview of the kind mentioned in 4(c) to be denied to independent custody visitors if -
- (a) it appears to an officer of or above the rank of inspector that there are grounds for denying access at the time it is requested;
 - (b) the grounds are grounds specified for the time being in the code of practice issued by the Secretary of State as to the carrying out by PCCs / PFCCs and of their functions under the arrangements; and
 - (c) the procedural requirements imposed by the arrangements in relation to a denial of access are complied with.
- (6) The Secretary of State shall issue, and may from time to time revise, a code of practice as to the carrying out by the PFCC and independent custody visitors of their functions under the arrangements.
- (7) The PFCC and independent custody visitors shall have regard to any code of practice for the time being in force in the carrying out of their functions.
- (8) For the purposes of this Article –
- (a) “detainee” means a person detained in a police station in the Essex Police area;
 - (b) “suspected terrorist detainee” means a detainee detained under section 41 of the Terrorism Act 2000.

Appendix 1

Police, Fire and Crime Commissioner for Essex **Essex Police Strategic Board**

Terms of Reference: September 2021

Purpose of the Essex Police (EP) Strategic Board:

The purpose of the Board is:

- To provide strategic governance and oversight of the Essex Police Transformation Programme:
 - To be the primary advisory body to the Police Fire and Crime Commissioner (PFCC) and Chief Constable (CC) for the decisions that they are required to make in respect of the Essex Police Transformation Programme.
 - To facilitate financial governance relating to the capital programme in support of the Essex Police Transformation Programme.
 - To ensure that the Essex Police Transformation Programme is public facing and reflects the needs of victims of crime and the wider public of Essex.
 - To ensure that the Essex Police Transformation Programme delivers effectively against the medium and long term strategic objectives of Essex Police, and the Police and Crime Plan.
 - To support alignment between Essex Police Transformation Programme and other public sector transformation and collaboration programmes across greater Essex.
 - To advise on the management of strategic risks pertinent to the Strategic Transformation programme
- To provide strategic oversight of the Medium Term Financial Strategy (MTFS)
- To provide strategic oversight to the PFCC's capital programme
- To receive and scrutinise project bid proposals and amendments for PFCC recommendation (including those requiring a Decision Report)
- To receive and scrutinise the capital disposals plan

Scope of the meeting:

The Strategic Board will include those programmes and projects that deliver on the long term vision of, and strategic change within, Essex Police.

In scope:

- Estates Strategy
- IT / Technology / Digital Strategy
- Strategic Finance (including MTFS, Treasury Management Strategy, Budget Setting, Financial Statements and Police Objective Analysis)

- People (officers and staff, including Force Growth Programme)
- Capital projects
- Programmes within the Strategic Change Transformation Programme

Out of scope:

- **Operational management** of the Essex Police Transformation Programme
This sits with the EP Strategic Change and Coordination Board chaired by the Deputy Chief Constable (DCC).

Membership:

- Police, Fire and Crime Commissioner (PFCC)
- Deputy Police, Fire and Crime Commissioner
- Chief Constable
- PFCC's Chief Executive and Monitoring Officer
- PFCC's Strategic Head of Performance and Resources
- PFCC's Head of Finance
- PFCC's Head of Performance and Scrutiny
- EP Director of Support Services
- EP Director of Strategic Change and Performance
- EP Chief Finance Officer

Also invited:

- EP Head of IT
- EP Head of Estates
- EP Head of Contact Management
- EP Director of HR

Other people may also be invited to participate in meetings, where appropriate and with consent of the PFCC, for example: senior Essex Police officers and staff (although responsibility and accountability sits with the Chief Constable or his appointed deputy for the meeting) and other PFCC staff.

Meetings will be chaired by the PFCC or, in his absence, his Deputy.

PROCEDURE FOR MEETINGS

To ensure Meetings run smoothly and are conducted properly, some procedural requirements are set out below.

1. Frequency of Meetings

Meetings will normally take place every quarter

2. Notice of Meetings

Meetings for each calendar year will be set at the start of the year. In the event that a meeting date needs to be changed wherever possible at least one calendar month's notice will be given.

3. Circulation of Papers

Papers will be circulated at least five working days before the meeting, unless an item of business is considered sufficiently urgent to justify shorter notice. The agenda and reports will normally be published to attendees five working days before the meeting.

4. Forward Planning and Papers

a. Additions and Withdrawals

The Forward Plan, including the standing agenda items, will be reviewed and any proposed changes agreed at each meeting.

Any items which are proposed to be added to the Forward Plan during the meeting will be confirmed by the Chair.

Where changes to the agenda are requested between meetings, which impact the next scheduled meeting:

- these should be advised at least one month before the meeting, unless an item of business is considered sufficiently urgent to justify shorter notice;
- additional items must be accepted by the PFCC and Chief Constable (or their respective deputies);
- withdrawn items will remain on the agenda for a verbal explanation/update at the meeting.

b. Paper submission and circulation

All papers will be requested through the Essex Police Single Point of Contact (SPOC) in the Strategic Change Directorate.

Papers will ordinarily be added to the forward plan with a minimum of twelve weeks' notice. Exceptionally, where need arises, papers may be requested with a minimum four weeks notice.

Papers will be submitted on a template provided by the PFCC's office (identified on the Forward Plan) unless otherwise agreed in advance with the Head of Performance and Scrutiny. Papers must include a Government security classification.

Papers will be submitted by the Strategic Change Directorate SPOC following Chief Officer sign off, no later than 7 working days prior to the meeting in order to facilitate circulation.

Where papers are data dependent, and data availability means that a paper needs to be submitted outside of this timeframe, a schedule for submission will be agreed at least eight weeks prior to the meeting at which the paper will be presented.

5. Decision-making (PFCC or Deputy PFCC)

The Board may make recommendations for decisions to be taken by the PFCC. Operational decisions will not be made in this meeting as these rest with the Chief Constable.

6. Publishing of information

All documents must be labelled in accordance with the UK Government Security Classifications.

The agenda will include verification of the security classification of papers and confirmation of these classifications (and approval for publishing) will be sought at the conclusion of each Board meeting.

Documents marked 'Official Sensitive' or above (Secret / Top Secret) are not to be published.

Documents labelled 'Official' and those not protectively marked may be published with the following exceptions:

- The document must not include any personal details in accordance with GDPR.
- The documents must not contain or elude to any form of intelligence, which may compromise policing activity and tactics.
- The document must not contain any embedded documents that fall outside of the classification on the main paper.

Draft minutes will be circulated within seven working days of the meeting and agreed minutes will be published within 14 days of the subsequent meeting. Amendments to the minutes may be submitted between meetings and where the Chair is in agreement a revised version of the minutes may be circulated. Any proposed amendments which are not authorised by the Chair between meetings must be highlighted at the following meeting for discussion and approval/rejection.

Once approved, the written minutes will be the official record of the meeting. In preparing these minutes a recording of the meeting may be used but this will be deleted once the official written minutes have been agreed at the following Board meeting.

7. Secretariat

The secretariat of the meeting will be provided by the PFCC's office.

Appendix 2

Terms of Reference of the Joint Audit Committee

Adopted September 2020

1. Introduction

- 1.1 The Joint Audit Committee (the Committee) has been established to provide independent assurance to the Police, Fire and Crime Commissioner (PFCC) and the Chief Constable in accordance with the Revised Financial Management Code of Practice For the Police Forces of England and Wales and Fire and Rescue Authorities created under section 4A of the Fire and Rescue Services Act 2004. The role of the Audit Committee is to advise the PFCC and the Chief Constable according to good governance principles; to support and challenge the PFCC and the Chief Constable to adopt appropriate risk management arrangements in accordance with proper practices, and to oversee the associated control environment and the financial reporting process.
- 1.2 The Committee will operate in line with the principles of good governance as laid down by the Chartered Institute of Public Finance & Accountancy (CIPFA) and the Revised Financial Management Code of Practice For the Police Forces of England and Wales and Fire and Rescue Authorities created under section 4A of the Fire and Rescue Services Act 2004.
- 1.3 The Committee will consider the internal and external auditors' reports of both the PFCC and the Chief Constable.
- 1.4 The Committee is an independent body and will seek assurance over the adequacy of the following:
 - The risk management and the internal control framework operated by the PFCC and Chief Constable.
 - The effectiveness of their respective governance arrangements.
 - The appointment, support and quality of the work of internal and external auditors as they provide assurance on risk management, internal controls and the annual accounts through their work.
 - Financial and non-financial performance to the extent that it affects the PFCC's and Chief Constable's exposure to risk, weakens the control environment and undermines their ability to provide good value for money.
 - The financial reporting process.

The Committee will also maintain an overview in respect of contract procedure rules, financial and procurement regulations and codes of conduct and behaviour.

- 1.5 The Committee has no executive powers, other than those specifically delegated in these Terms of Reference.
- 1.6 The Committee will establish effective communication with the PFCC and Chief Constable, their nominated representatives, their respective Chief Finance Officers, Monitoring Officers, Head of Internal Audit, the External Auditor and other relevant

stakeholders, including the Police, Fire and Crime Panel, for the purpose of fulfilling these Terms of Reference.

2. Membership

- 2.1 The Committee will comprise of a chair and four members appointed jointly by the PFCC, the Chief Constable and the Chief Fire Officer / Chief Executive, but who are independent of the PFCC, the Chief Constable and the Chief Fire Officer / Chief Executive, to serve on both the Joint Audit Committee and the Fire and Rescue Audit Committee.
- 2.2 Members of the Committee shall be recruited through open competition, in conjunction with the Police, Fire and Crime Commissioner, the Chief Constable and the Chief Fire Officer / Chief Executive or their representatives. They shall be recruited to ensure that the Committee has all the necessary skills and experience to fulfil its Terms of Reference, in accordance with the job description. To ensure the independence of the Committee, members shall not be:
- A standing or ex-PCC, PFCC, Deputy PCC or PFCC or Chief Constable.
 - A member or ex-member of a Police and Crime Panel or a Police, Fire and Crime Panel.
 - Serving police officers currently serving staff of either a police force, a Police and Crime Commissioner or a Police, Fire and Crime Commissioner.
 - Individuals who have significant business or personal dealings with the Police, Fire and Crime Commissioner or Essex Police.
 - Individuals who have close relationships with any of the above including immediate family members and as such may not have the requisite level of independence required for membership of the Committee.
 - Individuals removed from a trusteeship of a charity.
 - Individuals under a disqualification order under the Company Directors Disqualification Act.
 - A person who has been adjudged a bankrupt or made a composition or arrangement with his creditors.
 - A person convicted in the UK, Channel Islands or the Isle of Man of any offence and has had passed on them a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine, within the last five years prior to their appointment.
- 2.3 The Chair of the Committee will be jointly recruited by the PFCC, the Chief Constable and the Chief Fire Officer / Chief Executive and will serve for one term (of four years) in the role as Chair whereupon they can be re-appointed, if appropriate and subject to agreement by the PFCC, the Chief Constable and the Chief Fire Officer / Chief Executive, subject to serving a maximum of two terms.
- 2.4 All members will serve for a maximum of two terms, each term being a maximum of four years. To ensure continuity, where possible, members shall be rotated on and off the Committee in turn rather than as a group, therefore the term of membership will be determined on recruitment of the member.
- 2.5 All members of the Committee will be subject to an independent annual appraisal, the outcomes of which will inform the member development programme.
- 2.6 On joining the Committee, each member will attend an induction training course to help them understand the roles of the PFCC and the Chief Constable, the Police, Fire and Crime Panel and the organisations pertaining to the PFCC and Chief Constable.

Further training on specific relevant topics will be provided as necessary, according to the members' own relevant experience and emerging business needs of the Committee. Members will be expected to attend all such training and to develop their skills as part of a member development programme. Training needs will be considered during the annual appraisal process and a training and development programme established both for the Committee and its individual members as appropriate.

- 2.7 In accordance with the Committee's code of conduct, each member will be required to record any conflicts of interest in the register of pecuniary and non-pecuniary interests. In addition, members will be required to disclose any such interests at the commencement of any meeting where there is a need to do so due to the nature of the Committee agenda, or immediately if they arise unexpectedly in discussion.
- 2.8 Only members of the Committee have the right to vote on matters requiring a vote at meetings.
- 2.9 Members of the Committee will be remunerated and reimbursed for all expenses incurred in the fulfilment of their duties, roles and responsibilities in accordance with the schedule of allowances and expenses agreed by the PFCC and Chief Constable.

3 Frequency and notice of meetings

- 3.1 The Committee will hold ordinary meetings at least **four** times a year. The calendar of meetings shall be agreed at the start of each year.
- 3.2 One extraordinary meeting each year shall be dedicated to the scrutiny and pre-approval of the statement of accounts of the PFCC and Chief Constable before submission to external audit. In performing its annual review of the draft financial statements and narrative report, the Committee will consider:
 - Proposed accounting policies for inclusion in the draft statement of accounts
 - Proposed key accounting judgements
 - Management's assessment of going concern
- 3.3 Further meetings outside of the normal cycle of the Committee can be convened at the request of the Chair or any of its members, subject to agreement by the Chair.
- 3.4 The PFCC and / or the Chief Constable may ask the Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.
- 3.5 Meetings can be requested by the external or internal auditors where this is considered necessary and on agreement of the Chair.
- 3.6 Unless otherwise agreed, formal notice of each meeting confirming the venue, time and date together with the agenda of items to be discussed, will be forwarded to each member of the Committee, any other person required to attend and all other appropriate persons determined by the Chair, no later than five working days before the date of the meeting.
- 3.7 Any meetings held outside the normal cycle of meetings should be convened with a minimum notice of five working days. Extraordinary or urgent meetings may be held with less notice but should be for exceptional matters only, subject to the Chair's agreement and quorum requirements. In this case the agenda and any supporting papers will be sent Committee members and to other attendees at the same time as

the meeting notice is sent out, recognising that if the matter is so urgent there may only be an oral report. If this is the case then this will be identified on the agenda.

4 Attendance at meetings and quorum

- 4.1 Members of the Committee are expected to attend all meetings. Regular non-attendance of Committee members will lead to their removal as a member of the Committee on agreement by the Chair.
- 4.2 The PFCC and Chief Constable, will attend all meetings of the JAC, or ensure that they are suitably and appropriately represented to ensure that the purpose of the Committee is not compromised and that members are able to fulfil their responsibilities appropriately. In addition, the Police Reform and Social Responsibility Act 2011, Section 114 of the Local Government Finance Act 1988 and the Audit and Accounts Regulations 2011 assign a number of statutory responsibilities to each of the Chief Finance Officers of the PFCC and Chief Constable. Given the nature of these responsibilities it is expected that both the Chief Finance Officers of the PFCC and the Chief Constable will attend all meetings, or where this is not possible then their nominated representatives.
- 4.3 The Head of Internal Audit and representatives of the external auditor will be invited to attend meetings on a regular basis. Members of the Committee should meet with the Head of Internal Audit and representatives of the external auditor separately and privately at least once a year.
- 4.4 The Committee may also invite or require subject matter experts to attend meetings of the Committee to present reports or otherwise support its consideration of agenda items as required.
- 4.5 A minimum of three members of the Committee must be present for the meeting to be deemed quorate. Committee meetings will be held in private with the matters discussed being placed in the public domain.
- 4.6 The Committee may hold private informal meetings (e.g. for briefing and training purposes) without any non-members present if it so decides. Formal decisions cannot be taken at such meetings

5. Access

- 5.1 The Chief Finance Officers, the Monitoring Officers, Head of Internal Audit and the representative of External Audit of the PFCC and Chief Constable will have free and confidential access to the Chair of the Committee.

6. Minutes

- 6.1 The Secretary will record the names of those present at the meeting, and write minutes, including the key points and decisions of all meetings, along with any actions stemming from discussion that need to be taken before the next meeting. The minutes of the previous meeting must be approved by the Committee and signed by the Chair as a true record at each meeting.
- 6.2 The Chair of the Committee will establish, at the beginning of each meeting, the existence of any conflicts of interest and the Secretary will minute them accordingly. See also paragraph 2.7 of these Terms of Reference.

- 6.3 The unsigned and unapproved minutes of the most recent Committee meeting will be circulated promptly and no later than 10 working days after the meeting to all members, to the PFCC and the Chief Constable along with their nominated representatives at the Committee, the Chief Finance Officers of the PFCC and Chief Constable and to the internal and external auditors, once they have been approved for circulation by the Chair.
- 6.4 The minutes of the Committee will be placed in the public domain as soon as these have been approved and signed by the Chair, with exclusion to any matter deemed private and confidential, or otherwise protectively marked.

7. Reporting

- 7.1 To ensure relevant and timely reporting throughout the year to the Committee a reporting timetable will be prepared and agreed with the PFCC and Chief Constable. This will be designed to enable the Committee to fulfil its responsibilities and receive the assurances it requires.
- 7.2 The Chair will provide the PFCC and Chief Constable with an Annual Report timed to support finalisation of the accounts and the Annual Governance Statement, summarising its conclusions from the work it has undertaken during the year and drawing attention to any significant or emerging issues as appropriate. This report will be placed in the public domain following discussion with the PFCC and Chief Constable along with their responses to the Chair's Annual Report. The Chair will be responsible for dealing with any public or media questions relating to that report.
- 7.3 The Committee will, having regard to best governance practice, review these Terms of Reference annually and make any changes deemed necessary in consultation with the PFCC and Chief Constable.
- 7.4 The Committee will annually review its own performance to ensure it is fulfilling its Terms of Reference and operating effectively. In doing so it will make any recommendations for change to the PFCC and Chief Constable.

8. Responsibilities

8.1 Risk Management, Governance and Internal Control Responsibilities

The Committee will seek assurance in connection with the following responsibilities:

- 8.1.1 The establishment and maintenance of an effective system of risk management, integrated governance and internal control, across the whole of the PFCC's and Chief Constable's activities that support the achievement of the objectives of the Police and Crime Plan, ensuring probity, value for money and good governance.
- 8.1.2 The timely implementation of any actions necessary to ensure compliance with all internal standards and best practice, both financial and non-financial, operated by the PFCC and Chief Constable.
- 8.1.3 The adequacy of relevant disclosure statements, in particular the Annual Governance Statement, together with any accompanying Head of Internal Audit report, external audit opinion, risk register or other appropriate independent assurances, prior to endorsement by the PFCC and / or the Chief Constable. Subject to this the Committee will recommend for adoption the joint Annual Governance Statement for the PFCC and Chief Constable.

- 8.1.4 The adequacy of arrangements for ensuring compliance with relevant regulatory, legal and code of conduct requirements and fraud and corruption as set out in Secretary of State Directives and by other relevant bodies or professional standards.
- 8.1.5 Notwithstanding the specific responsibilities of the Committee in connection with both internal and external audit, consider the adequacy of response by the PFCC and / or the Chief Constable to recommendations contained within any external inspection report that has been received for the purposes of assurance.

9. Internal Audit Responsibilities

- 9.1 It is anticipated that the PFCC and Chief Constable will engage the same internal auditors. The role of the Committee in relation to internal audit will include the following:
- 9.1.1 Considering and making recommendations to the PFCC and the Chief Constable on the provision of internal auditors, including appointment, assessment of performance and dismissal.
- 9.1.2 Approving but not directing the internal audit strategy and annual internal audit plan, ensuring that this:
- is consistent with professional standards;
 - meets the audit needs of the PFCC and Chief Constable, and
 - provides the Committee with adequate coverage for the purpose of obtaining appropriate levels of assurance over the adequacy of the risk management, governance and internal control environment of both the PFCC and Chief Constable.
- 9.1.3 Considering the Head of Internal Audit's annual report and opinion, and a summary of audit activity (actual and proposed) and the level of assurance it gives over the risk management, internal controls and governance arrangements of the PFCC and Chief Constable.
- 9.1.4 Considering the findings of internal audit reports (or their summaries), the assurance provided and the adequacy of the response by the PFCC and / or Chief Constable.
- 9.1.5 Commissioning additional work from the internal auditor, having regard to any actual or potential conflicts of interest.
- 9.1.6 Ensuring co-ordination between the internal and external auditors to optimise audit resources.
- 9.1.7 Annually reviewing the effectiveness of internal audit.
- 9.2 Where the Committee considers there is evidence of ultra vires transactions, evidence of improper acts, or if there are other important matters that the Committee wishes to raise, the Chair must initially take advice from the Monitoring Officer before raising the matter with the PFCC and Chief Constable. Where appropriate the Committee may then seek independent legal advice. Exceptionally, the matter may need to be referred directly to the external auditor, HMICFRS and / or the Home Office e.g. fraud suspicion directly involving the PFCC or Chief Constable.

10. External Audit Responsibilities

- 10.1 It is anticipated that the PFCC and Chief Constable will engage the same external auditors. The role of the Committee in relation to external audit will include the following:
 - 10.2.1 Considering and making recommendations to the PFCC and the Chief Constable on the provision of external auditors, including appointment and dismissal in conjunction with the body which is responsible for the appointment of external auditors in England to bodies subject to audit under the Audit Commission Act 1998.
 - 10.2.2 Reviewing, advising on and endorsing the external audit strategy and annual audit plan, ensuring that this is consistent with professional standards and the External Audit Code of Audit Practice.
 - 10.2.3 Considering the external auditor's annual management letter, relevant reports and the report to those charged with governance.
 - 10.2.4 Considering specific reports as agreed with the external auditor.
 - 10.2.5 Commissioning work from the external auditor, having regard to any actual or potential conflicts of interest.
 - 10.2.6 Considering major findings of external audit work and the adequacy of response of the PFCC and / or Chief Constable.
 - 10.2.7 Ensuring co-ordination between the internal and external auditors to optimise audit resources.

11. Annual Accounts of the PFCC and Chief Constable

The Committee will:

- 11.1 Review, scrutinise and recommend for signature the annual statement of accounts prior to their external audit. Specifically, it will seek assurances as to whether appropriate accounting policies have been followed and whether there are any concerns arising from the financial statements.
- 11.2 Consider the external auditor's report to those charged with governance on issues arising from the audit of accounts.

12. Auditor Panel

- 12.1 The functions of the auditor panel are set out in the Local Audit and Responsibility Act 2014 and also the Local Audit (Auditor Panel) Regulations 2014 (the Auditor Panel Regulations).
- 12.2 The Committee is authorised by the PFCC and Chief Constable to carry out the functions specified below and can seek any information it requires from any employees/relevant third parties.
- 12.3 The auditor panel is authorised by the PFCC and Chief Constable to obtain outside legal or other independent professional advice and to secure the attendance of

outsiders with relevant experience and expertise if it considers this necessary. Any such arrangements must be obtained in line with the PFCC's existing rules.

12.4 The auditor panel's responsibilities are to advise the PFCC and Chief Constable on:

- i) The selection and appointment of the external auditor. This includes:
 - a. Agreeing and overseeing a robust process for selecting the external auditor in line with the PFCC's normal procurement rules
 - b. Basing the selection of external auditor on effectiveness and cost
 - c. Excluding any proposed external auditor firms that include non-audit services in their offering
 - d. Ensuring that any conflicts of interest are dealt with effectively
- ii) The maintenance of an independent relationship with the appointed external auditor.
- iii) Ensuring that any proposal from the external auditor to enter into a liability limitation agreement as part of the procurement process is fair and reasonable.
- iv) Any decision about the removal or resignation of the external auditor.

12.5 The auditor panel will be involved in any discussions and receipt of relevant documents relating to public interest reports.

13. Information Requirement

13.1 For each meeting the Committee will normally be provided with the following:

- A report summarising any significant changes to the PFCC's and Chief Constable's risk and controls profile and any action planned in response.
- A report on any governance matters arising or a note that no governance matters have arisen since the last meeting and any action planned in response.
- A progress report from the head of internal audit summarising:
 - Work performed and a comparison with work planned
 - Key issues emerging from internal audit work
 - Management responses to audit recommendations
 - Changes to the periodic plan
 - Any resourcing issues affecting the delivery of internal objectives
- A progress report from the external audit representative summarising work done and emerging findings.
- A summary report of actions being tracked and progress made in connection with their implementation on significant risk, governance and internal controls matters, thereby providing for an ongoing process of follow-up.

14. Support for the Committee

14.1 The Chair, in conjunction with the PFCC and Chief Constable, has particular responsibility for ensuring that the work of the Committee is appropriately resourced, including appropriate secretariat support and any other specialist support necessary to ensure its members are effective in their role. The Chair has a duty to report any shortfall in the level of support to the PFCC and Chief Constable in the first instance and in a public report if this is not remedied.

14.2 The allocation of secretariat support to the Committee and its funding will be agreed between the PFCC and Chief Constable. This will include ensuring that best practice as contained in relevant good governance codes and protocols is upheld so that the Committee is effective and the members' independence is maintained.

- 14.3 The Committee may with reasonable justification and with joint approval by the respective Chief Finance Officers of the PFCC and Chief Constable procure specialist ad-hoc advice e.g. legal, to obtain additional skills, knowledge and experience at the expense of the PFCC and Chief Constable to support the Committee in the achievement of its Terms of Reference. This will be considered appropriate where specialist advice is not available within the existing Committee support arrangements or it is not considered appropriate to use this support.
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Appendix 3

Police, Fire and Crime Commissioner for Essex

Essex Police Performance and Resources Scrutiny Board Terms of Reference – July 2021

PURPOSE OF THE ESSEX POLICE PERFORMANCE AND RESOURCES SCRUTINY BOARD

The purpose of the Board is to enable the Police, Fire and Crime Commissioner (PFCC) to review the efficiency and effectiveness of the force against performance objectives set out in the Police and Crime Plan. It is the forum whereby the PFCC is able to ensure budgeted resources are closely aligned with policing priorities.

The Board will enable the PFCC to maintain an oversight of the totality of policing and hold the Chief Constable to account (including through his representative with delegated authority) for the delivery of operational policing and where the Police pay due regard to the Police and Crime Plan.

The terms of reference will be reviewed on an annual basis.

SCOPE OF THE MEETING

The Performance and Resources Board will:

- Scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the Police and Crime Plan
- Support the PFCC in holding the Chief Constable to account for the performance of the force's officers and staff
- Support the PFCC in holding the Chief Constable to account for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable
- Advise the PFCC on actions to be taken to maintain an efficient and effective police force for Essex
- Consider and discuss different themes, subjects or 'deep dives' for scrutiny, challenge and support
- Monitor actual revenue spend against budget, and the forecast outturn advising corrective action where appropriate in order to further advance the priorities of the Police and Crime Plan
- Monitor actual and forecast capital expenditure and resourcing of against the approved capital programme advising the Strategic Board on progress achieved
- Monitor the progress made by the force in delivering planned transformation savings

- Publish the agenda and minutes to ensure transparency of process of review and scrutiny.
- Identify areas of support and commissioning that would assist in achieving the Police and Crime Plan

MEMBERSHIP

The membership of the Performance and Resources Board is as follows:

- Police, Fire and Crime Commissioner
- Deputy Police, Fire and Crime Commissioner
- Deputy Chief Constable
- PFCC's Chief Executive and Monitoring Officer
- PFCC's Strategic Head of Performance and Resources
- PFCC's Head of Finance
- PFCC's Head of Performance and Scrutiny
- EP Director of Strategic Change and Analytics
- EP Chief Finance Officer
- All meeting papers will be shared with the Chief Constable

Meetings will be chaired by the Police, Fire and Crime Commissioner, or in his absence, his Deputy.

Other people may also be invited to participate in Meetings where appropriate and with the consent of the PFCC, for example: senior Essex Police officers and staff, (although responsibility and accountability sits with the Chief Constable through the Deputy Chief Constable), other PFCC staff, chief officers of other organisations, representatives of community groups and subject experts.

PROCEDURE FOR MEETINGS

To ensure Meetings run smoothly and are conducted properly, some procedural requirements are set out below.

Frequency of Meetings

Meetings will normally take place every month

Notice of Meetings

Meetings for each calendar year will be set at the start of the year. In the event that a meeting date needs to be changed wherever possible at least one calendar month's notice will be given.

Circulation of Papers

Papers will be circulated at least five full days before the meeting unless an item of business is considered sufficiently urgent to justify shorter notice. The agenda and reports will normally be published to attendees five working days before the meeting.

Forward Planning and Papers

a. Additions and Withdrawals

The Forward Plan, including the standing agenda items, will be reviewed and any proposed changes agreed at each meeting. Any items which are proposed to be added to the Forward Plan during the meeting will be confirmed by the Chair.

Where changes to the agenda are requested between meetings, which impact the next scheduled meeting:

- additional items must be accepted by the PFCC and Chief Constable (or their respective deputies), and
- withdrawn items will remain on the agenda for a verbal explanation/update at the meeting.

All papers will be requested through the Essex Police Single Point of Contact (SPOC) in the Strategic Change Directorate.

Papers will ordinarily be added to the forward plan with a minimum of eight weeks' notice. Exceptionally, where need arises, papers may be requested with a minimum four weeks' notice.

Papers will be submitted on a template provided by the PFCC's office (identified on the Forward Plan) unless otherwise agreed in advance with the Head of Performance and Scrutiny. Papers must include a Government security classification.

Papers will be submitted by the Strategic Change Directorate SPOC following Chief Officer sign off, 7 working days prior to the meeting in order to facilitate circulation.

Where papers are data dependent, and data availability means that a paper is anticipated to be submitted outside of this timeframe, a schedule for submission will be agreed at least eight weeks prior to the meeting at which the paper will be presented. This agreement will acknowledge any requests by the PFCC for draft papers to be shared in advance, the Chief Officer Group (COG) date for approval of the paper and the deadline for such draft papers.

Decision-making (PFCC or Deputy PFCC)

The Board may make recommendations for decisions to be taken by the PFCC. Operational decisions will not be made in this meeting as these rest with the Chief Constable. Where recommendations are made for a decision by the PFCC the item will be directed to the Strategic Board. Where appropriate a Decision Report may be

submitted and approved outside of Strategic Board, resulting from a discussion at this Board.

Publishing of Information

All documents must be labelled in accordance with the UK Government Security Classifications.

The agenda will include verification of the security classification of papers and confirmation of these classifications (and approval for publishing) will be sought at the conclusion of each Board meeting.

Documents marked 'Official Sensitive' or above (Secret / Top Secret) are not to be published.

Documents labelled 'Official' and those not protectively marked may be published with the following exceptions:

- The document must not include any personal details in accordance with GDPR.
- The documents must not contain or elude to any form of intelligence, which may compromise policing activity and tactics.
- The document does not contain any embedded documents that fall outside of the classification on the main paper.

Draft minutes will be circulated within seven working days of the meeting and agreed minutes will be published within 14 days of the subsequent meeting.

Amendments to the minutes may be submitted between meetings and where the Chair is in agreement a revised version of the minutes may be circulated. Any proposed amendments which are not authorised by the Chair between meetings must be highlighted at the following meeting for discussion and approval/rejection.

Once approved, the written minutes will be the official record of the meeting. In preparing these minutes a recording of the meeting may be used but this will be deleted once the official written minutes have been agreed at the following Board meeting.

Secretariat

The secretariat of the meeting will be provided by the PFCC's office.

Appendix 4

Essex Emergency Services Collaboration Strategic Governance Board

Terms of Reference October 2021

Version	Date	Reviewer	Comments
3.0	June 2019		Agreed at June SGB
3.1	Sep 2021	Greg Myddelton	Review of ToR

Summary of changes

- Addition of version control table
- Membership updated to reflect new appointments
- Added reference to plan on a page as part of Programme Board approval process for new projects
- Secretariat amended to PFCC's office
- Date of next ToR review incorporated

Membership:

- Police, Fire and Crime Commissioner (PFCC) (Chair)
- Deputy Police, Fire and Crime Commissioner (DPFCC) (Vice Chair)
- Chief Constable
- Chief Fire Officer / Chief Executive
- Head of Operations, Mid and South Essex (EEAST)
- Chief Executive to the PFCC & Monitoring Officer to the PFCC and ECFRS
- PFCC's Strategic Head of Partnerships & Delivery (Lead for Emergency Service Collaboration Programme)
- PFCC's Strategic Head of Performance and Resources
- PFCC's Executive Project Support (secretariat)

Substitutions will be accepted, so long as they are appropriately briefed and mandated to represent the view of their organisation at the meeting.

Additional attendees may be invited to individual meetings by the Commissioner to support agenda discussions. An "open chair" will be available for colleagues attending as observers to the meeting, to support their personal development, at the discretion of the Chair.

Attendance at meetings and quorum

Members of the Board are expected to attend all meetings wherever possible. Where this is not possible, a named substitute may be sent on their behalf, who must be appropriately briefed to represent the standing member.

At least one representative from each participating agency (EP / ECFRS / EEAST), as well as the PFCC or their Deputy, must be present for the meeting to be deemed quorate.

The meetings will be held in private.

Purpose:

- To provide collective ownership, strategic governance and oversight of the Essex Emergency Services Collaboration Programme, including in relation to finance and resourcing decisions.
- To maximise the effectiveness and efficiency of police, fire and rescue and ambulance services within Essex through a programme of strategic and operational collaboration.
- To review business cases relating to potential emergency services collaboration projects and provide recommendations to the PFCC as to whether these should be progressed, taking into account existing collaboration agreements and other arrangements for co-operation as well as the desirability of the respective parties taking a consistent approach.
- To provide oversight and management of strategic risks pertaining to the Essex Emergency Services Collaboration Programme.

Decision making:

The Board makes recommendations to the PFCC but has no executive decision-making powers. Final decisions in relation to the Essex Emergency Services Collaboration programme are made by the PFCC via the decision sheet process or, where appropriate, Chief Officers under existing schemes of delegation and consent. Where the latter is the case, these decisions must have due regard to the strategic direction set by the Strategic Governance Board and will be reported into the Strategic Governance Board.

Recommendations to the PFCC are to be formulated by the Board on the basis of consensus wherever possible. Where there is divergence of opinion between members of the Board, this is to be made clear to the PFCC when the matter is referred to them for decision.

Stakeholder engagement:

It is recognised that collaboration proposals relating to Enabling Services will also require the active involvement and consent of the Chief Constable of Kent Police and

the Kent Police and Crime Commissioner, who are equal partners in the current Police Shared Services Directorate and the wider 7 Force collaboration programme. Responsibility for engaging Kent colleagues in this regard will sit with the Chief Constable and PFCC respectively.

The Chief Officers of Essex Police, the Essex County Fire and Rescue Service and the East of England Ambulance Service NHS Trust will ensure that the recognised representative bodies of their respective organisations are sighted on all programme work being considered or undertaken, on behalf of their membership.

Any formal consultation with staff required as a result of the collaboration programme will be undertaken by the relevant Chief Officers.

Gateway process for approval of project business cases:

Suggestions to progress additional collaboration initiatives across two or more of the organisations represented within the Essex Emergency Services Collaboration Programme will be raised in the first instance at the Collaboration Programme Board, usually in the form of a plan on a page, for authorisation to progress discussions within the relevant organisations.

Subject to the Programme Board authorising progression to the next stage, proposals will be developed into a Project Initiation Document (PID) (setting out the scope of the project idea, including the mandate, options, outcomes and benefits pathway), to be presented to the relevant Chief Officer teams as follows:

- Essex Police Chief Officer Group (COG)
- Essex County Fire and Rescue Service Leadership Team (SLT)
- EEAST Senior Management Team (SMT)

Subject to the relevant internal governance bodies being content to progress to the next stage of proposal development, the relevant Chief Officers will appoint work-stream leads (project managers) who will be responsible for the development of a Strategic Outline Case (SOC) (including the resourcing requirements, project organisation structure, quality register, risks and issues register, and communications strategy) to be presented to the Strategic Governance Board for consideration and approval in principle. ***No collaboration proposals will be considered by the Strategic Governance Board without first going through this process.***

As set out above, the Board makes recommendations to the PFCC but has no executive decision-making powers. Final decisions as to whether proposed collaboration initiatives are to be progressed are made by the PFCC via the decision sheet process or, where appropriate, Chief Officers under existing schemes of delegation and consent. Where the latter is the case, these decisions must have due regard to the strategic direction set by the Strategic Governance Board and will be reported into the Strategic Governance Board.

Meeting frequency:

The Board shall meet bi-monthly. The calendar of meetings shall be agreed at the start of each year. Unless otherwise agreed, formal notice of each meeting confirming the venue, time and date together with the agenda of items to be discussed and the associated papers will be forwarded to each member of the Board, any other person required to attend and all other appropriate persons determined by the Chair, no later than five working days before the date of the meeting.

Further meetings outside of the normal cycle of the Board can be convened at the request of the Chair or any of its members, subject to agreement by the Chair. Any meetings held outside the normal cycle of meetings should be convened with a minimum notice of five working days. Extraordinary or urgent meetings may be held with less notice but should be for exceptional matters only, subject to the Chair's agreement and quorum requirements. In this case the agenda and any supporting papers will be sent Board members and to other attendees at the same time as the meeting notice is sent out.

Oral reports will not be accepted for substantive agenda items except in very exceptional cases, at the discretion of the Chair.

Secretariat:

The PFCC's office will provide the secretariat to the Board.

Programme Board:

The Strategic Governance Board (SGB) will be supported by the Essex Emergency Services Collaboration Programme Board (see separate Programme Board Terms of Reference). The Programme Board will provide reports into the Strategic Governance Board on progress against the collaboration work streams, as well as draft business cases, resource considerations and recommendations for decisions. The Programme Board is also the owner of the Collaboration Risk Register and will report to each meeting of the SGB on new, emerging and changing risks facing the programme and the mitigations put in place in response.

Review

The Terms of Reference of this Board will be reviewed on an annual basis. The next review is due in October 2022.

Schedule 1

The Elected Local Policing Bodies (Specified Information) Orders

The Elected Local Policing Bodies (Specified Information) Order 2011

[SI 2011/3050]

[The Elected Local Policing Bodies \(Specified Information\) Order 2011 \(legislation.gov.uk\)](#)

The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2012

[SI 2012/2479]

[The Elected Local Policing Bodies \(Specified Information\) \(Amendment\) Order 2012 \(legislation.gov.uk\)](#)

The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2013

[SI 2013/1816]

[The Elected Local Policing Bodies \(Specified Information\) \(Amendment\) Order 2013 \(legislation.gov.uk\)](#)

The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021

[SI 2021/547]

[The Elected Local Policing Bodies \(Specified Information\) \(Amendment\) Order 2021 \(legislation.gov.uk\)](#)

Schedule 2



Information Sharing Agreement

Essex Police

and

Police, Fire and Crime
Commissioner for Essex

Introduction

This Information Sharing Agreement (ISA) has been developed between the Chief Constable of Essex Police, of Police Headquarters, PO Box 2, Chelmsford CM2 6DA and the Police, Fire and Crime Commissioner for Essex (the 'PFCC'¹) of Kelvedon Park, London Road, Rivenhall, Witham, Essex CM8 3HB hereafter termed 'parties' to explain:

- why the parties have agreed to share information;
- the legal justification behind the sharing;
- who, within each party, has managerial oversight and responsibility for the information sharing;
- which information may be shared;
- the processes for sharing;
- the use of shared information;
- the PFCC's access to the Essex Police IT Infrastructure and associated information;
- how miscellaneous matters will be managed.

This version of the ISA replaces all previous versions of this document.

For the purposes of this ISA the term 'sharing' information means providing or disclosing information to the other party by any means.

This ISA is designed to provide clarity and reassurance to both parties by setting out the administrative processes by which sharing will occur.

Information shared under this ISA will comprise of some information that is defined as 'personal data' under Data Protection Act 2018 and General Data Protection Regulation 2016 (GDPR) and the ISA helps support both parties' compliance with that legislation.

In October 2017 the Essex PCC took on joint governance role for the Essex County Fire and Rescue Service and since that point has become the Police, Fire and Crime Commissioner for Essex (PFCC). This ISA refers to dealings between the PFCC and Essex Police. Information sharing between the PFCC and the Essex County Fire and Rescue Service is subject to a separate ISA.

Both organisations are subject to the Data Protection Act 2018 and GDPR and consequently they have appointed Data Protection Officers who may provide guidance and advice on information sharing and associated policy and procedure.

¹ For the purposes of this ISA the term PFCC is used to encompass the person elected as the Police, Fire and Crime Commissioner for Essex and any staff authorised to work for or on their behalf or under their direction and control.

Why the parties have agreed to share information

The Police Reform and Social Responsibility Act 2011 created the role of PCC for each of the police forces in England and Wales and set out the functions that the PCC must discharge.

The Policing and Crime Act 2017 obliges 'Blue Light Services' to collaborate more effectively. Following public consultation, the submission of a business case and approval by the Home Office, the PCC for Essex took on joint governance of the Essex County Fire and Rescue Service in October 2017, becoming the Essex Police, Fire & Crime Commissioner, Fire and Rescue Authority as well as the Police, Fire and Crime Commissioner for Essex.

In order for the PFCC to discharge those functions there is a requirement for some information in the possession of Essex Police to be shared with the PFCC. A reciprocal sharing of some information from the PFCC to Essex Police may also be required to assist in the discharge of the PFCC's functions.

This ISA is not intended to cover a) information sharing between the PFCC and the Essex Police, Fire and Crime Panel or b) information sharing between the Essex Police, Fire and Crime Panel and Essex Police. Both a) and b) are the subject of separate ISAs.

How the sharing can be legally justified

The legal justification for the sharing of information between Essex Police and the PFCC is derived from the Police Reform and Social Responsibility Act and Statutory Instrument 2011 No. 2744, '[The Policing Protocol Order 2011](#)'. That instrument is an outcome of Section 79 of the Police Reform and Social Responsibility Act 2011 which requires the Secretary of State to issue a Policing Protocol, namely a document setting out, or otherwise making provision about, the ways in which relevant persons should exercise or refrain from exercising functions so as to encourage, maintain or improve working relationships or limit or prevent the overlapping or conflicting exercise of functions. "Relevant persons" for these purposes are the Secretary of State (in the exercise of their policing functions), elected local policing bodies (namely police and crime commissioners; police, fire and crime commissioners and the Mayor's Office for Policing and Crime), chief officers of police forces maintained by elected local policing bodies, and police and crime panels. These persons must have regard to the Policing Protocol in exercising their functions.

Paragraph 19 of that Statutory Instrument states:

"In order to enable the PCC to exercise the functions of their office effectively, they will need access to information and officers and staff within their force area. Such access to any information must not be unreasonably withheld or obstructed by the Chief Constable and / or fetter the Chief Constable's direction and control of the force."

In order for Essex Police to provide information to the PFCC the PFCC will, on occasions, need to make requests for information, and those requests themselves may be considered information sharing.

Managerial Oversight for the Information Sharing

Managerial Oversight of the information sharing under this ISA will be conducted by the individuals identified in the following paragraphs.

In the case of Essex Police the force's Head of Analysis (Mark Johnson) will perform that role. He is based at Police Headquarters and may be contacted by email at Mark.Johnson@essex.police.uk.

For the PFCC that role will be conducted by the Chief Executive, Pippa Brent Isherwood. She is based at the office of the PFCC and may be contacted by email at Pippa.Brent-Isherwood@essex.police.uk.

Both individuals are responsible for the management and revision of this ISA and ensuring compliance with it.

Sharing of information on a day-to-day basis under this ISA will generally be undertaken by other individuals and processes described in Section 6.

Information that may be shared

As a broad principle any information within the possession of Essex Police may be considered for sharing with the PFCC.

That said, information will only be shared by Essex Police with the PFCC where **all** of the following apply:

- the sharing is reasonably required to assist the PFCC in exercising the functions of their office (as legally defined) effectively;
- the sharing would not fetter, restrict or restrain the Chief Constable's direction and / or control of Essex Police, nor prejudice ongoing or potential investigations or prosecutions by Essex Police or other parties, and
- the sharing would not contradict any legal obligation upon Essex Police that precludes sharing.

Information will be shared by the PFCC with Essex Police where necessary to exercise the PFCC's functions or where thought necessary to assist the 'policing purpose'.

Processes for sharing

The detailed processes for sharing information between Essex Police and the PFCC will continue to be developed by both parties at regular appropriate intervals and may be documented in future revisions of this ISA.

Information will be shared in accordance with any of the following basic process models, with the most appropriate option used according to the circumstances:

- **Request and Respond** – the PFCC will approach Essex Police to request information they believe the latter does, or may, hold. This could be via telephone, email, letter, arising from a meeting, or by use of a form. Essex Police will then respond to the PFCC by any of those means.

- **At a Meeting** – a meeting (with terms of reference, agenda etc.) will be held to which representatives of the PFCC and Essex Police will be invited. The parties will attend with their information likely to be of interest to the other party. During the course of the meeting parties will disclose relevant information as necessary.
- **‘Self-Service’** – Essex Police will permit the PFCC to have direct access to its information (usually via the Essex Police IT infrastructure) and the PFCC will obtain the information through that process. Access to the Essex Police IT infrastructure is detailed more fully in Section 8 of this agreement.
- **Digital Feed** – Essex Police will automatically provide the PFCC with information digitally via an IT infrastructure, usually on a regular, repeated basis.

Information shared will be provided in any of the following formats, with the most appropriate option used according to the circumstances:

- Verbally (e.g. either face to face meetings or via the telephone).
- Digitally – e.g. via email, text, through access to an IT System, via digital media, via screen etc.
- Hard copy – e.g., via completed forms, print outs, or other documents.

The sharing will be undertaken by either of the individuals identified in Section 4, and any other individuals nominated by them as being permitted to do so. The parties may provide each other with the names and contact details of such individuals upon request.

It is the responsibility of each signatory to ensure that appropriate staff training and awareness sessions are provided in relation to this ISA.

Use of Shared Information

Any information shared under this ISA may only be used by:

- the PFCC for the purposes of the effective exercise of the PFCC’s functions (as legally defined)² or as otherwise required by, or under, any rule of law.
- Essex Police in the support of the PFCC’s functions, or for ‘the policing purpose’ or as otherwise required by, or under, any rule of law.

Any information shared under this ISA will not be used in a manner that contradicts any prohibition on further disclosure including, where applicable, the common law duty of confidence. Shared information will be accessed by individuals or disclosed to them on a ‘need-to-know’ basis.

² Essex Police recognises that this means, subject to consideration, that some information shared with the PFCC may be required to be further shared by the PFCC with the Essex Police, Fire and Crime Panel.

Both parties will pay due regard to the protective marking applied to shared information under the Government Security Classification Scheme.

As separate 'controllers' both parties are individually obliged to ensure that information received from the other party which is 'personal data' is 'processed'³ in accordance with the requirements of the Data Protection Act 2018 and GDPR.

Breaches

Any breaches of security, confidentiality or other violations of shared data must be reported to the owning party as soon as possible and in any case within 24 hours.

Any breach of information by a signatory partner is their responsibility. Each party is accountable for any misuse of information supplied and the consequences of such misuse.

The parties shall provide reasonable assistance as is necessary to each other to facilitate the handling of any data security breach. In the event of a dispute or claim brought by a data subject or the Data Protection Authority concerning the processing of shared personal data against either or both parties, the parties will inform each other about any such disputes or claims, and will cooperate with a view to settling them amicably in a timely fashion.

PFCC Access to the Essex Police IT Infrastructure

Essex Police provides the PFCC with access to the Essex Police IT Infrastructure to:

- facilitate 'self-service' information sharing (see Section 5), and
- provide the PFCC with an IT infrastructure for the PFCC's own organisational purposes, including use of email, intranet, extranet, and internet.

Access to the IT infrastructure by the PFCC is subject to the PFCC agreeing to comply with the following relevant Essex Police Policy and Procedures:

- W 1000 Policy – Information Management & Assurance
- W 1001 Procedure – ICT Acceptable Use
- W 1002 Procedure – User Account Management
- W 1004 Procedure – Incident Reporting & Management
- W 1006 Procedure - Government Security Classification Scheme
- W 1008 Procedure – Physical Security
- W 2013 Procedure – Appropriate Access and Use of Police Information

³ As defined in the Data Protection Act 2018 & GDPR

Essex Police will not access the PFCC's IT infrastructure (a sub-set of the Essex Police IT infrastructure) except where necessary for the maintenance of that infrastructure.

Miscellaneous Matters

Both parties:

- Agree to the requirements placed upon them and others within their organisations by this ISA.
- Agree that they may withdraw from the ISA upon giving written notice to the other signatory. A party which withdraws must continue to comply with the terms of this ISA in respect of any information that the party has obtained through being a signatory. Information which is no longer relevant should be returned or destroyed in an appropriate manner.
- Agree to review the ISA as necessary. The review will be initiated by either of the individuals listed in section 4. They will consider whether the ISA is still useful and fit for purpose, identify any emerging issues, and determine whether the ISA should be extended for a further period or whether to terminate it. The decision to extend or terminate the ISA, and the reasons, will be recorded.
- Agree to respect any handling requirements, for example those arising from the use of the Government Security Classification Scheme.
- Agree that when an information security incident or potential incident occurs within the PFCC which involved the disclosure or loss of information derived from Essex Police, or is facilitated through the PFCC's access to the Essex Police IT infrastructure, the PFCC's Data Protection Officer will inform the Essex Police Data Protection Office soon as possible after the event is detected. In the latter's absence the PFCC's Data Protection Officer will inform the on-call Professional Standards Department lead via the Force Control Room. A reciprocal arrangement will be followed should there be any information security incident involving information derived from the PFCC.
- Agree that all PFCC staff, Essex Police Officers and Staff will be vetted to the appropriate level in accordance with the NPCC Vetting Policy, except where precluded by any rule of law, prior to having access to information derived from the other party.
- Agree that should they receive any request for information, such as a Freedom of Information request, Data Protection Subject Access Request, or under any other under rule of law that encompasses information provided by the other party they will advise the providing party as soon as possible, and in any case prior to the disclosure of the information, in order that the potential implications of responding to the request can be fully assessed and any necessary remedial actions initiated. Liaison will be between the two organisations' Data Protection Officers.

- Agree that should they receive any complaint concerning information provided by the other party they will advise the other party as soon as possible, and in any case prior to responding to the complaint in accordance with their organisation's complaints procedures.
- Agree to share letters and digital communications from Members of Parliament (and those of similar standing) with the other party to this agreement where the content and response falls within their respective responsibilities, with appropriate consent obtained and fairness requirements met as is necessary. Where a letter or digital communication contains operational matters Essex Police will provide the PFCC with a response to that matter, and the PFCC will respond to the communication.
- Agree to provide all staff involved with information sharing under this ISA with sufficient training and guidance to enable them to comply with this ISA.
- Agree that this ISA may be made available to the public in its entirety.

Signatories of this agreement

By signing this agreement, all signatories acknowledge and accept the requirements placed upon them and others within their organisations by the agreement.

Signed on behalf of the PFCC

By.....

Signatory's title, name and position

Date signed

Signed on behalf of Essex Police

By.....

Signatory's title, name and position

Date signed

Schedule 3

Information Sharing Protocol

**Police, Fire and Crime Commissioner for
Essex**

and

Police, Fire and Crime Panel for Essex

1 Introduction

This Information Sharing Protocol (ISP) has been developed between the Police, Fire and Crime Commissioner for Essex (the 'PFCC⁴') and the Police, Fire and Crime Panel for Essex ('the Panel') or hereafter termed 'parties' to explain:

- Why the parties have agreed to share information;
- The legal justification behind the sharing;
- Who, within each party, has managerial oversight and responsibility for the information sharing;
- Which information may be shared;
- The processes for sharing;
- The use of shared information;
- How miscellaneous matters will be managed.

This version of the ISP replaces all previous versions of this document.

For the purposes of this ISP the term 'sharing' information means providing or disclosing information to the other party by any means.

This ISP is designed to provide clarity and reassurance to both parties by setting out the administrative processes by which sharing will occur.

Information shared under this ISP will comprise of some information that is defined as 'personal data' under Section 1 of the Data Protection Act 2018 and the General Data Protection Regulation 2016 (GDPR) and the ISP helps support both parties' compliance with that legislation.

In October 2017 the Essex Police and Crime Commissioner took on a single governance role for the Essex County Fire and Rescue Service and since that point has become the Police, Fire and Crime Commissioner (PFCC). In line with this change the Essex Police and Crime Panel is now called the Essex Police, Fire and Crime Panel. The PFCC is two separate legal entities, one with responsibilities for the police and the other being the fire and rescue authority. This protocol applies to both entities.

The Panel is a joint committee of the 15 Essex local authorities which is administered and supported by Essex County Council which has entered into a grant agreement with the Home Secretary under which the Panel receives funding for its activities. Both the PFCC and the Panel are subject to the Data Protection Act 2018 and the GDPR. The PFCC and Essex County Council have each appointed a Data Protection Officer (DPO) who may provide guidance and advice on information sharing and associated policy and procedure.

⁴ For the purposes of this ISP the term PFCC is used to encompass the person elected as the Essex Police, Fire and Crime Commissioner and any staff authorised to work for or on their behalf or under their direction and control.

2 Why the parties have agreed to share information

The Police Reform and Social Responsibility Act 2011 created the role of PCC for each of the police forces in England and Wales (excluding London) and set out the functions that the PFCC and the PFCP must discharge.

The Policing and Crime Act 2017 obligates 'blue light services' to collaborate more effectively. Following public consultation, the submission of a business case and approval by the Home Office, the PCC for Essex took on single governance of the Essex County Fire and Rescue Service in October 2017, becoming the Essex Police, Fire and Crime Commissioner, Fire and Rescue Authority. Equally, the Essex Police and Crime Panel scrutinises the PFCC and is now the Essex Police Fire and Crime Panel (PFCP).

For the PFCP to discharge those functions there is a requirement for some personal data in the possession of the PFCC to be shared with the PFCP. A reciprocal sharing of some personal data from the PFCP to the PFCC may also be required to assist in the discharge of the PFCC's functions.

This ISP is not intended to cover a) information sharing between the PFCC and Essex Police or b) information sharing between the Essex Police, Fire and Crime Panel and Essex Police or the Independent Office of Police Conduct.

3 How the sharing can be legally justified

The legal justification for the sharing of personal data between the PFCC and the PFCP is derived from the Police Reform and Social Responsibility Act 2011 and Statutory Instrument 2011 No. 2744, 'The Policing Protocol Order 2011'.

That instrument is an outcome of Section 79 of the Police Reform and Social Responsibility Act 2011 which required the Secretary of State to issue a Policing Protocol, namely a document setting out, or otherwise making provision about, the ways in which relevant persons should exercise or refrain from exercising functions so as to encourage, maintain or improve working relationships or limit or prevent the overlapping or conflicting exercise of functions.

"Relevant persons" for these purposes are the Secretary of State (in the exercise of their policing functions), elected local policing bodies (namely police and crime commissioners and the Mayor's Office for Policing and Crime), chief officers of police forces maintained by elected local policing bodies, and police and crime panels. These persons must have regard to the Policing Protocol in exercising their functions.

Paragraph 24 of the Protocol Order relates to Police and Crime Panels and states:

"The Panel provides checks and balances in relation to the performance of the PCC. The Panel does not scrutinise the Chief Constable – it scrutinises the PCC's exercise of their statutory functions. While the Panel is there to challenge the PCC, it must also exercise its functions with a view to supporting the effective exercise of the PCC's functions. This includes-

...

(d) the power to review the draft Plan and make recommendations to the PCC who must have regard to them;

(e) the power to review the PCC's Annual Report and make reports and recommendations at a public meeting, which the PCC must attend;

(f) the power to require relevant reports and information in the PCC's possession (except those which are operationally sensitive) to enable them to fulfil their statutory obligations

..."

In order for the PFCC to provide information to the PFCP, the PFCP will, on occasion, need to make requests for information and those requests themselves may be considered information sharing.

4 Managerial Oversight for the Information Sharing

Managerial oversight of the sharing of personal data under this ISP will be conducted by the individuals identified in the following paragraphs:

In the case of PFCC, the Chief Executive, Pippa Brent-Isherwood, will perform that role. She is based at the office of the Police, Fire and Crime Commissioner and may be contacted by email at pippa.brent-isherwood@essex.police.uk.

For the PFCP that role will be conducted by the Head of Democracy and Transparency at Essex County Council, currently Joanna Boaler. The Head of Democracy and Transparency is based at the offices of Essex County Council (County Hall, Chelmsford) and may be contacted by email at democratic.services@essex.gov.uk.

Both individuals are responsible for the management of this ISP and ensuring compliance with it. Sharing of information on a day-to-day basis under this ISP will generally be undertaken by other individuals and methods described in Section 6.

5 Information that may be shared

As a broad principle any information within the possession of the PFCC may be considered for sharing with the Panel.

However, personal data will only be shared by the PFCC with the PFCP where **all** of the following apply:

- a) The sharing is reasonably required to assist the PFCP in the exercising of its functions (as legally defined) effectively;
- b) The sharing would not contradict any legal or contractual obligation upon the PFCC that precluded sharing, and
- c) The sharing would not, in the view of the PFCC, fetter, restrict or restrain the Chief Constable's direction and / or control of Essex Police, nor prejudice ongoing or potential investigations or prosecutions by Essex Police or other parties.

Information will be shared by the PFCP with the PFCC where necessary to exercise the PFCC or PFCP's functions or where thought necessary to assist the 'policing purpose'.

6 Processes for sharing

The detailed processes for sharing information between the PFCC and the PFCP will be developed by both parties at regular, appropriate intervals and may be documented in a further iteration of this ISP.

Information will be shared in accordance with any of the following basic process models, with the most appropriate option used according to the circumstances:

- a) **Request and Respond** – the PFCP will approach the PFCC to request information it believes the latter does, or may, hold. This could be via telephone, email, fax, letter, a list of actions arising from a meeting, or by use of a form. The PFCC would then respond to the PFCP by any of those means.
- b) **At a Meeting** – a formal meeting (with terms of reference, agenda etc.) will be held by the PFCP to which the PFCC (and on occasions the Chief Constable and / or the Chief Fire Officer) will be invited. The parties will attend with their information likely to be of interest to parties. As a part of this agreement all parties accept that confidentiality is implicit. During the course of the meeting parties disclose relevant information as necessary.

Information shared will be provided in any of the following formats, with the most appropriate option used according to the circumstances:

- Orally (e.g. either face to face meetings or via the telephone).
- Digitally (e.g. via email, text, through access to an IT system, via digital media, via screen etc.)
- Hard copy (e.g. via completed forms, print outs, other documents)

The sharing will be undertaken by either of the individuals identified in Section 4 and any other individuals nominated by them as being permitted to do so. The parties will provide each other with the names and contact details of such individuals and will revise those lists as necessary.

7 Use of Shared Information

Any information shared under this ISP may only be used by:

- a) The PFCP for the purposes of the effective exercise of the PFCP's functions (as legally defined) or as otherwise required by, or under, any rule of law.
- b) The PFCC in support of the Panel's functions, or for 'the policing purpose' or as otherwise required by, or under, any rule of law.

Any information shared under this ISP will not be used in a manner that contradicts any prohibition on further disclosure including, where applicable, the common law duty of confidence. Shared information will be accessed by individuals on a 'need to know' basis.

Both parties will pay due regard to the protective marking applied to shared information under the Government Security Classification Scheme.

As separate 'data controllers' both parties are individually obliged to ensure that information received from the other party which is 'personal data' is 'processed'⁵ in accordance with the requirements of the Data Protection Act 2018 and GDPR.

8 Breaches

Any breaches of security, confidentiality or other violations of shared personal data must be reported to the owning party as soon as possible and in any case within 24 hours.

Any breach of information by a party is their responsibility. Each party is accountable for any misuse of personal data shared and the consequences of such misuse.

The parties shall provide reasonable assistance as is necessary to each other to facilitate the handling of any data security breach. In the event of a dispute or claim brought by a data subject or the Data Protection Authority concerning the processing of shared personal data against either or both parties, the parties will inform each other about any such disputes or claims and will cooperate with a view to settling them amicably in a timely fashion.

9 Miscellaneous Matters

Both parties:

- Agree that they may withdraw from the ISP upon giving written notice to the other party. A party who withdraws must continue to comply with the terms of this ISP in respect of any personal data that the party has obtained through being a signatory. Information which is no longer relevant should be returned or destroyed in an appropriate manner.
- Agree to review the ISP as necessary. The review will be initiated by either of the individuals listed in section 4. They will consider whether the ISP is still useful and fit for purpose, identify any emerging issues and determine whether the ISP should be extended for a further period or whether to terminate it. The decision to extend or terminate the ISP, and the reasons, will be recorded.
- Agree to respect any handling requirements, for example those arising from the use of the Government Security Classification Scheme.

⁵ As defined in the Data Protection Act 2018

- Agree that, should they receive any request for information, such as a Freedom of Information request, Data Protection Subject Access request, or under any other rule of law that encompasses information provided by the other party, they will advise the providing party as soon as possible. In any case communication between the parties should be prior to disclosure of the information, so that the potential implications of responding to the request can be fully assessed and any necessary remedial actions initiated.
- Agree that, should they receive any complaint concerning personal data provided by the other party they will advise the other party as soon as possible and in any case prior to responding to the complaint.
- Agree to provide all staff involved with information sharing under this ISP with sufficient training and guidance to enable them to comply with this ISP.
- Agree that this ISP may be made available to the public in its entirety.

Schedule 4

Revised Financial Management Code of Practice For the Police Forces of England and Wales and Fire and Rescue Authorities created under section 4A of the Fire and Rescue Services Act 2004.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/727772/CCS207_CCS0718021968-001_HO_FMCP_2018_Print_.pdf

Schedule 5

Police, Fire and Crime Commissioner for Essex

Scheme of Delegation and Scheme of Consent

PART 1

Scheme of Delegation

THE POLICE, FIRE AND CRIME COMMISSIONER (PFCC) FOR ESSEX

Introduction

The Scheme of Delegation details the key roles of the Police, Fire and Crime Commissioner (the “PFCC”), and those functions which s/he delegates to the Chief Executive and Monitoring Officer, Head of Finance, Strategic Heads, Senior Information Risk Owner (SIRO) and the Deputy PFCC.

This Scheme of Delegation forms part of the Police, Fire and Crime Commissioner’s governance framework to ensure that business is carried out efficiently without unnecessarily delaying decisions.

The powers set out in this Scheme of Delegation should be exercised in accordance with the PFCC’s consent, the law, standing orders and financial regulations, and also policies, procedures, plans, strategies and budgets.

This Scheme of Delegation does not identify all the statutory duties which are contained in specific legislation and regulation.

Words denoting the singular shall include the plural and vice versa, words denoting the masculine gender shall include the feminine gender and vice versa.

Public Accountability

Public accountability for the delivery and performance of the Essex Police force is placed into the hands of the PFCC on behalf of the electorate. The PFCC draws on their statutory duty and electoral mandate to set and shape the strategic objectives of their force area in consultation with the Chief Constable. The PFCC is accountable to the electorate; the Chief Constable is accountable to the PFCC.

1. Key roles of the PFCC

- 1.1 The PFCC has a statutory duty and electoral mandate to hold Essex Police to account on behalf of the public.
- 1.2 The PFCC is the recipient of all funding, including the government grant and precept and other sources of income related to policing and crime reduction and all funding for the force must come via the PFCC. How this money is allocated is a matter for the PFCC in consultation with the Chief Constable, or in accordance with any grant terms. The Chief Constable will provide professional advice and recommendations.
- 1.3 The PFCC has the legal power and duty to:

- (a) set the strategic direction and objectives of the Essex Police force through the Police and Crime Plan (the “Plan”), which must have regard to the Strategic Policing Requirement set by the Home Secretary;
- (b) scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the Plan;
- (c) hold the Chief Constable to account for the performance of the force’s officers and staff;
- (d) decide the budget, allocating assets and funds to the Chief Constable; and set a precept for the force area;
- (e) appoint the Chief Constable;
- (f) suspend and remove the Chief Constable, subject to following the process set out in Part 2 of Schedule 8 of the Police Reform and Social Responsibility Act 2011 and regulations made under section 50 of the Police Act 1996;
- (g) maintain an efficient and effective police force for Essex;
- (h) enter into collaboration agreements with other PCCs / PFCCs, other policing bodies and partners that improve the efficiency or effectiveness of policing for one or more policing bodies or police forces in consultation with the Chief Constable. Where this relates to the functions of the police force, then it must be with the agreement of the Chief Constable;
- (i) provide the local link between the police and communities, working towards translating the legitimate desires and aspirations of the public into action;
- (j) hold the Chief Constable to account for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable;
- (k) publish information specified by the Secretary of State and information that the PFCC considers necessary to enable the people who live in the force area to assess the performance of the PFCC and Chief Constable;
- (l) comply with all reasonable formal requests from the Police, Fire and Crime Panel to attend its meetings;
- (m) prepare and issue an annual report on the PFCC’s delivery against the objectives within the Plan, and
- (n) monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable

- 1.4 The PFCC must not fetter the operational independence of the Essex Police force and the Chief Constable who leads it.
- 1.5 In order to exercise the functions of their office effectively, the PFCC will need access to information and officers and staff within the force area. Such access to any information must not be unreasonably withheld or obstructed by the Chief Constable and / or fetter the Chief Constable's discretion and control of the force.
- 1.6 A PFCC has wider responsibilities than those relating solely to the police force, namely:
- (a) A specific responsibility for the delivery of community safety and crime reduction;
 - (b) The ability to bring together Community Safety Partnerships (CSPs) at the force level;
 - (c) The power to provide or arrange the provision of -
 - (i) services that, in the opinion of the PFCC, will secure, or contribute to securing, crime and disorder reduction in the Essex Police force area;
 - (ii) services that are intended by the PFCC to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour;
 - (iii) services of a description specified in an order made by the Secretary of State;
 - (d) The duty to ensure that all collaboration agreements deliver better value for money or enhance the effectiveness of policing capabilities and resilience, and
 - (e) A wider responsibility for the enhancement of the delivery of criminal justice in their area.
- 1.7 The PFCC is a corporation sole which owns all the assets, land and buildings upon it including all rights and liabilities which derive from that ownership whether or not in the possession and use of the Chief Constable as a corporation sole.
- 1.8 The PFCC will be held to account by the Police, Fire and Crime Panel (the "Panel") which will scrutinise his / her decisions.
- 1.9 The PFCC may appoint a deputy to exercise their functions, with the exception of those functions which cannot be delegated detailed within paragraph 2.10.

- 1.10 The PFCC may also arrange for any person who is not the Deputy PFCC to exercise any function of the Commissioner, whether or not there is a Deputy PFCC.

2. General Principles of Delegation

- 2.1 The PFCC may ask that a specific matter is referred to him / her for a decision and not dealt with under this Scheme of Delegation.
- 2.2 This Scheme does not attempt to list all matters which form part of the everyday management responsibilities.
- 2.3 Any person to whom powers have been delegated under this Scheme may refer the matter back to the PFCC for a decision if that person thinks this is appropriate, for example, due to sensitive issues or significant financial implications.
- 2.4 When a person is considering a matter that impacts upon another person's area of responsibility, they should consult that person before proceeding with any decision.
- 2.5 All decisions made under delegations from the PFCC must be recorded and available for inspection.
- 2.6 The Chief Executive of the PFCC is responsible for ensuring that the PFCC's staff are aware of the provisions and obligations of this Scheme of Delegation.
- 2.7 The Chief Executive and Monitoring Officer and the Head of Finance of the PFCC have statutory powers and duties relating to their positions and therefore do not rely on delegations in order for these powers and duties to be executed.
- 2.8 This Scheme of Delegation provides the Chief Executive, Head of Finance, Strategic Heads, Senior Information Risk Owner (SIRO) or Deputy PFCC with the authority to undertake the duties of the PFCC. Whilst undertaking these duties the officer must comply with all other relevant statutory and regulatory requirements as well as:
- a) The Police and Social Responsibility Act 2011 and other relevant legislation and regulations issued under this Act
 - b) Financial Regulations (including the Contract Standing Orders)
 - c) Home Office Financial Management Code of Practice for the police service
 - d) CIPFA Statement on the role of the Chief Finance Officer of the PFCC
 - e) The Public Contracts Regulations 2015
 - f) PFCC and Essex Police employment policies and procedures

- g) The PFCC's Constitution
 - h) The Data Protection Act 2018, General Data Protection Regulation and the Freedom of Information Act 2000
 - i) Health and Safety at Work legislation and codes
 - j) Equality Act 2010 and related equality and diversity regulations and guidance
- 2.9 The PFCC and their staff must have regard to the following (this list is indicative only and should not be considered to be exhaustive):
- a) The views of the communities in Essex
 - b) Any report or recommendation made by the Police, Fire and Crime Panel on the annual report for the previous financial year.
 - c) The Police and Crime Plan and any guidance issued by the Secretary of State.
- 2.10 The following functions may not be delegated by the PFCC:
- a) Issuing the Police and Crime Plan
 - b) Calculation of budget requirements
 - d) Appointing the Chief Constable, suspending the Chief Constable or calling upon the Chief Constable to retire or resign
 - e) Exercise of the functions that the PFCC has under virtue of Part 2 of the Police Reform Act 2002 (Complaints and Misconduct) (see instead section 23 (2) of that Act and regulations made under that provision).
- 2.11 The following functions may only be delegated by the PFCC to the Deputy PFCC:
- a) Determining the police and crime objectives
 - b) Attendance at the Police, Fire and Crime Panel in compliance with a requirement by the Panel to do so
 - c) Preparing the Annual Report to the Police, Fire and Crime Panel
- 2.12 This scheme is a record of the formal consents that are in effect at the time of its publication. The PFCC's Constitution, including the Scheme of Delegation, will be reviewed biennially.

3. Functions delegated to the Deputy Police, Fire and Crime Commissioner

- 3.1 The PFCC may appoint a deputy ("Deputy PFCC") to exercise their functions, with the exception of those detailed in paragraph 2.10.
- 3.2 The Deputy PFCC may arrange for any other person to exercise any function of the PFCC which is exercisable by the Deputy PFCC, subject to section 18 (5) of the Police Reform and Social Responsibility Act 2011.

4. Functions delegated to the Chief Executive of the Police, Fire and Crime Commissioner

- 4.1 To act as Monitoring Officer under section 5(1) of the Local Government and Housing Act 1989.
- 4.2 To act as the designated Head of Paid Service for the PFCC's staff under section 4 of the Local Government and Housing Act 1989.
- 4.3 Prepare the Police and Crime Plan in consultation with Essex Police for submission to the PFCC
- 4.4 Provide information to the Panel as appropriate to enable the Panel to carry out its functions
- 4.5 To consider and approve, in consultation with the Head of Finance, the indemnity to the PFCC and Deputy PFCC in accordance with the Local Authorities (Indemnities for Members and Officers) Order 2004.
- 4.6 Make arrangements to approve and appoint external solicitors and Counsel to represent the PFCC from time to time.

Financial

- 4.9 To manage the PFCC's budget, along with the Head of Finance.

Human Resources

- 4.10 To undertake the recruitment and management of staff who are not employed by the Chief Constable in accordance with agreed policies and procedures.
- 4.11 To appoint Independent Custody Visitors, Police Dog Welfare Visitors, Restorative Justice Facilitators and other volunteers, and to terminate appointments thereof as necessary.

Other

- 4.12 To authorise the instigation, defence, withdrawal or settlement of any claims or legal proceedings on behalf of the PFCC, in consultation with a legal advisor and the Head of Finance if there are significant financial implications.

5. Functions delegated to the PFCC's Head of Finance

- 5.1 The Head of Finance is the Chief Finance Officer to the PFCC and has statutory responsibility to manage his / her financial affairs as detailed in section 151 of the Local Government Act 1972, section 73 of the Local Government Act 1985 and section 112 of the Local Government Finance Act 1988.
- 5.2 The Chief Finance Officer must ensure that the financial affairs of the PFCC are properly administered having regard to their probity, legality and relevant standards.
- 5.3 The functions delegated to the Head of Finance are to:
- (a) Produce and provide day to day management of a treasury management strategy and supporting policies and procedures.
 - (b) Make arrangements for securing and preparing the PFCC's accounts, and seek assurances that there are appropriate arrangements in place for the force's accounts.
 - (c) Prepare the PFCC's budget for submission to the PFCC
 - (d) Approve the opening of all bank accounts
 - (e) Undertake the day to day management of the PFCC's budget.
 - (f) Commit expenditure within the PFCC's approved budget to meet the policies and objectives agreed with the PFCC and reflected in the Police and Crime Plan.
 - (g) Manage grants awarded to the PFCC.
 - (h) Act as money laundering reporting officer under the Proceeds of Crime Act 2002 and Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payee) Regulations 2017 or other appropriate legislation from time to time in force.
 - (i) Prepare and review financial regulations, in consultation with and having due regard to the views of the force, for approval by the PFCC.
 - (j) Prepare and review an expenses and benefits framework for approval by the PFCC.
 - (k) Determine when any goods are surplus to requirements or obsolete and arrange for disposal in line with financial requirements.
 - (l) Report to the PFCC and the external auditor any unlawful or potentially unlawful spending by their, or the force's, officers.
 - (m) Provide for an effective internal audit service.

6. Functions delegated to the PFCC's Strategic Heads

- 6.1 To approve minor scheduled reviews of and consequential amendments to existing PFCC policies and strategies, in consultation with the Monitoring Officer.
- 6.2 To approve the commissioning of services or expenditure on purchases of goods and services up to the value of £2,000 (except where such commissioning or expenditure is deemed to be in the public interest, in which case PFCC approval is required).

8. Functions delegated to the PFCC's Senior Information Risk Owner (SIRO)

- 7.1 To approve Data Protection Impact Assessments (DPIAs) on behalf of the PFCC, and to report to the PFCC on any DPIAs approved.

9. Urgent matters

- 8.1 If any matter which would normally be referred to the PFCC (or Deputy PFCC, if appointed) for a decision arises and cannot be delayed, the matter may be decided by the appropriate chief officer.
- 8.2 The appropriate persons authorised to decide urgent matters are:
 - a) the PFCC's Chief Executive (for all issues other than operational policing matters);
 - b) the PFCC's Head of Finance (for financial and related issues)
- 8.3 Urgent decisions taken must be reported to the PFCC as soon as practically possible.

PART 2

SCHEME OF CONSENT BETWEEN THE PFCC AND CHIEF CONSTABLE

1. General

- 1.1 The Chief Constable is a corporation sole and is responsible for employing police officers and other staff to maintain the Queen's peace. The Chief Constable has direction and control over the force's officers and staff.
- 1.2 The Chief Constable is accountable to the law for the exercise of police powers, and to the PFCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force. At all times the Chief Constable, their constables and staff remain operationally independent in the service of the communities they serve.

2. Consents

2.1 Assets and Property

2.1.1 The PFCC is the corporation sole which owns all the assets, land and buildings upon it including all rights and liabilities which derive from that ownership including those in the possession and use of the Chief Constable as a corporation sole. Any consent given by the PFCC to the Chief Constable to enter into contracts is given on the condition that all assets arising from the contracts are for the use and benefit of the PFCC.

2.1.2 The PFCC gives consent to the Chief Constable to enter into contracts involving the sale or purchase of goods and services up to £250,000, provided that:

- i. Any assets arising from the transfer are treated in accordance with 2.1.1.
- ii. The contracts do not relate to land.
- iii. The contracts do not involve the borrowing of money.
- iv. The contracts contain provision for the transfer of any assets to the PFCC with the rights reserved to the Chief Constable to have the use of the assets.
- v. The PFCC is advised in writing of the intention to enter into the contract at least seven days in advance. On receipt of the written notice, the PFCC may withdraw his consent to enter into the contract or become either a party or the party to the contract of which s/he has been notified.

2.1.3 The role of the PFCC outlined in Part 1 paragraph 1.3 including the specific responsibility to raise revenues, particularly through the precept which cannot be delegated, reinforce the position of retaining ownership of all assets and contracts for the benefit of the public of Essex.

2.2. Legal

The PFCC gives consent to the Chief Constable in any legal proceedings involving the PFCC and / or Chief Constable to:

2.2.1 Approve the financial settlement of all claims or requests for compensation that are non-significant because:

- a) The compensation to be paid is £100,000 or less (to include multiple or linked claims / claimants); or in the case of accident claims or ex gratia payments for damage caused by officers and staff the compensation sum is £10,000 or less.
- b) They do not involve a high-profile claimant including Chief Officer rank police officers
- c) There is no significant public interest in the case
- d) The risk that the PFCC or the police force will be exposed to serious public criticism or serious weaknesses in the organisation or policies and procedures is considered low.

e) It is not a test case.

2.2.2 Institute, defend or participate in legal actions to protect the interests of the force, the PFCC and the Police, Fire and Crime Panel.

2.2.3 Provide advice, institute and defend legal proceedings on behalf of the PFCC when requested to do so.

2.3 Financial Arrangements

2.3.1 The Chief Constable may, by way of temporary loan or overdraft from a bank or otherwise, borrow sums temporarily required by the Chief Constable, but only –

(a) for the purposes of meeting expenses pending the receipt of revenues receivable by the Chief Constable in respect of the period of account in which the expenses are chargeable,

(b) in sterling, and

(c) with the consent of the PFCC.

2.3.2 The Chief Constable –

(a) may not borrow money except as permitted by sub-paragraph 2.3.1, and

(b) may not enter into a credit arrangement.

2.3.3 The Chief Constable may invest -

(a) for any purposes relevant to the Chief Constable's functions under any enactment, or

(b) for the purpose of the prudent management of the Chief Constable's financial affairs, but only with the consent of the PFCC.

Schedule 6

Policing Protocol Order 2011
[SI 2011/2744]

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/117474/policing-protocol-order.pdf

Schedule 7

Code of Conduct

August 2021
Version V1.3

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Version Number	Date	Reason for review	Comments
1.0	November 2012		First publication
1.1	April 2013	Review decided by PFCC	
1.2	November 2018	Reviewed as part of a wider review of the Constitution	Amendments reflect joint governance of the police and fire and rescue services w.e.f. October 2017
1.3	August 2021	Reviewed as part of review of Constitution	

PART 1

Introduction

This Code as a whole is consistent with the seven “Nolan Principles” which are set out in Article 5 of the Constitution and is closely aligned to the local Codes of Conduct adopted by local authorities in Essex under the provisions of Section 29 (1) of the Localism Act 2011.

Essex Police and the Police, Fire and Crime Commissioner for Essex have also adopted the two further policing principles of **fairness** and **respect**.

I have adopted this Code and agree to abide by its provisions.

Any person that I may appoint as Deputy Police, Fire and Crime Commissioner (Deputy PFCC) is required to abide by the provisions of this Code also.

Interpretation

1. “relevant period” means the period of 12 months ending with the day on which notification was given to the Monitoring Officer of any disclosable pecuniary interests which existed at the time of the notification.
2. “profit or gain” includes any payments or benefits in kind which are subject to Income Tax
3. “beneficial interest” means having an economic benefit as a legal owner or holding it on trust for the beneficial owner, having a right to the income from the land or securities or a share in it or the right to the proceeds of sale or share of part of the proceeds of sale
4. For the purposes of this Code ‘PFCC’ refers to the corporate body known as the Police, Fire and Crime Commissioner for Essex

1.0 When Does The Code Apply?

- (1) This Code applies to me in the elected office of Police, Fire and Crime Commissioner when acting or representing that I am acting in that role.
- (2) It also applies to the Deputy PFCC when acting or representing that s/he is acting in that role.
- (3) This Code does not apply to me or the Deputy PFCC when acting in a purely private capacity.

2.0 General Obligations

- 2.1 I will treat others with respect and fairness.
- 2.2 I will uphold the law.

2.3 I will not:

- (a) do anything which may cause a breach of any of the equality enactments;
- (b) bully any person;
- (c) intimidate or attempt to intimidate any person who is or is likely to be:
 - (i) a complainant;
 - (ii) a witness; or
 - (iii) involved in the administration of any investigation or proceedings.

in relation to an allegation that I failed to comply with this Code of Conduct;
or

- (d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, the PFCC.
- (e) conduct myself in a manner which could reasonably be regarded as bringing my office or the elected office of the PFCC into disrepute.

3.0 Confidential Information

3.1 I will not:

- (a) disclose information given to me in confidence by anyone, or information acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, except where:
 - (i) I have the consent of a person authorised to give it;
 - (ii) I am required by law to do so;
 - (iii) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or
 - (iv) the disclosure is:
 - (a) reasonable and in the public interest; and
 - (b) made in good faith and in compliance with the reasonable requirements of the PFCC
- (b) prevent another person from gaining access to information to which that person is entitled by law.

4.0 Conferring an Advantage or Disadvantage

4.1 I will:

- (a) not use or attempt to use my position improperly to confer on or secure for myself or any other person an advantage or disadvantage;

- (b) when using or authorising the use by others of the resources of the PFCC:
 - (i) Not use those resources for my personal benefit or for the benefit of myself, my friends, or any other person in relation to any business interest of mine.
 - (ii) Not use those resources improperly for political purposes (including party political purposes).

PART 2

5.0 Disclosable Pecuniary Interests

5.1 A Disclosable Pecuniary Interest in any business of the PFCC exists if it is of a description set out in 5.2 below and is either:

- (a) An interest of mine; or
- (b) An interest (of which I am aware) of a spouse, civil partner or a person I am living with as a spouse or civil partner ("known as Relevant Persons").

5.2 A Disclosable Pecuniary Interest is an interest which relates to or is likely to affect:

- (a) Any employment, office, trade, profession or vocation carried on by me or a relevant person for profit or gain;
- (b) Any payment or provision of any other financial benefit (other than from the PFCC) made or provided within the relevant period in respect of any expenses incurred in carrying out my duties as a Police, Fire and Crime Commissioner, or towards any election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992;
- (c) Any contract for goods, services or works which has not been fully discharged between me or a Relevant Person and the PFCC or a body in which I or they have a beneficial interest;
- (d) A beneficial interest in any land in the county of Essex;
- (e) A licence of any land in the county of Essex (alone or jointly with others) that I or a relevant person occupy for a month or longer;
- (f) Any tenancy where to my knowledge
 - (i) the landlord is the PFCC and
 - (ii) the tenant is a body in which I or a Relevant Person has a beneficial interest;
- (g) Any beneficial interest in securities of a body where:

1. that body (to my knowledge) has a place of business or land in the county of Essex and
2. either:
 - (a) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - (b) the beneficial interest exceeds one hundredth of the total issued share capital of the share capital of that body, if of more than one class, the total nominal value of the shares of any one class.

6.0 Other Pecuniary Interests

6.1 I will have a pecuniary interest in any business of the PFCC where it relates to or is likely to affect:

- (a) Any person or body who employs or has appointed me;
- (b) Any contract for goods, services or works made between the PFCC and me or a firm in which I am a partner, a company of which I am a remunerated director, or a person or body of the description specified in paragraph 5.2(g) which has been fully discharged within the last 12 months;

7.0. Non-Pecuniary Interests

7.1 I will have a non-pecuniary interest in any business of the PFCC where it relates to or is likely to affect:

- (a) Any body of which I am a member or in a position of general control or management;
- (b) Any body:
 - (i) exercising functions of a public nature;
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which I am a member or in a position of general control or management;
- (c) The interests of any person from whom I have received a gift or hospitality with an estimated value of at least £50;
- (d) A decision in relation to that business which might reasonably be regarded as affecting my wellbeing or the wellbeing of a relevant person to a greater extent than the majority of other council tax-payers, ratepayers or inhabitants of the county of Essex.

8.0. Disclosure of Interests

- 8.1 Subject to sub-paragraphs 8.3 to 8.4, I will disclose if I have a Disclosable Pecuniary Interest, other Pecuniary Interest or Non-Pecuniary Interest in any business of the PFCC when I am asked to make a decision as Police, Fire and Crime Commissioner.
- 8.2 I will make and record that disclosure of the existence and nature of that interest whether or not such interest is registered on my Register of Interests.
- 8.3 Sub-paragraph 8.1 only applies where I am aware or ought reasonably to be aware of the existence of the Relevant Person's Interest.
- 8.4 Where I have an interest in any business of the PFCC which would be disclosable by virtue of paragraph 8.1 but by virtue of paragraph 11 (Sensitive Information) details of the interest are not registered in the PFCC's published Register of Interests and the interest is a Disclosable Pecuniary Interest I need not disclose the nature of the interest.

9.0. Effect of Interests

9.1 Disclosable Pecuniary Interests

9.1.1 If I have a Disclosable Pecuniary Interest then:

- (a) The function will not be exercised personally but will be delegated or dealt with in some other manner to ensure the conflict of interest does not arise.
- (b) I will not seek improperly to influence a decision about that the exercise of that function.

9.2 Other Pecuniary Interests

9.2.1 If I have another Pecuniary Interest in any business of the PFCC which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest

- (a) The function will not be exercised personally but will be delegated or dealt with in some other manner to ensure the conflict of interest does not arise.
- (b) I will not seek improperly to influence a decision about that the exercise of that function.

PART 3

REGISTER OF INTERESTS

10.0. Registration of Interests

10.1 Subject to paragraph 11, I will, within 28 days of:

- (a) adopting this Code, or
- (b) my election, re-election or appointment or re-appointment to office register details of:
 - (i) Disclosable Pecuniary Interests as referred to in paragraph 5.
 - (ii) Other Pecuniary Interests referred to in paragraph 6 that I have.
 - (iii) Non-Pecuniary Interests referred to in paragraph 7

10.2 Subject to paragraph 11, I will within 28 days of becoming aware of any new Disclosable Pecuniary Interest, Other Pecuniary Interest or any Non-Pecuniary Interest provide written notification to the PFCC's Monitoring Officer

11. Sensitive Information

11.1 Where I have a Disclosable Pecuniary Interest, Other Pecuniary interest or Non Pecuniary Interest and the nature of the interest is such that I and the PFCC's Monitoring Officer consider that disclosure of details of the interest could lead to me or a person connected with me being subject to violence or intimidation if the interest is entered in the Register then copies of the Register available for inspection and any published version of the Register will not include details of the interest but may state that I have an interest details of which are withheld under this paragraph.

11.2 I will, within 28 days of becoming aware of any change of circumstances which mean that information excluded under paragraph 11.1 is no longer sensitive information, notify the PFCC's Monitoring Officer.

11.3 In this Code "sensitive information" means information whose availability for inspection by the public creates, or is likely to create, a serious risk that I or person who lives with me may be subject to violence or intimidation.

12. Register of Gifts and Hospitality

12.1 I will within 28 days of receipt, notify the PFCC's Monitoring Officer in writing of any gift, benefit or hospitality with a value in excess of £50 which I have accepted from any person or body other than the PFCC.

12.2 The Monitoring Officer will place my notification on a public register of gifts and hospitality

12.3 This duty to notify the Monitoring Officer does not apply where the gift, benefit or hospitality comes within any description approved by the PFCC for this purpose.

Appendix to Schedule 7

POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX

REGISTER OF INTERESTS

I,

as Police, Fire and Crime Commissioner for Essex / Deputy Police, Fire and Crime Commissioner for Essex, have set out below under the appropriate headings my interests in accordance with the Code of Conduct referred to in Article 5 of the Constitution. I have put 'none' where I have no such interests under any heading.

<u>Disclosable Pecuniary Interests</u> [Note: These include your own interests and also those of your husband or wife, civil partner or of any person with whom you are living as if husband and wife or as civil partners when such interests are known by you].	
<u>Employment, office, trade, profession or vocation</u> 1. Your employment, office, trade, profession or vocation carried on by you or those persons referred to in the note above for profit or gain (this includes any payments or benefits in kind which are subject to Income Tax).	<u>Self & Spouse / Partner:</u>
<u>Sponsorship</u> 2. Any payment or provision of any other financial benefit made or provided within the last 12 months in respect of expenses you have incurred in carrying out your duties as Police, Fire and Crime Commissioner / Deputy Police, Fire and Crime Commissioner, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.	<u>Self & Spouse / Partner:</u>

<p><u>Contracts</u></p> <p>3. A description of any contract for goods, services or works made between the PFCC and you or the persons referred to above (or a body in which you or they have a beneficial interest) and which has NOT been fully discharged.</p>	<p><u>Self & Spouse / Partner:</u></p>
<p><u>Land</u></p> <p>4. Any land in Essex in which you have a beneficial interest.</p>	<p><u>Self & Spouse / Partner:</u></p>
<p><u>Licences</u></p> <p>5. Any land in Essex for which you or the persons referred to above have a licence (alone or jointly with others) to occupy for a month or longer.</p>	<p><u>Self & Spouse / Partner:</u></p>
<p><u>Corporate Tenancies</u></p> <p>6. Any tenancy where to your knowledge the landlord is the PFCC and the tenant is a body in which you or a person referred to above has a beneficial interest.</p>	<p><u>Self & Spouse / Partner:</u></p>
<p><u>Securities</u></p> <p>7. The name of any person or body in which you or a person referred to above has a beneficial interest in securities of that body where:</p> <p>(a) that body to your knowledge has a place of business or land in Essex; and</p> <p>(b) either:</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issue share capital of that body; or</p>	<p><u>Self & Spouse / Partner:</u></p>

<p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or a person referred to above has a beneficial interest exceeds one hundredth of the total issue share capital of that class.</p>	
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Other Pecuniary Interests

[Note: These are your own interests only. Do not include the interests of husbands / wives / civil partners or others]

1. The name of the person who employs or has appointed you, the name of any firm in which you are a partner, and the name of any company for which you are a remunerated director.

2. A description of any contract for goods, services or works made between the PFCC and you (or a body in which you or they have a beneficial interest) and which has been fully discharged within the last 12 months.

Registerable Non-Pecuniary Interests

[Note: These are your own interests only. Do not include the interests of husbands / wives / civil partners or others]

1. Your membership of or the fact that you are in a position of general management and control of any body:
- (a) to which you have been appointed or nominated by the PFCC.
 - (b) exercising functions of a public nature.
 - (c) directed towards charitable purposes.
 - (d) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union).

2. The name of any person from whom you have received a gift or hospitality with an estimated value of at least £50				
Date of Disclosure	Date of Receipt of Gift / Hospitality	Name & Address of Donor	Nature of Gift or Hospitality	Signature

I acknowledge that it may be a breach of the Code of Conduct to:

- (1) Omit information that ought to be given in this notice;
- (2) Provide information that is materially false or misleading;
- (3) Fail to provide written notification to the PFCC's Monitoring Officer of any change in my interests contained in this notice within 28 days of my becoming aware of such change of circumstances.

Name:

(Print – No Signature Required)

Date:

Date Received by MO:

Signed (by MO):

Name (Print)

.....
Monitoring Officer of the PFCC

EXPLANATORY NOTES

- The Code requires registration of:
 - (a) Disclosable Pecuniary Interests (DPIs) of you and your spouse / partner. There is no requirement to distinguish the two, but you may wish to do so. There is no requirement to name your spouse / partner.
 - (b) Other Pecuniary Interests of you only.
 - (c) Registerable Non-Pecuniary Interests of you only.
- You should complete the Register with sufficient detail to identify clearly what the interest is. Please avoid using abbreviations, initials or acronyms.
- You are personally responsible for the accuracy of the contents of the Register.
- Please mark “none” on the Register if you have no interest to register in any category.
- There is no requirement to sign the form, printing your name is sufficient.
- Your Register of Interests will be publicly available both in hard copy and on the PFCC’s website. Therefore please write as clearly as possible.
- Remember that you must keep your registered interests up to date. If anything changes advise the Monitoring Officer within 28 days of any change.

The following notes relate to the numbers on the form:

Disclosable Pecuniary Interests

1. Enter details of your employment, trade, profession etc. carried on by you or your spouse / partner. Include full and part-time work. You do not need to register any pension rights.
2. Enter details of any sponsorship received i.e. any payment of expenses as a Member, or your elections expenses.
3. Enter details of any ongoing contracts between you (or your spouse / partner) and the PFCC. Enter a clear description of the contract.
4. You must include a clear description sufficient to identify land you register. Land includes property and buildings on land and you should include the postal address. Beneficial interest includes freehold and leasehold (tenancy) interests and any legal rights you may have over property, for example a right of way or an option to purchase. Include land in which your spouse / partner has a beneficial interest.
5. This includes grazing agreements, allotments, garage licences and other short-term arrangements to use any land or property in Essex by you or your spouse / partner.
6. Include here any land or property leased (tenanted) from the PFCC by yourself, your firm or company, or your spouse / partner.

7. If you (or your spouse / partner) own shares or other form of equity in a company or other body which has a place of business within Essex or owns land or property in Essex, you will need to consider whether the interest is to be included. Identify the nominal value; this is the amount of the share indicated on the certificate, not the market value. If this exceeds £25,000, you need to register the name of the company or body. If this is less than £25,000 but the holding is more than 1% of the total issued share capital, you need to register the name of the company or body.

Other Pecuniary Interests

1. Enter details of your employer, or firm in which you are a partner, or company of which you are a remunerated director. This box only relates to you, not your spouse / partner. You do not need to refer to pension rights.
2. Enter details of any contract between you (or a body / company in which you have a beneficial interest) and the PFCC, which has been fully discharged within the last 12 months. Enter a clear description of the contract.

Registerable Non-Pecuniary Interests

1. Bodies

- (a) List all the bodies external to the PFCC to which you have been appointed by the PFCC.

Give the full name of the body (not acronyms or initials).

If in doubt, ask the Monitoring Officer.

- (b) Include any public bodies of which you are a member (e.g. school governor, health authority, government agency, other non-profit organisations in the public sector, local committee).
- (c) Include any charity of which you are a trustee or member.
- (d) Include the name of any political party of which you are a member, any national or local body operating as a pressure group or any trade union or trade association.

2. The requirement covers gifts and hospitality received by you as Police, Fire and Crime Commissioner worth £50 or over. This requirement does not include gifts and hospitality received by you in your private capacity.

You must register the nature of the gift or hospitality, and the person or body giving it. The source of the gift or hospitality affects whether you have a non-pecuniary interest in any business of the PFCC where it relates to, or is likely to affect, the source's interests.

You should register the gift or hospitality as soon as possible after receiving it and in any event within 28 days.

Schedule 8

The Elected Local Policing Bodies (Complaints and
Misconduct) Regulations 2012
[SI 2012/62]

http://www.legislation.gov.uk/uksi/2012/62/pdfs/ukxi_20120062_en.pdf

Schedule 9

Appointment, Suspension and Removal of Chief
Constables
[Schedule 8 PRSRA 2012]

http://www.legislation.gov.uk/ukpga/2011/13/pdfs/ukpga_20110013_en.pdf

Schedule 10

Police and Crime Panels (Precepts and Chief
Constable Appointments) Regulations 2012
[SI 2012/2271]

http://www.legislation.gov.uk/uksi/2012/2271/pdfs/uksi_20122271_en.pdf

Schedule 11

The Police and Crime Commissioner Elections
(Declaration of Acceptance of Office) Order 2012
[SI 2012/2553]

http://www.legislation.gov.uk/uksi/2012/2553/pdfs/ukxi_20122553_en.pdf

Schedule 12

Government Security Classifications

1 Introduction

1.1 HM Government classifies information assets to:

- a) ensure they are appropriately protected
- b) support public sector business and the effective exploitation of information, and
- c) meet the requirements of relevant legislation and international / bilateral agreements and obligations.

1.2 The classifications apply to all information that government collects, stores, processes, generates or shares to deliver services and conduct business, including information received from or exchanged with external partners.

1.3 It is not a statutory scheme but operates within the framework of domestic law, including the requirements of the Official Secrets Acts (1911 and 1989), the Freedom of Information Act (2000) and data protection legislation.

1.4 The Government Security Classifications came into force in April 2014 and now contain three different levels:



2 Approach

2.1 In summary the Commissioner's approach to protecting information is:

- a) There is no need to mark OFFICIAL information under this scheme. This will cover nearly all information created or handled within the Police and Fire and Rescue Services.
- b) The only information that will need to be marked is SECRET and TOP SECRET. This information will be restricted to the small

number of people within the Services who will have clearance to handle it.

- c) OFFICIAL – SENSITIVE can also be used to identify specifically sensitive information (e.g. confidential data, personal information).
- d) The Commissioner has chosen not to adopt any further descriptors, as these may not necessarily be recognised outside of government and public sector organisations.
- e) Irrespective of the markings on the document, responsibility is placed upon the individual to handle the data contained within a document according to its sensitivity.

- 2.2 Further guidance can be found in '[Government Security Classifications – May 2018](#)' (published by the Cabinet Office), which contains more specific guidance on the definitions of the security classifications and how they should be stored, used, moved and shared.

Schedule 13

Financial Regulations and Contract Standing Orders

<http://www.essex.pfcc.police.uk/wp-content/uploads/2018/07/PFCC-Financial-Regulations-v0.9.doc.pdf>

Schedule 14

POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX & ESSEX POLICE

ANTI-FRAUD & BRIBERY POLICY

Policy Owner: J Berry
Date of Adoption: April 2019
Next Review: April 2022
Version Number: 0.3

1. INTRODUCTION

2. Introduction

This document sets out the Office of the Police, Fire and Crime Commissioner for Essex (PFCC) and Essex Police's policy in relation to anti-fraud and bribery. It has the full support of the Police, Fire and Crime Commissioner for Essex (PFCC) and Essex Police Chief Constable.

This Policy applies to all employees of the PFCC and Essex Police, regardless of position held, as well as consultants, vendors, contractors, and/or any other parties who have a business relationship with the PFCC or Essex Police. It will be brought to the attention of all employees and form part of the induction process for new staff. It is incumbent on all of the above to report any concerns they may have concerning fraud and bribery.

In implementing this policy, managers must ensure that all staff members are treated fairly and within the provisions and spirit of the PFCC and Essex Police's Equal Opportunities Policy. Special attention should be paid to ensuring the policy is understood where there may be barriers to understanding caused by the individual's circumstances, where the individual's literacy or use of English is weak, or where the individual has little experience of working life.

The PFCC and Essex Police are committed to the eradication of fraud, bribery and misappropriation and to the promotion of the highest standards of conduct. Our desire is to be a model of public probity, affording maximum protection to the funds we administer. To deliver the PFCC and Essex Police's corporate policy we need to maximise the financial resources available to us. In order to do this we must adopt a zero tolerance approach to fraud and misappropriation.

Furthermore, the PFCC and Essex Police recognise their responsibility to protect public funds and we will therefore, endeavour to implement proportionate and secure systems.

We will take the strongest possible action against those who seek to defraud the PFCC or Essex Police. This includes our own officers, staff, contracting partners and external individuals and organisations.

3. What is Fraud?

Fraud is defined as:

"the intentional distortion of financial statements or other records by persons internal or external which is carried out to conceal the misappropriation of assets or otherwise for gain".

The Fraud Act 2006 introduced the first legal definitions of fraud. These legal definitions are used for the criminal prosecution of fraud offences.

For the purposes of this policy, fraud is considered to be any action taken by an individual, group or organisation which is designed to facilitate dishonest gain at the expense of, (or loss to) the PFCC and/or Essex Police, the residents of Essex or the wider community.

This policy demonstrates clearly that the PFCC and Essex Police are firmly committed to dealing with fraud and bribery and will deal equally with perpetrators from inside and outside the PFCC or Essex Police. There will be no distinction made in investigation and action between cases that generate financial benefits and those that do not.

Fraud includes actions, as defined within the Fraud Act 2006:

- (a) fraud by false representation;
- (b) fraud by failing to disclose information; and
- (c) fraud by abuse of position.

This policy covers all financial irregularities and criminal acts which may affect the PFCC or Essex Police, including: theft of property; false accounting; obtaining by deception; computer abuse and crime.

4. What is Theft?

Theft is stealing any property belonging to the PFCC and/or Essex Police or which has been entrusted to it (i.e. public funds and property), including cash, equipment, vehicles, data.

Theft does not necessarily require fraud to be committed. Theft can also include the stealing of property belonging to our staff or officers whilst on PFCC or Essex Police premises.

A person is guilty of theft under the Theft Act 1968 if:

- Section 1 – ‘they dishonestly appropriate property belonging to another with the intent of permanently depriving the other of it’; or
- Section 24A - ‘they dishonestly retain a wrongful credit’ e.g. where they do not report and repay an overpayment of salary or advance.

5. What is Bribery?

The Bribery Act 2010 defines bribery as; “*Inducement for an action which is illegal, unethical or a breach of trust. Inducements can take the form of gifts, loans, fees, rewards or other advantages*”.

This can be broadly defined as the offering or acceptance of inducements, gifts, favours, payment or benefit-in-kind which may influence the action of any person. Bribery does not always result in a loss. The corrupt person may not benefit directly from their deeds; however, they may be unreasonably using their position to give some advantage to another.

The Bribery Act 2010

There are four key offences under the Act:

- Bribery of another person (Section 1);
- Accepting a bribe (Section 2);
- Bribing a foreign official (Section 6);
- Failing to prevent bribery (Section 7).

The Bribery Act 2010 (<http://www.legislation.gov.uk/ukpga/2010/23/contents>) makes it an offence to offer, promise or give a bribe (Section 1). It also makes it an offence to request, agree to receive, or accept a bribe (Section 2).

Section 6 of the Act creates a separate offence of bribing a foreign public official with the intention of obtaining or retaining business or an advantage in the conduct of business.

There is also a corporate offence under Section 7 of failure by a commercial organisation to prevent bribery that is intended to obtain or retain business, or an advantage in the conduct of business, for the organisation. This is what is known as a “strict liability” offence which means that there is no need to prove negligence or management complicity.

Whilst the public sector is not a commercial organisation and technically not covered by the Act in respect of the Section 7 offence, the guidance states that a “commercial organisation” is anybody formed in the United Kingdom and “...it does not matter if it pursues primarily charitable or educational aims or purely public functions. It will be caught if it engages in commercial activities, irrespective of the purpose for which profits are made.” Therefore, there are circumstances in which the PFCC and Essex Police will be a commercial organisation for the purposes of Section 7. This policy is intended to ensure that the PFCC and Essex Police have in place the necessary procedures to act as a defense to a Section 7 offence.

An organisation will have a defense to this corporate offence if it can show that it had in place adequate procedures designed to prevent bribery by or of persons associated with the organisation.

These adequate procedures are defined by the Ministry of Justice as:

Proportionality

The PFCC and Essex Police have procedures in place to prevent bribery by persons associated with it. These are proportionate to the bribery risks faced by the PFCC and Essex Police and to the nature, scale and complexity of the activities undertaken. They are also clear, practical, accessible, effectively implemented and enforced.

Top Level Commitment

The PFCC, Chief Constable and their respective management teams are committed to preventing bribery by persons associated with their organisations. They foster a culture within the organisation's in which bribery is never acceptable.

Risk Assessment

The PFCC and Essex Police should assess the nature and extent of its exposure to potential external and internal risk of bribery on its behalf by persons associated with it. It should include financial risks but also other risks such as reputational damage and should be carried out as part of the PFCC/Essex Police's risk management process.

Due Diligence

The PFCC and Essex Police should apply due diligence procedures, taking a proportionate and risk based approach in respect of persons who perform or will perform services for or on behalf of the PFCC and/or Essex Police, in order to mitigate identified bribery risks.

Communication (including training)

The PFCC and Essex Police should seek to ensure that its bribery prevention policies and procedures are embedded and understood throughout the organisations through internal and external communication, including training that is proportionate to the risks it faces.

Monitoring and review

Procedures designed to prevent bribery are monitored and reviewed and improvements are made where necessary.

ANTI-FRAUD AND BRIBERY POLICY

6. Introduction

The PFCC and Essex Police are responsible for the proper administration of their finances. This not only includes direct income and expenditure but also monies that we administer on behalf of the Government, on behalf of the residents of Essex and our partners, and that for which we are the responsible accountable body. Anyone committing fraud, both inside and outside the organisation, attack all of these sources of income and expenditure and our valuable assets.

This policy encompasses any action taken by an individual, group or organisation which is designed to facilitate dishonest gain (or a loss) at the expense of the PFCC or Essex Police, the residents of Essex, or the wider national community. It, therefore, includes theft, fraud, bribery and any financial irregularity or malpractice.

The PFCC and Essex Police will be vigilant in all of these areas and will apply the same principles of deterrence, prevention, detection, investigation and resolution across all its services. The PFCC and Essex Police will not be afraid to tackle difficult or uncomfortable cases and will take a robust line and seek the maximum appropriate sanction in all areas of operation.

7. Chief Officers and Senior Management

Our PFCC, Chief Constable, Chief Officers and Senior Management are expected to act in a manner which sets an example to the community whom they represent and to the staff of the PFCC and Essex Police who implement their policy objectives. They are expected to conduct themselves in ways which are beyond reproach, above suspicion and are fully accountable. Chief Officers and Senior Management should be particularly careful to ensure that all relevant circumstances are properly declared in any and all of their financial dealings. No financial malpractice will be tolerated and where evidence indicates such malpractice has taken place, appropriate action will be taken.

8. Non-Executive Directors and External Memberships

It is expected that Non-Executive Directors and representatives of external organisations appointed to memberships of management committees within the PFCC and Essex Police at all levels will lead by example in acting with the utmost integrity and ensuring adherence to all relevant regulations, policies and procedures.

9. Staff

It is recognised that the vast majority of staff are hardworking and conscientious who conduct themselves in ways which are beyond reproach, above suspicion and fully accountable. However, theft, fraud, bribery and financial malpractice/irregularity will not be tolerated and where evidence indicates such activity has taken place, action will be taken under the PFCC or Essex Police's Disciplinary Policy and Procedure that may lead to dismissal. Criminal and/or Civil proceedings will also be pursued if appropriate.

There is a special responsibility on our senior management to lead by example. The PFCC and Essex Police expect these managers to set the standard by their own behaviour. This includes placing the PFCC and Essex Police's interests above their own and the whole-hearted promotion of the *Ten Principles of Public Life* as laid down by the Committee on Standards in Public Life.

In addition all those working in policing should adhere to the Code of Ethics produced by the College of Policing, this has been developed by the College in their role as the professional body for policing. The Code of Ethics sets and defines the exemplary standards of behaviour for everyone who works in policing.

It is the responsibility of the PFCC, Chief Constable, Chief Officers and Senior Management to be aware of the appropriate financial and other anti-fraud regulations and to be responsible for ensuring conformance to them by the staff for which they are responsible. The Financial and Procurement Regulations⁶ set out the responsibilities of the PFCC, Chief Constable and S151 Officers in regards to preventing fraud and corruption. All staff have a responsibility to be aware of the Financial and Procurement Regulations.

10. Contractors and Partners

The increase in partnership arrangements to deliver services places an additional requirement on the PFCC and Essex Police to ensure that public money invested in these services is appropriately used.

Those organisations undertaking work on behalf of the PFCC or Essex Police are expected to maintain strong anti-fraud and anti-bribery principles. Through contract documentation we will ensure that our service providers and partners take the issue of fraud and bribery seriously.

⁶ Financial and Procurement Regulations can be viewed <https://www.essex.pfcc.police.uk/wp-content/uploads/2019/01/PFCC-Financial-Regulations-v0.9.doc.pdf>

11. Identifying the Specific Threats

Each department will be challenged to identify the risk of fraud and/or bribery occurring in their area. Where major risks are identified, they will be responsible for ensuring they are placed on the Risk Register and that actions are undertaken to address those risks.

Internal Audit, through its programme of work will test the control environment within Services and compile reports on its findings, highlighting weaknesses in controls. Management will be required to act upon those recommendations and monitor progress.

12. Professional Standards and the Anti-Corruption Unit

The Professional Standards Department and the Anti-Corruption Unit will conduct proactive exercises throughout the year and highlight any system weaknesses that are identified as a result of proactive work or investigations. These will be addressed through an agreed action plan with the relevant manager. The Anti-Corruption Unit will produce an annual confidential report to the PFCC/Essex Police Joint Audit Committee detailing activities undertaken during the year.

THE PFCC/ESSEX POLICE'S APPROACH TO TACKLING FRAUD AND BRIBERY

13. Introduction

The corporate framework, which underpins the operations of the PFCC and Essex Police, have a number of layers that exist to protect the PFCC and Essex Police against fraud and bribery. The Anti-Fraud and Bribery Policy underpins this framework.

Our Policy to combat fraud and bribery is built upon five key themes:

- Culture
- Prevention
- Deterrence
- Detection and investigation
- Awareness and Training

Everyone is responsible for immediately notifying the Treasurer at the PFCC and the Chief Finance Officer at Essex Police of any circumstances suggesting the possibility of an irregularity which affect the PFCC or Essex Police's assets or interests.

14. The Anti-Fraud Culture

The prevention and detection of fraud and bribery and the protection of the public purse are everyone's responsibility.

Employees and other stakeholders play an important role in creating and maintaining this culture and are positively encouraged to raise concerns regarding fraud and bribery, immaterial of seniority, rank or status. Such concerns will, wherever possible, be treated in confidence.

Concerns must be raised when people reasonably believe that one or more of the following has occurred, is in the process of occurring or is likely to occur:

- a criminal offence
- a failure to comply with a statutory or legal obligation
- improper unauthorised use of public or other funds
- a miscarriage of justice
- maladministration, misconduct or malpractice
- endangering of an individual's health and safety
- damage to the environment
- deliberate concealment of any of the above.

Any allegations received in any way, including by anonymous letters or phone calls, will be taken seriously and investigated in an appropriate manner.

15. Gifts and Hospitality

Courtesy gifts and hospitality must not be given or received in return for services provided or to obtain or retain business but shall be handled openly and unconditionally as a gesture of esteem and goodwill only. Gifts and hospitality shall always be of symbolic value, appropriate and proportionate in the circumstances, and consistent with local customs and practices. They shall not be made in cash. Please refer to the PFCC/Essex Police's Gifts and Hospitality policy and register for more guidance - [C 3008 Procedure - Hospitality, Gifts and Gratuities](#)

16. Prevention

Fraud, theft and bribery are costly, both in terms of reputational risk and financial losses. To reduce the risk of loss we must aim to prevent it from happening in the first place.

The PFCC and Essex Police will ensure that this policy and other supporting policies are publicised to the widest possible audience, including officers, staff, partners and the public. We will actively promote the anti-fraud and anti-bribery culture and the consequences for those found to have committed such offences.

The PFCC and Essex Police will seek the most appropriate sanction and redress against all those who commit or attempt to commit fraud and/or bribery against the PFCC and/or Essex Police. We will publicise details of criminal convictions and provide statistical information in relation to disciplinary action to deter others who may have considered committing such offences themselves.

All Managers have a responsibility for ensuring that control measures are in place to minimise the risk of fraud. They must consider these control measures whenever new guidance or procedures are written or existing ones revised. The S151 Officers (PFCC Treasurer and the Chief Constable's Chief Finance Officer) have specific responsibilities to ensure that there are robust systems of risk management and internal controls in place across the organisation. They are charged with safeguarding public money, which includes implementing appropriate measures to prevent and detect fraud and corruption.

Managers must ensure that all staff are aware of these procedures and of the controls in place. Where effective controls are in place, there is less opportunity to commit fraud and therefore, this may act as a deterrent.

17. Deterrence

Theft, fraud and bribery are serious offences against the PFCC and/or Essex Police. Employees will face disciplinary action if there is evidence that they have been involved in these activities. Disciplinary action will be taken in addition to, or instead of, criminal proceedings, depending on the circumstances of each individual case.

In all cases where financial loss to the PFCC or Essex Police has occurred, the PFCC and Essex Police will seek to recover the loss and advertise this fact.

18. Detection and Investigation

The Professional Standards Department and the Anti-Corruption Unit will conduct proactive anti-fraud and bribery work throughout the year and highlight any system weaknesses that are identified as a result of proactive work or investigations. The Anti-Corruption Unit will produce an annual confidential report to the PFCC/Essex Police Joint Audit Committee detailing activities undertaken during the year.

Audits play an important role in the detection of fraud and bribery and will include reviews of internal controls within key financial systems and specific fraud and bribery tests. Spot checks and unannounced audits may also occur.

In some cases frauds are discovered by chance or 'tip-off' and arrangements are in place to enable such information to be properly dealt with. All suspected irregularities are required to be reported (verbally or in writing) either by the person with whom the initial concern was raised or by the originator.

Any decision to refer a matter to Internal Audit, External Audit or other external agency will be taken by the Treasurer/Chief Finance Officer in consultation with the Chief Executive/Chief Constable. The PFCC and Essex Police will normally wish an independent investigation in cases where financial impropriety is discovered.

Internal controls are only effective if they are properly designed and applied. Therefore, it is the responsibility of all managers to establish and maintain systems of internal control and to assure themselves that those controls are properly applied and on the activities intended. This includes responsibility for the prevention and detection of fraud, bribery and financial malpractice.

Our partners are expected to have adequate Whistleblowing Procedures and the PFCC/Essex Police's own procedure will be promoted to contractor staff working on behalf of the PFCC or Essex Police. Refer to section 26 for further details on Whistleblowing.

All staff have a duty to assist the PFCC and/or Essex Police with any matter under investigation. Failure to assist with an investigation may be considered as a breach of conduct or failure to comply with the Financial and/or Contract Procedure Rules. This could lead to disciplinary action being taken. Where staff are being interviewed in connection with alleged fraud they will have the right to have a Trade Union

representative present or to be accompanied by a work colleague. Alternatively, staff may wish to provide information under the whistle-blowing procedures.

The PFCC and Essex Police will investigate any allegation that may have a direct, or indirect, impact on the finances for which we are responsible. This will include cases where staff may have financial information relating to organisations which are, or have been, funded by the PFCC/Essex Police or with whom the PFCC/Essex Police have a contract.

The PFCC and Essex Police will utilise the specific expertise of other services including Internal Audit, Human Resources and Legal Services in all cases where appropriate to progress investigations. The teams will also conduct joint investigations with other agencies to uncover the full extent of any offence.

Where an investigation involves an employee of the PFCC or Essex Police, the Anti-Corruption Unit will have regard to the possibility of both disciplinary and criminal action being taken. Through this work the Anti-Corruption Unit will ensure that the PFCC and Essex Police's Disciplinary Policy and Procedure is fully complied with in managing cases that involve employees of the PFCC or Essex Police.

Our partners should provide full access to their financial records, as they relate to our finances, and their staff will be required to assist fully with any investigation. These conditions will be included in any contract terms or agreements. Personnel records of any person suspected of being involved in fraud will be made available to the Anti-Corruption Unit.

19. Awareness and Training

The PFCC and Essex Police recognise that the success of this policy will depend on the awareness of officers and staff throughout the PFCC and Essex Police and will ensure that officers and staff are made aware of this policy and that appropriate training is provided to existing staff and new starters within the PFCC and Essex Police.

20. Employee Recruitment and Conduct

All employees must abide by the PFCC and Essex Police's rules as contained in relevant policies and procedures. This expectation forms part of each employee's contract of employment. Employees of the PFCC and Essex Police are also expected to follow any additional Codes of Conduct, either related to any professional body to which they are registered, or additional PFCC/Essex Police Codes of Conduct relevant to their post, and immediately notify the PFCC or Essex Police if they come into conflict with any such Code.

Where agency staff are being employed in positions where they have access to finance, personal data or other assets, their references will be checked direct with their previous employer. Our partners will be expected to have adequate recruitment procedures and controls when they are handling finance on behalf of the PFCC or Essex Police. This expectation will be written into all contract terms and agreements.

21. Joint Working to Prevent and Combat Fraud

The Professional Standards Department and Anti-Corruption Unit are responsible for investigating all allegations of fraud. The team will work with other public sector bodies as required.

22. National Fraud Initiative

The Cabinet Office has drawn up a Code of Data Matching Practice for its National Fraud Initiative (NFI), which is recognised by the Information Commissioner as complying with Data Protection legislation. The NFI matches data from 1,300 public sector and 77 private sector organisations, including audit bodies in Scotland, Wales and Northern Ireland, government departments and other agencies. It flags up inconsistencies in the information that indicate a fraud, an error or an overpayment may have taken place, signaling the need for review and potential investigation. With effect from 2015, the responsibility for the NFI has passed to the Cabinet Office.

Where appropriate, we will participate in data-matching exercises and will share information using legislation or legal gateways available to us and our partners.

The PFCC and Essex Police will make full use of their statutory powers to obtain information, and will utilise the services of the National Anti-Fraud Network (NAFN) to support such information gathering.

23. Sanction

We will seek the strongest available sanctions against all who commit fraud against the PFCC or Essex Police, or the public purse. This may include disciplinary action, criminal prosecution, civil proceedings, financial penalties or a combination of all. Where the fraud is committed by an employee of a contractor or partner organisation, we will request that the organisation takes appropriate disciplinary action against the individual. The ability to request removal of staff will be written into contract terms.

The decision to recommend any or all of the above sanctions will be made on a case by case basis, having regard to the Disciplinary Policy and Procedure and Prosecution Policy in place at the time.

24. Disciplinary Action

At the conclusion of each investigation, the Anti-Corruption Unit will produce a report. The manager whose responsibility encompasses the area of that investigation will then decide whether or not to formally accept the report and take the appropriate action (disciplinary or other).

In most cases, where there is objective evidence available to lead to a conclusion of fraud, theft, bribery, serious financial malpractice, or use of position for personal gain or for the gain of others, this is likely to constitute gross misconduct and may lead to summary dismissal.

This applies to employees who improperly benefit from the PFCC and/or Essex Police as a corporate body, and not just those who steal funds from their own unit.

25. Criminal Sanctions

In addition to any disciplinary action, the Anti-Corruption Unit will decide whether further action is appropriate in respect of any criminal offences. This decision will be made on a case by case basis and within the Prosecution Policy in force at the time.

We will use the PFCC and/or Essex Police's own Legal team and the Crown Prosecution Service, through the police, to bring offenders to justice. As a deterrent, we will also publicise our successful sanctions throughout the organisation.

26. Redress

In all cases we will seek recovery of any fraudulently obtained amounts and we will utilise all means available to us to recover these amounts. This can include freezing assets, Compensation Orders, Confiscation Orders, Civil Litigation, recoup of monies paid through the Pension Fund, and general debt recovery.

The PFCC/Essex Police Debtors Procedure (G1903) provides clear guidance on the measures it will take to effectively recover monies owed to the PFCC and/or Essex Police.

Additionally, where a criminal conviction has been secured, we will utilise the power of the Courts to obtain Compensation Orders where appropriate. We will also consider the use of our partners' specialist skills in financial investigation to recover losses using the Proceeds of Crime Act 2002.

All partners and contractors will be responsible for any losses affecting PFCC and/or Essex Police funds attributable to their employees. This will be written into contract terms.

REVIEW AND REPORTING

27. Whistleblowing

The PFCC and Essex Police are committed to ensuring that they, and the staff working for them, comply with the highest standards of openness, honesty and accountability.

The term whistleblowing has a specific legal definition, i.e. a disclosure or allegation of serious wrongdoing made by an employee, and a wider public definition, i.e. any disclosure or allegation of serious wrongdoing made by anyone.

Where any individual, irrespective of whether that individual is either an PFCC/Essex Police employee, a worker for an PFCC/Essex Police contractor (including seconded PFCC/Essex Police employees) or a member of the public, is aware of any serious wrongdoing, such as:

1. Breach of a legal obligation;
2. Any criminal activity, including incitement to commit a criminal act;
3. Bribery or fraud;
4. A miscarriage of justice;
5. A danger to the health or safety of any individual or damage to the environment;
6. Abuse of power or authority;
7. Failure to comply with professional standards, PFCC/Essex Police policies or codes of practice/conduct;

committed by or related to the actions of:

- PFCC/Essex Police employees;
- PFCC/Essex Police; and/or
- Contractors, agency staff, suppliers or consultants of PFCC/Essex Police in the course of their work for the PFCC and/or Essex Police;

and reports it, the PFCC and/or Essex Police will investigate any such allegations and, where appropriate, take action. The PFCC and Essex Police are also committed to preventing any harassment, victimisation or unfair treatment of any person arising from their whistleblowing, and where appropriate, take disciplinary action against any member of staff responsible for such harassment, victimisation or unfair treatment against a whistle blower.

The Public Interest Disclosure Act 1998 makes it unlawful for an organisation to dismiss anyone (or carry out any other form of reprisal) on the basis that they have made a disclosure. Therefore, the PFCC and Essex Police encourage employees and members of the public and/or their representatives to feel confident in raising concerns or allegations in the public interest about suspected serious wrongdoing in the PFCC or Essex Police and its services

without fear of reprisals or victimisation even where the concern or allegations are not subsequently confirmed by the investigation.

Further guidance on Whistleblowing may be found at:

[C 3015 Procedure – Reporting Wrongdoing](#),

<https://www.gov.uk/whistleblowing>

<http://www.acas.org.uk/index.aspx?articleid=1919>

<http://www.pcaw.org.uk/>

28. Updates

This policy will be the subject of continuous review to ensure it supports the strategic objectives of the PFCC and Essex Police. It will be formally reviewed on a tri-annual basis.

Internal audit will also conduct a periodic review of the PFCC and Essex Police's operation against the policy to ensure the Anti-Fraud and Anti-Bribery culture is embedded within PFCC and Essex Police services.

A confidential report on the PFCC and Essex Police's activity in relation to cases of fraud and irregularities will be submitted to the Joint Audit Committee on an annual basis by the Anti-Corruption Unit.

APPENDIX 1 – ROLES AND RESPONSIBILITIES

Role	Responsibility
PFCC/Chief Constable	<ul style="list-style-type: none"> Facilitating an Anti-Fraud and Bribery culture by adopting and promoting a zero tolerance “tone from the top”. Demonstrate a commitment to this Policy and ensure it has the appropriate profile within the PFCC/Essex Police. Ensure the Policy is effectively implemented across the PFCC/Essex Police.
Joint Audit Committee (JAC)	<ul style="list-style-type: none"> To monitor the Anti-Fraud and Bribery Policy. To monitor and review the effectiveness of the PFCC/Essex Police’s risk management arrangements, internal controls and related Anti-Fraud and Bribery arrangements.
Chief Executive/ Monitoring Officer/ Chief Constable	<ul style="list-style-type: none"> Ensure that there is strong support for work to counter fraud and bribery. Ensure consistency across departments in the implementation of this Policy. Ensure that a programme of work is undertaken that is designed to publicise expected standards of ethical conduct. Ensure that the progress in raising standards will be communicated to stakeholders. Ensure that effective whistle-blowing arrangements are established. Ensure Registers of Interests, Gifts & Hospitality are maintained. Ensure officers and staff are fully aware of their obligations in relation to probity.
Treasurer/Chief Finance Officer	<ul style="list-style-type: none"> Ensure that those working to counter fraud and bribery are undertaking this work in accordance with a clear ethical framework and standards of personal conduct. Ensure that there is a level of financial investment in counter fraud and bribery work that is proportionate to the risk that has been identified. Ensure that reports on investigations include a section on identified policy and system weaknesses that allowed the fraud/bribery to take place where appropriate. Ensure all instances of suspected or actual fraud are reported to the Chair of the JAC as the earliest opportunity.
Director of Human Resources	<ul style="list-style-type: none"> Ensure that there is an effective propriety checking system (i.e. safe recruitment)

	<p>implemented by appropriately trained staff in place;</p> <ul style="list-style-type: none"> • Provide advice to promote consistency; • Ensure employment policies support the Anti-Fraud and Bribery Policy; • Advise on and monitor that effective and appropriate sanctions are applied in all appropriate cases.
PFCC/Essex Police Solicitor	<ul style="list-style-type: none"> • Ensure resources are available to pursue appropriate criminal and civil proceedings.
<p>PFCC- Chief executive, Treasurer and Assistant Directors</p> <p>Essex Police- Chief Constable, Deputy Chief Constable, Assistant Chief Constables and Chief Officer</p>	<ul style="list-style-type: none"> • Ensure the risks of fraud and bribery are identified, entered on the Risk Register and Action Plans implemented to reduce the risk to an acceptable level. • Ensure the Anti-Fraud and Bribery Policy is implemented within their departments. • Ensure that as part of the risk management process the PFCC and Essex Police attempts to identify accurately the nature and scale of losses to fraud and bribery, and also takes into account fraud and bribery risks in relation to significant partnerships. • Ensure that there are framework agreements in place to facilitate working with other organisations and agencies. • Ensure that there are regular meetings to implement and update these agreements. • Consider fraud and bribery risks within all new policies and systems, and to revise existing ones to remove possible weaknesses.
Managers	<ul style="list-style-type: none"> • Ensure all employees are aware of their responsibilities under the Anti-Fraud and Bribery Policy. • Ensure all employees have read the PFCC and Essex Police's Code of Conduct in respect of all employee rules of conduct and understand their responsibilities. • Ensure all employees understand the Whistle-blowing Policy and reporting arrangements. • Ensure employees are aware of the process for reporting allegations of fraud. • Ensure accurate and timely reporting of gifts and hospitality.
Employees/Officers	<ul style="list-style-type: none"> • Ensure understanding of and compliance with the PFCC/Essex Police's Anti-Fraud and Bribery Policy. • Report suspected fraud or bribery and take responsibility for understanding the appropriate methods to do so.

	<ul style="list-style-type: none"> • Report gifts and hospitality and take responsibility for understanding the process to do so. • Declare interests and take responsibility for understanding the process to do so.
Internal Audit	<ul style="list-style-type: none"> • Support Senior Management and their staff in identifying and mitigating risks for fraud and bribery. • Work closely with the Anti-Corruption Unit where appropriate to conduct investigations. • Make recommendations where weaknesses are identified, and ensure Action Plans are implemented to prevent reoccurrences.
Anti-Corruption Unit	<ul style="list-style-type: none"> • Ensure all allegations are recorded and risk assessed. • Conduct investigations in line with legislation. • Notify Human Resources, Internal Audit & Legal Services at the outset of investigations into employees and at the conclusion of investigation, and liaise as appropriate during the investigation. • Pursue the most appropriate criminal/ disciplinary sanction including prosecution. • Report annually to the Joint Audit Committee through a confidential annual report.

Schedule 15

Policies and Strategies of the Police, Fire and Crime Commissioner

Description	Owner Name	Owner Designation
Abusive, Persistent or Unreasonable Contact, Correspondence and Complaints Policy	P Brent-Isherwood	Chief Executive
Access to Information Policy (including Publication Scheme)	P Brent-Isherwood	Chief Executive
Anti-Fraud & Bribery Policy	J Berry	Head of Finance and Section 151 Officer
Business Continuity Plan	P Brent-Isherwood	Chief Executive
Business Interests - Staff Declaration Policy	P Brent-Isherwood	Chief Executive
Commissioner Code of Conduct	P Brent-Isherwood	Chief Executive
Communications and Engagement Strategy	D Horsman	Strategic Head of Policy and Public Engagement
Complaints and Expressions of Dissatisfaction Policy	P Brent-Isherwood	Chief Executive
Confidentiality Declaration Policy	P Brent-Isherwood	Chief Executive
Correspondence Standards	D Horsman	Strategic Head of Policy and Public Engagement
Data Asset Register	D Horsman	Strategic Head of Policy and Public Engagement
Data Processing Contract with Essex Police	D Horsman	Strategic Head of Policy and Public Engagement
Data Protection Policy	D Horsman	Strategic Head of Policy and Public Engagement
Decision Making and Numbering Policy and Procedure	P Brent-Isherwood	Chief Executive
Electronic Filing System Policy	P Brent-Isherwood	Chief Executive
Engagement Charter	D Horsman	Strategic Head of Policy and Public Engagement
Equality, Diversity and Inclusion Policy (inc Equality Scheme)	P Brent-Isherwood	Chief Executive
Ethics and Integrity Framework	P Brent-Isherwood	Chief Executive

Financial Regulations and Contract Standing Orders	J Berry	Head of Finance and Section 151 Officer
Independent Custody Visiting Scheme	J Perry	Strategic Head of Performance and Resources
Information Sharing Agreement between Essex Police and the Police, Fire and Crime Commissioner for Essex	P Brent-Isherwood	Chief Executive
Information Sharing Protocol between the Police, Fire and Crime Commissioner for Essex and the Essex Police, Fire and Crime Panel	P Brent-Isherwood	Chief Executive
Partnership Domestic Abuse Strategy	J Gardner	Deputy Police, Fire and Crime Commissioner
Police and Crime Plan	R Hirst	Police, Fire and Crime Commissioner
Privacy Notice (General)	D Horsman	Strategic Head of Policy and Public Engagement
Privacy Notice (Employee)	P Brent-Isherwood	Chief Executive
Privacy Notice (Volunteer)	G Myddelton	Strategic Head of Partnership and Delivery
Publication Protocol	D Horsman	Strategic Head of Policy and Public Engagement
Public Engagement Plan	D Horsman	Strategic Head of Policy and Public Engagement
Record Retention and Disposal Policy	D Horsman	Strategic Head of Policy and Public Engagement
Reserves Strategy	J Berry	Head of Finance and Section 151 Officer
Risk Management Handbook	J Perry	Strategic Head of Performance and Resources
Risk Appetite Statement	P Brent-Isherwood	Chief Executive
Schemes of Delegation and Consent	R Hirst	Police, Fire and Crime Commissioner
Social Networking Policy	D Horsman	Strategic Head of Policy and Public Engagement
Staff Code of Conduct	P Brent-Isherwood	Chief Executive
Treasury Management Strategy	J Berry	Head of Finance and Section 151 Officer

Use of Communications	D Horsman	Strategic Head of Policy and Public Engagement
Volunteer Policy	G Myddelton	Strategic Head of Partnership and Delivery
Victims Commissioning Strategy	J Perry	Strategic Head of Performance and Resources

Schedule 16

PFCC Decision Report

Please ensure all sections below are completed

Report reference number:
Classification (e.g. Not protectively marked/restricted):
Title of report:
Area of county / stakeholders affected:
Report by: Chief Officer: Date of report: Enquiries to:

1. Executive Summary

(Provide a succinct summary of the contents of the report)

2. Recommendations

(Set out the decision and recommendations which are to be made as a part of the proposal. Include brief details of what is to happen, when and the resource implications)

3. Background to the Proposal

(Set out the background, chronological history and relevant contextual information to support the proposal. Highlight whether this proposal is linked to another decision or earlier paper.)

4. Proposal and Associated Benefits

(Set out clearly what is being proposed. Specify the benefits of the proposal including financial or operational benefits)

5. Options Analysis

(Set out any alternative options considered and rejected in favour of the recommendation(s) made. In some instances (e.g. where the recommendation is made to fulfil a statutory requirement), there may be no viable alternative. However, in most cases, there will be at least one alternative option, this being to do nothing / maintain the status quo).

6. Consultation and Engagement

(Include any consultation with staff, representative bodies, other forces, other emergency services and external agencies etc)

7. Strategic Links

(Demonstrate how the issue is relevant to the [Police and Crime Plan](#) and any other relevant strategic plans, such as the Local Business Case for Joint Governance.)

8. Police operational implications

(Outline any operational policing implications and how Essex Police has been engaged or consulted.)

9. Financial implications

(This section should set out the key revenue and capital finance issues arising from the report. Report authors, working with the relevant CFO, will need to demonstrate that the decision is within existing financial and other resources and if not identify the source of any additional resources.)

10. Legal implications

(This section should set out the key legal issues arising from the report and include any legal advice if received)

11. Staffing implications

(This section should set out any staffing implications. It needs to demonstrate that the decision complies with relevant employment legislation and / or policies).

12. Equality, Diversity and Inclusion implications

(This section should describe the equality and diversity implications of the proposal and should attach and address any findings from the equality impact assessment if one has been carried out).

13. Risks and Mitigations

(This section should describe the key risks relating to the proposal, and what would be undertaken to mitigate those risks. Also specify the potential consequences of not proceeding)

14. Governance Boards

(This section should describe the meetings that this proposal has been discussed at prior to the decision being presented to the Commissioner for decision)

15. Links to Future Plans

(If this proposal is part of a longer-term plan it should be described here)

16. Background Papers and Appendices

(Please list sources of information e.g. documents that are not readily available to the public and that were used in the writing of the report. Please provide an electronic link embedded into the report).

Report Approval

The report will be signed off by the PFCC's Chief Executive and Chief Finance Officer prior to review and sign off by the PFCC / DPFCC.

Chief Executive / M.O.

Sign:

Print:

Date:

Chief Finance Officer

Sign:

Print:

Date:

Publication

Is the report for publication?

YES

☐

NO

☐

If 'NO', please give reasons for non-publication *(Where relevant, cite the security classification of the document(s). State 'None' if applicable)*

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.....
.....

If the report is not for publication, the Chief Executive will decide if and how the public can be informed of the decision.

Redaction

If the report is for publication, is redaction required:

1. Of Decision Sheet?

YES

☐

2. Of Appendix?

YES

☐

NO

☐

NO

☐

If 'YES', please provide details of required redaction:

.....
.....
.....

Date redaction carried out:

Chief Finance Officer / Chief Executive Sign Off – for Redactions only

If redaction is required, the Treasurer or Chief Executive is to sign off that redaction has been completed.

Sign:

Print:

Chief Executive / Chief Finance Officer

Decision and Final Sign Off

I agree the recommendations to this report:

Sign:

Print:

PFCC/Deputy PFCC

Date signed:

I do not agree the recommendations to this report because:

.....
.....
.....

Sign:

Print:

PFCC/Deputy PFCC

Date signed:

Report title: Police, Fire and Crime Commissioner (PFCC) Decisions	
Report to: Essex Police, Fire and Crime Panel	
Report author: Roger Hirst (Police, Fire and Crime Commissioner)	
Date: 21 October 2021	For: Noting
Enquiries to: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer) (01245) 291613 pippa.brent-isherwood@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Panel with information about financial and strategic decisions made by the PFCC.

2. Recommendations

- 2.1 The Panel is invited to note the content of the report, identifying any areas that require further clarification or comment.

3. Context / Summary

- 3.1 This report contains information about decisions made from 4 June 2021 up to and including 11 October 2021.

4. Appendices

Appendix A: PFCP Meeting 21 October 2021: PFCC Decisions Detailed
Appendix B: PFCP Meeting 21 October 2021: PFCCFRA Decisions Detailed

Ref	Decision On	Value	Outline	Date approved
059/21	Independent Custody Visiting Scheme Policy	N/A	To agree the revised Independent Custody Visiting Scheme in line with statutory obligations under the Police Reform Act 2002.	30 June 2021
060/21	Equality, Diversity and Inclusion Strategy - Revision of EDI Objectives	N/A	To approve the updated equality objectives within the Equality, Diversity and Inclusion Strategy 2020-2022.	30 June 2021
063/21	Public Sector Equality Duty Annual Report 2020-2021	N/A	To seek approval for the publication of the Public Sector Equality Duty Annual Report to ensure compliance under the Equality Act 2010.	30 June 2021
068/21	Professional Development and Training	£1,275	To seek approval for expenditure on training for a member of staff.	3 September 2021
069/21	Volunteer Appreciation Event	£2,000	To seek approval for the allocation of funding from the Restorative Justice Budget for a volunteer appreciation event.	28 July 2021
072/21	Home Office Winter Contingency Fund 2020/21	£68,370	To seek approval to allocate £68,370 from the Home Office Winter Contingency Fund to nine local charities that support vulnerable children.	30 June 2021
073/21	Review of PFCC policies and privacy notices	N/A	To seek approval of a range of policies and privacy notices that have been reviewed	29 June 2021
074/21	Violence and Vulnerability Joint Budget 2021-22 (accepting contributions)	£700,000	To seek approval to receive £500,000 from Essex County Council and £200,000 from the PFCC to deliver the work programme for the Essex Violence and Vulnerability Partnership.	30 June 2021
075/21	Business Confidentiality Declaration	N/A	To approve the refreshed PFCC Confidentiality Declaration.	30 June 2021
076/21	Treasury Management Strategy 2021-22	N/A	To seek approval of the Treasury Management Strategy, Investment Strategy and Capital Strategy.	2 July 2021
077/21	Ministry of Justice Additional Victims Funding – Assessment Process	£1,629,445	To seek approval for the allocation of a further round of MoJ funding for support services (including those that support victims of domestic abuse and sexual violence) that have been impacted by Covid-19.	30 June 2021
078/21	Phase 2 of the Essex Violence and Vulnerability Joint Budget funding	£567,260	To approve the allocation of £567,260 from the joint budget to support partner organisations	21 June 2021

Ref	Decision On	Value	Outline	Date approved
	2021-22			
079/21	Appointments to the Joint Audit Committee	c. £6.000 p.a.	To seek approval to appoint two new members to the post of Independent Audit Committee Member for the Joint Audit Committee.	28 June 2021
080/21	CIPFA – Achieving Finance Excellence in Policing II	£40,000	To seek agreement to participate in Achieving Finance Excellence in Policing at a cost of £20k in 2021/22 and £20k in 2022/23.	29 June 2021
081/21	Award of the 7F Waste Management and Recycling Services Contract	£*	To seek the authorisation from the PFCC for Essex to sign the 7 Force Waste Management and Recycling Services Contract, the details of which are commercially sensitive.	23 June 2021
082/21	Variation to the Vehicle Recovery, Disposal and Managed Service Contract	N/A	To approve a variation of the existing contract to incorporate GDPR into the Data Protection clause.	30 June 2021
084/21	Update on Indemnity Wording for Legally Qualified Chairs (LQCs) and Independent Panel Members (IPMs) for Misconduct Hearings	N/A	To seek approval of the change in wording provided by the APCC regarding indemnity until a national solution has been agreed.	9 August 2021
085/21	Domestic Abuse Case Consultant for the Essex Restorative and Mediation Service	£500	To seek approval for the allocation of funding for the provision of a DA Case Consultant from the 2021-22 MOJ Victims Grant.	28 June 2021
087/21	Year End Appropriations to Earmarked and General Reserves and Draft Unaudited Statement of Accounts 2020/21	N/A	To approve year-end appropriations to earmarked and general reserves based on the provisional outturn position for 2020/21 and to endorse the draft Unaudited Statement of Accounts for 2020/21	01 October 2021
092/21	DCS Stage 2 Business Case	£*	To endorse the approach to replacing Dispatch Communication Server (DCS) equipment - the details of which are commercially sensitive	1 October 2021
093/21	Purchase of equipment for Essex Police training	£119,500	To seek approval for the purchase of equipment to assist Essex Police training – the details of which are operationally and commercially sensitive	7 July 2021

Ref	Decision On	Value	Outline	Date approved
094/21	Purchase of replacement equipment for Essex Police	£*	To seek approval of the purchase of replacement equipment to assist Essex Police – the details of which are operationally and commercially sensitive	29 June 2021
095/21	DFU Storage and Growth Stage 2 Business Case	£*	To seek approval for the purchase of increased digital storage capacity for the Digital Forensics Unit – the details of which are commercially sensitive.	29 June 2021
096/21	Crime Prevention Strategy 2021 - 2025	N/A	To approve and endorse the Crime Prevention Strategy 2021 - 2025.	9 September 2021
097/21	Essex Police Digital Strategy	N/A	To seek approval of the new Digital Strategy.	2 July 2021
101/21	Police and Crime Plan 2021-24 Development	£12,600	To seek approval for the allocation of £12,600 to produce the Police and Crime Plan 2021-24 including activity to support engagement with communities.	2 July 2021
103/21	Phase 3 of the Essex Violence and Vulnerability Joint Budget funding 2021-22	£317,075	To seek approval for the allocation of £317,075 to support partner organisations to deliver against priorities within the Essex Violence and Vulnerability Work Programme 2021-22.	29 June 2021
104/21	Legacy Digital Data Store (LDDS)	£*	To seek approval of a Contract Variation Notice for additional funding and an extended timeline to complete the project – the details of which are commercially sensitive.	15 July 2021
105/21	Home Office Grip Funding Grant Agreement 2021/22	£*	To seek approval and signature of the Acceptance of Grant document – the details of which are sensitive.	7 July 2021
108/21	Violence and Vulnerability Community Safety Grants Programme 2021-22 and 2022-23	£250,000	To seek approval for the allocation of up to £250,000 in small grants to community, voluntary and not for profit organisations across the county.	9 August 2021
109/21	Phase 4 of the Essex Violence and Vulnerability Joint Budget funding 2021-22	£152,579	To seek approval of the allocation of £152,579 to support partner organisations to deliver against priorities within the Essex Violence and Vulnerability Work Programme 2021-22.	9 August 2021
110/21	Essex Restorative Justice Data Protection Documentation	N/A	To approve the revised processes, procedures and risk management documentation associated with data handling through the Essex Restorative and Mediation Service.	9 September 2021
111/21		£20,000		16 August 2021

Ref	Decision On	Value	Outline	Date approved
	Essex Association of Local Councils – Engagement support		To seek approval for the allocation of £20,000 from the Community Safety Fund to support the ongoing partnership between the EALC and the PFCC.	
122/21	Safer Streets Fund – Grays	£432,000	To seek approval to distribute the funding awarded from the Home Office Safer Streets Fund.	1 October 2021
123/21	Ministry of Justice Additional Victims Funding – Critical and Male Support Funds	£126,320	To seek approval for the allocation of £126,320 following a further round of MoJ funding for support services (victims of domestic abuse and sexual violence).	1 October 2021
124/21	Home Office DA Perpetrator Fund 2021-22	£274,000	To seek approval for the allocation of one-off grants from the PFCC's Community Safety Fund to three organisations.	24 August 2021
125/21	Restorative Justice Council Annual Conference Attendance 2021	£100	To seek approval for the allocation of £100 from the Essex Restorative and Mediation Service budget for the ERMS Manager to attend an annual conference.	24 August 2021
126/21	Restorative and Mediation Service Annual Report Design	£1,280	To request approval for the allocation of £1,280 from the RJ budget for the design of the Essex Restorative and Mediation Service annual report.	9 September 2021
127/21	Race at Work Charter	N/A	To seek approval for the PFCC to sign up to the Race at Work Charter.	18 August 2021
128/21	PFCC Website Technical Support	£4,900	To seek approval of the allocation of £4,900 to Formation Media to provide hosting and support for the PFCC website, the Violence and Vulnerability website and the Restorative Justice website.	23 August 2021
130/21	PFCC Group Annual Report Design Costs	£3,000	To seek approval for the allocation of funding to support the engagement of an external designer to develop the PFCC's Group Annual Report.	3 September 2021
138/21	Essex Restorative and Mediation Service Administrator Resource	c. £30,000 p.a.	To agree to make the current 21-month fixed-term RJ Administrator position a permanent role within the PFCC's office.	10 October 2021
144/21	Statement of Accounts	N/A	To seek approval of the Statement of Accounts for the year ending 31 March 2021 for the PFCC Group and the PFCC.	1 October 2021
145/21		N/A		1 October 2021

Ref	Decision On	Value	Outline	Date approved
	Delayed Notice re. Statement of Accounts		To seek approval to publish a Delayed Notice regarding the publication of the Statement of Accounts.	
147/21	Phase 5 of the Essex Violence and Vulnerability Joint Budget Funding 2021-22	£373,390	Approve the allocation of £373,390 to support partner organisations to deliver against the priorities within the Essex Violence and Vulnerability Work Programme 2021/22.	10 October 2021

*Denotes decision report which is pending publication due to commercially sensitive information or not published in full due to otherwise sensitive information. Commercial decisions will be published upon completion of the contract.

For detailed information on each decision, go to the PFCC website at <http://www.essex.pfcc.police.uk/decision-making/> Decisions can be sorted by reference number and date on the PFCC website.

Please note: This report contains PFCC decisions made after 4 June 2021, up to and including 11 October 2021 (ahead of submission for the PFCC meeting of 21 October 2021).

Ref	Decision On	Value	Outline	Date approved
033/21	Replacement of Service Workwear	£769,347	To seek approval for the signing of the contract for a new range of workwear.	18 August 2021
034/21	Response Strategy	N/A	To seek approval of the Essex County Fire and Rescue Service Response Strategy.	28 June 2021
035/21	ECFRS Control Systems	£*	To seek approval of the contract for new control systems – the details of which are commercially sensitive and legally privileged.	15 June 2021
036/21	Strategic Assessment of Risk	N/A	To approve the new Strategic Assessment of Risk.	28 June 2021
037/21	Treasury Management Strategy 2021-22	N/A	To seek approval of the Treasury Management Strategy 2021-22	9 August 2021
038/21	ECFRS Annual Plan 2020-21 Closure Report	N/A	To seek approval for the closure of the Annual Plan 2020/21 following the production of the Annual Plan 2021/22.	28 June 2021
039/21	Useful Economic Lives of Appliances	£486,000	To seek approval to adjust the useful economic life of fire appliances for minimum revenue provision (MRP) in the year ending 31 March 2021.	26 June 2021
044/21	Adjustment to earmarked reserves – Covid funding	£541,000	To seek approval to increase the level of earmarked reserves to account for the unspent Covid-19 Government funding.	23 June 2021
047/21	Sale of surplus assets	£*	Relates to the sale of PFCCFRA estate	29 June 2021
048/21	Draft Year End Accounts 2020-21	N/A	To seek approval to publish the draft Unaudited Statement of Accounts on 30 June 2021.	29 June 2021
049/21	Adjustment to Earmarked Reserves – NNDR Deficit Compensation	£3m	To seek approval to increase the Specific Earmarked Reserve for Unspent Government Grants by £3m to account for the S31 Grant due from MHCLG to support the deficit of £3.2m in the collection of the national non-domestic rates (“NNDR”) that has arisen within the financial year as a result of Covid 19.	29 June 2021
050/21	Sale of surplus assets	£*	Relates to the sale of PFCCFRA estate	9 September 2021
054/21	EFA (Trading) Ltd – Appointment of Liquidators	£*	To appoint liquidators to deal with the final stages of the closure of EFA (Trading) Ltd, in accordance with previous decisions of the Authority. The details are commercially	20 July 2021

			sensitive.	
058/21	Sale of surplus assets	£*	Relates to the sale of PFCCFRA estate	14 September 2021
061/21	New Control Systems Contract	£*	To document the key parts of the new control systems contract so that the contract can be approved and signed – the details of which are commercially sensitive.	8 September 2021
062/21	Sale of surplus assets	£*	Relates to the sale of PFCCFRA estate	26 August 2021
066/21	Year End Accounts 2020-21	N/A	To seek approval to publish the Statement of Accounts for the year ending 31 March 2021.	29 September 2021

*Denotes decision report which is pending publication due to commercially sensitive information or not published in full due to otherwise sensitive information. Commercial decisions will be published upon completion of the contract.

For detailed information on each decision, go to the PFCC website at <http://www.essex.pfcc.police.uk/finance-reporting/decision-making-fire-rescue/>
Decisions can be sorted by reference number and date on the PFCC website.

Please note: This report contains PFCCFRA decisions made after 4 June, up to and including 11 October 2021 (ahead of submission for the PFCCP meeting of 21 October 2021).

Report title: 2022/23 Budget Scene Setting	
Report to: Essex Police, Fire and Crime Panel	
Report author: Police, Fire and Crime Commissioner for Essex	
Date: 21 October 2021	For: Noting and comment
Enquiries to: Janet Perry Strategic Head of Performance and Resources, Essex PFCC E-mail: janet.perry@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

This report lays out the background issues and current assumptions in setting the 2022/23 budget.

2. Recommendations

To note the background issues and the current assumptions in setting the 2022/23 budget.

3. Context

- 3.1. The 2022/23 budget is being set as periods of lockdown and furloughs come to an end with a resulting increase in unemployment across the county, together with inflation rising.
- 3.2. The three-year Comprehensive Spending Review (CSR), will be announced on 27 October 2021.
- 3.3. It is anticipated that the funding settlement and level of government grant will not be known until the middle of December 2021.

4. Essex Police - Medium Term Financial Strategy (MTFS)

- 4.1. The Essex Police MTFS that was presented to the PFCC Panel in February 2021, showed the following position as laid out in figure 1 below:

Figure 1 Essex Police MTFS at February 2021

Medium Term Financial Strategy - 2021/22 to 2025/26						
	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	5 Year Total £m
Budget Requirement - before Savings & Efficiencies	333.8	341.4	351.0	358.9	366.8	1,751.9
Savings & Efficiencies Plan (Cashable)	(3.5)	(0.7)	(0.8)	(1.1)	0.0	(6.1)
Net Budget Requirement	330.3	340.7	350.2	357.8	366.8	1,745.8
Total Funding	(330.3)	(336.1)	(341.9)	(348.3)	(354.8)	(1,711.4)
Annual (Shortfall)/Surplus	0.0	(4.6)	(8.3)	(9.5)	(12.0)	(34.4)

2022/23 Budget Scene setting

4.2. The latest MTFS at October 2021, shows the position as laid out in figure 2 below

Figure 2 Essex Police Base Case MTFS at October 2021

Essex Police Base Case									
Actual / Forecast			Base Case Medium Term Financial Strategy 2022/23 to 2026/27						
2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	5 Year Total £m	
300.3	312.8	333.8	Opening Budget Requirement	328.4	337.3	343.7	350.8	357.1	1,717.3
0.0	0.0	(1.0)	In year pressures and other Adjustments	12.6	10.4	11.1	10.3	9.6	54.0
300.3	312.8	332.8	Budget Requirement before savings applied	341.0	347.7	354.8	361.1	366.7	1,771.3
(4.7)	(4.8)	(4.4)	Enhanced Savings and Efficiencies (Cashable)	(3.7)	(4.0)	(4.0)	(4.0)	(4.0)	(19.7)
295.6	308.0	328.4	Budget Requirement after savings applied	337.3	343.7	350.8	357.1	362.7	1,751.6
(297.6)	(314.7)	(330.3)	Funding with adjusted collection rate increase and NI 100% funded	(336.5)	(341.8)	(347.5)	(353.6)	(359.3)	(1,738.7)
2.0	6.7	1.9	Base Case Annual (Shortfall)/Surplus	(0.8)	(1.9)	(3.3)	(3.5)	(3.4)	(12.9)

4.3. The improvement between the February 2021 MTFS and the October 2021 Base Case MTFS, is mainly due to an enhanced level of savings.

4.4. The Base Case MTFS, includes the following budget assumptions:

- The Pay Award will be at 2.5% per annum starting from September 2022 onwards;
- There will be contractual Inflation of £0.5m each year;
- The cost of Police Officers and Staff moving up the pay scales, will result in an Incremental pay increase of £4m each year, this is mainly due to the increasing number of new recruits, who commence at the bottom of the pay scale;
- The Employers National Insurance contributions increase will be a recurring cost of £2.6m in 2022/23;
- An enhanced level of savings are assumed with annual savings of approximately £4m included each year.

4.5. The following Funding assumptions have been included in the Base Case MTFS;

- The Employers increased National Insurance contribution of £2.6m in 2022/23, will be fully funded recurrently;
- The Police Uplift Programme (PUP) will provide funding of £2.6m in 2022/23 for the 52 Officers, being recruited during 2021/22;
- There will be growth in the Tax Base of £1m in 2022/23, rising to £1.9m by 2026/27.

4.6. The table at figure 3 shows the detail in each year of the MTFS of the assumptions in paragraph 4.4 and 4.5

2022/23 Budget Scene setting

Figure 3 Essex Police detail of the Base Case MTFS at October 2021

Essex Police Detail of Base Case									
Actual / Forecast			Base Case Medium Term Financial Strategy 2022/23 to 2026/27						
2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	5 Year Total £m	
300.3	312.8	333.8	Opening Budget Requirement	328.4	337.3	343.7	350.8	357.1	1,717.3
(1.0)			Adjustment from prior year	1.9	(0.5)				
			Contractual Inflation	0.5	0.5	0.5	0.5	0.5	2.5
			2.5% annual pay rise from Sept 2022	2.7	4.7	4.7	4.9	5.1	22.1
			Incremental pay increase	4.0	4.0	4.0	4.0	4.0	20.0
			Pension Shortfall and auto enrol		0.9				0.9
			Policing Qualifications (PEQF)		0.4				0.4
			Investments since budget setting	0.3					0.3
			1.25% Increase in employers' NI	2.6					2.6
			Revenue consequences of Capital	0.6	0.4	1.9	0.9	3.8	
300.3	312.8	332.8	Budget Requirement before savings applied	341.0	347.7	354.8	361.1	366.7	1,771.3
(4.7)	(4.8)	(4.4)	Enhanced Savings and Efficiencies (Cashable)	(3.7)	(4.0)	(4.0)	(4.0)	(4.0)	(19.7)
295.6	308.0	328.4	Net Budget Requirement - after savings applied	337.3	343.7	350.8	357.1	362.7	1,751.6
(297.6)	(314.7)	(330.3)	Opening Funding	(330.3)	(336.5)	(341.8)	(347.5)	(353.6)	(1,709.7)
			HO Police Uplift 2022/23 (52 Officers)	(2.6)					(2.6)
			Council Tax - Taxbase change	(1.0)	(1.7)	(1.8)	(1.9)	(1.9)	(8.3)
			Council Tax collection (Surplus)/Deficit		(0.2)	(0.4)	(0.6)		(1.2)
			Employers NI contributions	(2.6)					(2.6)
			Impact of previous years' Council Tax		(3.4)	(3.5)	(3.6)	(3.8)	(14.3)
(297.6)	(314.7)	(330.3)	Funding with adjusted collection rate increase and NI 100% funded	(336.5)	(341.8)	(347.5)	(353.6)	(359.3)	(1,738.7)
2.0	6.7	1.9	Base Case Annual (Shortfall)/Surplus	(0.8)	(1.9)	(3.3)	(3.5)	(3.4)	(12.9)

4.7. The MTFS at figure 4 builds on the Base Case MTFS and includes a 2.5% council tax increase each year, together with the funding of key capital (revenue consequences) and revenue proposals, that are still pending approval in 2021/22 and the use of reserves as appropriate.

Figure 4 Essex Police Adjusted Base Case MTFS at October 2021

Essex Police Adjusted Base Case								
Actual / Forecast			Adjusted Base Case Medium Term Financial Strategy 2022/23 to 2026/27					
2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	5 Year Total £m
2.0	6.7	1.9	Base Case Annual (Shortfall)/Surplus (0.8) (1.9) (3.3) (3.5) (3.4) (12.9)					
			Revenue and capital bids pending approval 3.8 6.9 7.3 7.0 6.5 31.5					
			Funded by Council Tax @2.5% (3.4) (3.5) (3.6) (3.8) (3.9) (18.2)					
2.0	6.7	1.9	Net Appropriations to/(from) Reserves (1.8) (3.3) (2.9) (1.7) (0.5) (10.2)					
0.0	0.0	0.0	Adjusted Base Case Annual (Shortfall)/Surplus 0.6 (2.0) (4.1) (5.0) (5.5) (16.0)					

2022/23 Budget Scene setting

- 4.8. The MTFS at figure 5 then builds further on the Adjusted Base Case MTFS and includes a 5% council tax increase in 2022/23 (2.5% more than in figure 4) and £1.5m of additional Police Officers, to be recruited in 2022/23. This will allow the recruitment of 30 to 40 Police Officers depending on rank during 2022/23.

Figure 5 Essex Police Reasonably Adjusted Case MTFS October 2021

Essex Police Reasonably Adjusted Case							
Actual / Forecast			Reasonably Adjusted Case Medium Term Financial Strategy 2022/23 to 2026/27				
2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
0.0	0.0	0.0	Adjusted Base Case				
			Annual (Shortfall)/Surplus				
			0.6	(2.0)	(4.1)	(5.0)	(5.5)
			South East Pay Allowance +£500				
			2.0	2.0	2.0	2.0	2.0
			Additional Police Officers				
			1.5	1.5	1.5	1.5	1.5
			Total Additional Development				
			3.5	3.5	3.5	3.5	3.5
			Funded by Council Tax @5% in 2022/23 (additional 2.5%)				
			(3.5)	(3.5)	(3.5)	(3.5)	(3.5)
0.0	0.0	0.0	Reasonably Adjusted Case				
			Annual (Shortfall)/Surplus				
			0.6	(2.0)	(4.1)	(5.0)	(5.5)

5. Essex Fire and Rescue Services - Medium Term Financial Strategy (MTFS)

- 5.1. The Essex Fire and Rescue Services MTFS presented to the PFCC Panel in February 2020, (the last formal MTFS presented to the Panel) showed the following position as laid out in figure 6 below

Medium Term Financial Strategy 2020/21-2023/23					
	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Net Budget Requirement - Baseline	74.9	76.4	77.8	79.1	308.2
Specific Costs funded by Earmarked Reserves	0.0	0.0	0.0	0.0	0.0
Total Funding	(73.2)	(73.6)	(74.2)	(74.8)	(295.8)
Annual (Shortfall)/Surplus - Funded From Earmarked Reserves	0.0	0.0	0.0	0.0	0.0
Annual (Shortfall)/Surplus - Funded From General Fund	(1.7)	(2.8)	(3.6)	(4.3)	(12.4)

Figure 6 Essex Fire and Rescue Services MTFS at February 2020

- 5.2. The Essex Fire and Rescue Services MTFS presented to the PFCC/ECFRS Strategic Board in September 2021, showed the position as laid out in figure 7 below

2022/23 Budget Scene setting

Figure 7 Essex Fire and Rescue Services MTFS September 2021

Medium Term Financial Strategy 2021/22-2024/25							
	2019/20 £m	Unaudited 2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
Net Budget Requirement - Baseline	71.3	73.0	73.2	75.4	76.8	78.0	303.4
Specific Costs funded by Earmarked Reserves	0.0	0.1	2.4	1.0	0.4	0.0	3.8
Total Funding	71.9	(73.9)	(73.0)	(74.2)	(75.5)	(77.0)	(299.6)
Annual (Shortfall)/Surplus - Funded From Earmarked Reserves	0.0	(0.1)	(2.4)	(1.0)	(0.4)	0.0	(3.8)
Annual (Shortfall)/Surplus - Funded From General Fund	0.6	0.8	(0.2)	(1.2)	(1.3)	(1.0)	(3.7)

5.3. The key movements from the February 2020 MTFS to the September 2021 MTFS are shown in Figure 8 below

Figure 8 Essex Fire and Rescue Services Key Movements in the MTFS at February 2020 to the MTFS at September 2021

MTFS Movements since February 20 Publication					
	2020/21 * £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
General Fund (shortfall)/ Surplus in February 2020 MTFS	(1.7)	(2.8)	(3.6)	(4.3)	(12.4)
Favourable / (Adverse) movement in General Fund Balance	2.5	2.6	2.4	3.0	10.5
General Fund (shortfall)/ Surplus Per September 21 MTFS	0.8	(0.2)	(1.2)	(1.3)	(1.9)

* 2020/21 September MTFS Based on Unaudited Accounts

Key Movements in MTFS					
	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
No Reduction in Local Government Finance Settlement	0.0	1.2	2.4	3.5	7.1
In Year Non Pay Underspends	0.9	0.3	0.0	0.0	1.2
In Year Capital Finance Charge Underspends	0.8	0.7	0.0	0.0	1.5
NNDR Collection Account	0.3	0.0	0.0	0.0	0.3
2020/21 Permanent Cost Savings (Capital Finance Charge & Non Pay)	0.5	0.8	0.8	0.8	2.9
2021/22 Cost Savings Identified	0.0	0.0	1.0	1.0	2.0
2021/22 Pay Award Variance*	0.0	0.3	0.3	0.3	0.9
2021/22 Impact of 0% Precept	0.0	(0.9)	(0.9)	(0.9)	(2.7)
2021/22 Impact of 0% Council Tax Base Growth	0.0	(0.7)	(0.7)	(0.7)	(2.1)
2021/22 One Off Grant - Local Council Tax Support	0.0	0.7	0.0	0.0	0.7
Additional Roles	0.0	0.0	(0.5)	(0.5)	(1.0)
Other	0.0	0.2	0.0	(0.5)	(0.3)
Total	2.5	2.6	2.4	3.0	10.5

*No Pay was budgeted in 2021/22 inline with the Government Announcement (Pay Award was included in the Feb 20 MTFS)

5.4. The September 2021 MTFS, includes the following budget assumptions

- There is an unbudgeted pay award during 2021/22
- The pay award will be at 2% from 2022/23 onwards
- There is £0.6m included for Group Trainers and On Call Liaison Officers in 2022/23 recurrently
- There are £1m of savings included each year

5.5. The following Funding assumptions have been included in the September 2021 MTFS

- The increase in Employers National Insurance contributions will be fully funded

2022/23 Budget Scene setting

- b) A Tax base growth of 1.1% has been included
- c) An annual Council Tax increase of 1.99% has been included

6. Next steps

- 6.1. Further iterations of the MTFS for both Essex Police and Essex Fire and Rescue Services will continue to be developed as savings plans are agreed and further information on the assumptions within the MTFS become clearer. The PFCC will also continue to work with the Panel Budget Setting Working Group, which has proven to be extremely beneficial.
- 6.2. An update on the MTFS for Essex Police and Essex Fire and Rescue Services will be shared with the Panel in December.

Agenda Item 12**Reference number: EPFCP/25/21**

Report title: Report of the Ethics and Integrity Sub-Committee	
Report to: Essex Police, Fire and Crime Panel	
Report author: Sophie Campion, Senior Democratic Services Officer	
Date: 21 October 2021	For: Noting
Enquiries to: Sophie Campion, Senior Democratic Services Officer sophie.campion2@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of report and background

The Ethics and Integrity Sub-Committee is required in its Terms of Reference to report back to the next available ordinary meeting of the Essex Police, Fire and Crime Panel. The Sub-Committee met on 21 September 2021 and the minutes of that meeting are attached as Appendix A for the Panel to note.

2. Recommendation

That the Panel note the minutes of the Ethics and Integrity Sub-Committee.

Minutes of the meeting of the Essex Police, Fire and Crime Panel: Ethics and Integrity Sub-Committee, held in the Council Chamber at County Hall on Tuesday, 21 September 2021

Present**Representing**

John Gili-Ross (Chairman)	Independent Member
Cllr Godfrey Isaacs	Castle Point Borough Council
Cllr Lynda McWilliams	Tendring District Council
Cllr Ian Shead	Southend Borough Council

Also present

Gemma Bint	Democratic Services Officer
Colette Black	Director of People Services, Essex County Fire and Rescue Service
Pippa Brent-Isherwood	Chief Executive and Monitoring Officer, Office of the Police, Fire and Crime Commissioner for Essex
Roger Hirst	Essex Police, Fire and Crime Commissioner
Emma Tombs	Democratic Services Manager

1 Membership, Apologies, Substitutions and Declarations of Interest

There were no apologies.

There were no declarations of interest.

2 Minutes of the Previous Meeting

The minutes of the meeting held on 16 November 2021 were approved as an accurate record by those present.

Matters arising –

At the previous meeting it was advised that the pandemic had slowed the development of the National Fire Standards Board. The Commissioner confirmed to the Sub-Committee that the programme was underway, and the first draft of the Standards document had been developed.

3 Core code of Ethics for Fire & Rescue Services

The Sub-Committee received report EISC/01/21 from Roger Hirst, Police, Fire and Crime Commissioner, reporting on the new Core Code of Ethics for Fire and Rescue Services, and the steps taken and planned by the Police, Fire and Crime Commissioner Fire and Rescue Authority and the Essex County Fire and Rescue Service to ensure its implementation locally.

In response to questions from Members the following points were highlighted/raised/noted:

- The Core Code of Ethics was shaped by the Local Government Association, the National Fire Chief Council and the Association of Police and Crime Commissioners. Essex would have to adopt the code and adapt it to the area.
- The ambition would be that the Code was consistent across all of the UK Fire and Rescue Services and adopted in the format recommended in the documentation, however each Fire and Rescue Service would have some flexibility to slightly adapt the Code to suit their own circumstances.
- The launch was planned for December 2021 and the lead up work was already taking place.
- Livestreams, training sessions and face to face visits would be used to launch the proposal. Methods of communication that were used during the pandemic such as livestreams had been successful, and the proposal was to continue to use those methods going forward.
- Going forward the Code of Ethics would be incorporated in a number of processes such as assessment processes, induction programmes for new staff and the leadership development programme.
- Measures of success would be determined by current indicators already included in the Fire and Rescue Plan and the People's strategy such as grievance and disciplinary cases and absence rates. They were measured every quarter and reported to the Performance and Resources Board. Results of the staff survey would also be used to measure success; the last survey was undertaken in December 2020 and it was anticipated that the next survey would be taken in approximately 12 months' time.
- It was highlighted that training sessions would not be sufficient on a standalone basis as it would be a lengthy process and cultural change could not be achieved quickly. Important building blocks had to be put into place to achieve the aim of a kinder service and it was important that staff related to behavioural standards. A Learning and Development programme was now in place that trained and promoted behavioural skills.
- It was understood that people had a tendency to revert to how they were used to doing things; they were being asked to behave in new ways when under pressure and that required reminders and good examples of why the new way worked better, implementing this code of ethics for Essex was going to be one more step in that course.
- Unconscious bias training was not standalone training, but it was incorporated into other types of training.

RESOLVED:

That members of the Sub-Committee noted the report.

4 Diversity in Recruitment

The Sub-Committee received report EISC/02/21 from Roger Hirst, Police, Fire and Crime Commissioner, advising of the letter received by the Police, Fire and Crime Commissioner and Chief Constable from the Minister of State for Crime and Policing, on diversity in Police recruitment and the response to that letter.

In response to questions from Members the following points were highlighted/raised/noted:

- It was important to get the right people for the job and that standards were not dropped.
- Fewer people had left than anticipated when the programme started but that may have been due to the pandemic, more people may leave as the economy opens up and more people are looking to recruit in the private sector.
- Positive action was taken to appeal to groups of people whom Essex Police had sometimes not appealed to before and advice was taken from various organisations to help achieve that.
- The rate of recruitment in policing had to double to get to where it needed to be, previously 200 officers were recruited a year and now numbers had increased to 400 a year.
- Recruitment targets were being achieved.
- Failing to make a timely response to some recruitment applications was due to volume challenges which needed to be resolved.
- Within Fire and Rescue, three squads of twelve per year were recruited into the wholetime duty system. In the on-call duty system the numbers were much higher, in the next year it was anticipated there would be 132 on-call firefighters.
- There were 100 apprentices at any one time in Fire and Rescue which demonstrated a successful approach in regard to diversity.
- New Domestic Abuse Problem Solving Teams had been created to support victims of domestic abuse in Essex.
- Leavers numbers included normal Retirees and there was a very low turnover figure.
- Retention rates of staff had not been reported and did not form part of the regular report that went to the Performance and Resources Scrutiny Board. However, it was suggested that there were a variety of reasons why some staff would leave the service, including personal reasons and simply finding that the job did not suit them in the period relatively soon after completing training.
- The Police Education Qualifications Framework were transferrable qualifications and gave people the opportunity to look elsewhere if they wished to.
- Some Police Officers in Essex join the Metropolitan Police but usually returned.

RESOLVED:

That members of the Sub-Committee noted the report.

5 Date of Next Meeting

The date and time of the next meeting was to be arranged.

6 Urgent Business

There was no urgent business.

7 Exclusion of the Press and Public

Resolved:

That the press and public be excluded from the meeting during the consideration of the remaining items of business on the grounds that it involved the likely disclosure of exempt information, as specified within paragraphs 4 and 5 of Part 1 of Schedule 12A.

8 Immediate Detriment

The Sub-Committee received and noted report EISC/03/21 from the Police, Fire and Crime Commissioner.

Chairman

Agenda Item 14**Reference number: EPFCP/26/21**

Report title: Forward Look	
Report to: Essex Police, Fire and Crime Panel	
Report author: Sophie Campion, Senior Democratic Services Officer	
Date: 21 October 2021	For: Consideration
Enquiries to: Sophie Campion, Senior Democratic Services Officer sophie.campion2@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of report and background

- 1.1 To plan the business of the Panel.
- 1.2 The next Meeting of the Panel is scheduled for **Thursday 9 December 2021**.
- 1.3 Business proposed to be taken to the meetings is as follows:

Date	Business
9 December 2021	<ul style="list-style-type: none">• Essex PFCP Budget Half Year Outturn Report• Police and Crime Plan Performance Measures (Quarter 2 2021/22)• PFCC Decisions Report• Report on Annual Complaints 2020-21
3 February 2022	<ul style="list-style-type: none">• Proposed Police Precept for 2022-23• Proposed Essex Fire and Rescue Service Precept for 2022-23
17 February 2022	<ul style="list-style-type: none">• Reserve Date if needed
23 June 2022	<ul style="list-style-type: none">• Annual Meeting

2. Recommendation

The Panel is asked to identify any other business it would like to consider.

Report title: Dates of Future Meetings	
Report to: Essex Police, Fire and Crime Panel	
Report author: Sophie Campion, Senior Democratic Services Officer	
Date: 21 October 2021	For: Noting
Enquiries to: Sophie Campion, Senior Democratic Services Officer sophie.campion2@essex.gov.uk	
County Divisions affected: All Essex	

1. PURPOSE OF THE ITEM

To inform Members of the meeting dates for 2021-22.

2. MEETING DATES

Thursday 9 December 2021
Thursday 3 February 2022
Thursday 17 February 2022 (Reserve date)
Thursday 23 June 2022
Thursday 21 July 2022
Thursday 29 September 2022
Thursday 8 December 2022

All meetings are scheduled for 2:00pm with a pre-meeting for Committee Members beforehand, commencing at 12.30pm.