

Essex Police, Fire and Crime Panel

14:00
Thursday, 24
October 2019
Committee Room
1,
County Hall,
Chelmsford, CM1
1QH

For information about the meeting please ask for:

Emma Tombs, Democratic Services Manager Matthew Waldie, Democratic Services Officer **Telephone:** 033301 34583 or 03330 322709 **Email:** democratic.services@essex.gov.uk

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1	Membership, Apologies, Substitutions and Declarations of Interest	5 - 5
2	Minutes To approve the minutes of the meeting held on the 25 July 2019.	6 - 11
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. On arrival, and before the start of the meeting, please register with the Democratic Services Officer.	
4	Essex County Fire and Rescue Service (ECFRS) Quarter 1 Performance Report 2019/20 Report EPFCP/26/19	12 - 38
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7	PFCC Decisions Report EPFCP/29/19	137 - 143
8	The Police, Fire and Crime Commissioner to update the Panel on any ongoing issues The Police, Fire and Crime Commissioner to give a verbal update.	
9	The Police, Fire and Crime Panel's Role in Complaints Report EPFCP/30/19	144 - 158
10	Update on the Integrated Risk Management Plan To receive a verbal update.	
11	National Association of Police, Fire and Crime Panels update John Gili-Ross as Chairman of the NAPFCP to update the Panel.	
12	Forward Look Report EPFCP/31/19	159 - 160
13	Dates of Future Meetings Report EPFCP/32/19	161 - 161
14	Date of Next Meeting To note that the next meeting will be held on Thursday 5 December 2019, in Committee Room 1, County Hall.	
15	Urgent Business To consider any matter which in the opinion of the Chairman	

Exempt Items

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

should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.

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.

16 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.

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Committee: Essex Police, Fire and Crime Panel

Enquiries to: Victoria Freeman, 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)	Representing
Councillor A McGurran	Basildon Borough Council
Councillor W Schmitt	Braintree District Council (Chairman)
Councillor C Hossack	Brentwood Borough Council
Councillor G Isaacs	Castle Point Borough Council
Councillor J Lager	Chelmsford City Council
Councillor M Lilley	Colchester Borough Council
Councillor N Bedford	Epping Forest District Council
Councillor M Maddocks	Essex County Council (Vice-Chairman)
Councillor F Mason	Harlow District Council
Councillor M Helm	Maldon District Council
Councillor M Webb	Rochford District Council
Councillor I Shead	Southend Borough Council
Councillor L McWilliams	Tendring District Council
Councillor J Redsell	Thurrock Council
Councillor C Day	Uttlesford District Council
John Gili-Ross	Independent Member
Kay Odysseos	Independent Member

Minutes of the meeting of the Essex Police, Fire and Crime Panel, held in Committee Room 1, County Hall, Chelmsford, CM1 1QH on Thursday, 25 July 2019

Present:

Councillor	Representing
Aidan McGurran	Basildon Borough Council
Wendy Schmitt	Braintree District Council (Chairman)
Chris Hossack	Brentwood District Council
Godfrey Isaacs	Castle Point Borough Council
Jeremy Lager	Chelmsford City Council
Nigel Bedford	Epping Forest District Council
Malcolm Maddocks	Essex County Council (Vice Chairman)
Frances Mason	Harlow District Council
Michael Helm	Maldon District Council
Lesley Butcher	Rochford District Council
lan Shead	Southend-on-Sea Borough Council
Lynda McWilliams	Tendring District Council
Joycelyn Redsell	Thurrock Council

Co-opted Independent Members

John Gili-Ross Kay Odysseos

Also in attendance

Roger Hirst

Pippa Brent-Isherwood

Jane Gardner

Rick Hylton

Paul Turner

Emma Tombs

Matthew Waldie

Essex Police, Fire and Crime Commissioner

Deputy Chief Fire Officer, Essex CFRS

Director, Legal and Assurance

Democratic Services Manager

Democratic Services Officer

Democratic Services Officer

Councillor Colin Day Uttlesford District Council (observer)

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

1. The following apologies were noted:

Councillor Mike Webb (substituted by Councillor Butcher),

Rochford District Council,

Councillor Mike Lilley, Colchester Borough Council Councillor Garry LeCount, Uttlesford District Council.

2. Councillors declared Code Interests as follows and participated fully in the meeting:

Nature of Interest Name Wendy Schmitt Chairman of the Braintree Community Safety Partnership Nigel Bedford Serving member of the London Fire Brigade Godfrey Isaacs Chairman of the Castle Point and Rochford Community Safety Partnership Joycelyn Redsell Member of Thurrock Community Ian Shead In receipt of an Essex Police Pension In receipt of an Essex Police Pension Malcolm Maddocks Chairman of the Tendring District Council Lynda McWilliams Community Safety Partnership Chris Hossack Chairman of the Brentwood Community Safety Partnership Member of the Harlow Community Safety Frances Mason Partnership and in receipt of a National **Probation Service Pension** In receipt of an Essex Police Pension Lesley Butcher

2 Minutes

The minutes of the meeting held on 23 May 2019 were approved as a correct record and signed by the Chairman.

3 Election of Chairman and Vice Chairman

It was proposed by Councillor Helm and seconded by Councillor Shead that Councillor Schmitt be elected as Chairman for the remainder of the period to the next Annual General Meeting. Councillor Schmitt was duly elected.

It was proposed by Councillor Schmitt and seconded by Councillor Isaacs that Councillor Maddocks be elected as Vice Chairman for the remainder of the period to the next Annual General Meeting. Councillor Maddocks was duly elected.

4 Questions from members of the public

There were none.

5 Introduction to the Police, Fire and Crime Panel

The Panel received a report providing a short introduction to the work of the Panel and how it operated. It was noted that a training session had been arranged for 6 August 2019, intended for both new and longer serving members of the Panel. It was further noted that the LGA had recently produced a guidance document for Panels, which had been circulated for information, and provided useful further background and information.

It was agreed that the membership of the Complaints Sub-Committee, which met the Panel's statutory function in respect of dealing with complaints about the Commissioner and Vice Commissioner, would be Councillors Helms, Schmitt, Maddocks and John Gili-Ross.

The Panel noted the report.

The PFCC's approach to engaging with the public in relation to policing issues

The Panel received a report providing an update on the Commissioner's approach to engaging with the public in relation to policing issues. The report had been previously requested by the Panel, and there was a brief discussion regarding its scope and content.

The Panel reviewed the information provided in respect of the range of face-to-face and digital activity undertaken. The Chairman noted the importance of ensuring that Panel members and Division / Ward Councillors were kept advised of any meetings or engagement activities taking place within their areas, so that they had the opportunity to attend or contribute. It was also noted that some members of the community had limited digital access; the Commissioner confirmed that this was taken into account when communication activity was being planned.

The report was noted.

7 Essex County Fire and Rescue Service End of Year Performance Report 2018/19

Members received report EPCP/19/19, setting out the performance of Essex County Fire and Rescue Service (ECFRS) against a number of key metrics for the 2018/19 financial year and comparing this to performance during the 2017/18 financial year.

The Panel reviewed the information provided, and raised a number of points for clarification or comment. These included management of false alarms, on call availability criteria, and the continuing success of the Firebreak programme.

The Panel noted the report.

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

The Panel received report EPCP/20/19 providing information on financial and strategic decisions made by the Police, Fire and Crime Commissioner since the last PFCC Panel meeting submission deadline.

The Panel reviewed the information provided, and raised a number of points for clarification or comment respect of a number of the decisions taken. These included the design and supply of a containerised data centre, the objectives in recording interviews with sexual abuse survivors and the progress made in establishing the "single online home" platform.

It was **AGREED** that the Commissioner's office would provide further information on the position regarding future funding of the Bar 'n' Bus initiative in Rochford, or a suitable alternative, and in respect of the additional partners contributing the 'safe house' facility for victims of modern slavery.

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

The Commissioner gave a brief verbal update on some ongoing issues:

The Commissioner had recently met with the new Prime Minister and Home Secretary and had been assured of their firm commitment to law and order. He had also met with Esther McVey MP who was promoting a new Policing Covenant to be established in a similar format to the Armed Forces Covenant. There was a commitment to provide 20,000 additional officers, which presented some challenges alongside the Policing Education and Qualification Framework which sought to bring police qualifications to degree level. This may result in the current training framework being run concurrently with the new framework for an initial period, rather than the latter immediately replacing the former. There had been a pledge of an additional £1.1bn of funding, in respect of the additional officers, support staff and associated training.

The Commissioner also advised that recruitment of Specials was ahead of target at 513. As previously advised, the required evidence had been provided to HM Inspectorate of Constabulary and Fire and Rescue Services; it was recognised that further work was required and was currently continuing in order to bring the service up to a 'good' rating. Investment in the Violence and Vulnerability Framework was progressing well, with an additional £1.16m being secured from the last round of government funding allocations.

10 Police, Fire and Crime Commissioner Fire and Rescue Authority Integrated Risk Management Plan Development

The Panel received report EPCP/21/19 which provided an overview of the Integrated Risk Management Plan (IRMP) development process, and were asked to consider how best to engage with the IRMP team throughout the process.

After discussion it was **AGREED** to establish a working group of Panel members in order to contribute to this work. Members wishing to serve on this group were asked to contact the Panel Secretary.

11 2020/21 Budget Setting Process

The Panel received report EPFCP/22/19, which provided an outline of the 2020/21 budget setting process for the Police, Fire and Crime Commissioner Fire and Rescue Authority (PFCCFRA) and the Police, Fire and Commissioner (PFCC) (Essex), and invited the Panel to consider establishing a working group in order to participate in the process.

After discussion it was **AGREED** to establish a working group of Panel members in order to contribute to this work. Members wishing to serve on this group were asked to contact the Panel Secretary.

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

Mr Gili-Ross provided an update on the activities of the NAPFCP

A good number of panels were represented at the LGA Annual Workshop held in London in July. Speakers included representative of the Home Office, the Centre for Public Scrutiny and the Association of Police and Crime Commissioners, and the workshop saw the formal launch of the "Policing and Fire Governance - Guidance for police and crime panels" document commissioned by the LGA.

Following the LGA Workshop the NAPFCP had held an Executive Committee meeting. The May 2019 elections had led to the Executive Committee having 5 vacancies that included both the vice chairman roles, and these roles were appointed to at the meeting.

All Panels had been contacted to determine the effect of the May 2019 elections on Panel memberships. Enquiries were also made regarding whether or not allowances were paid to members. Twenty three responses (from a total of forty panels) were received. Where elections had taken place, most Panels had seen changes of between 2 and 8 Panel members, equating to new appointments between 16% to 70%, representing a significant loss of experience for some Panels. Regarding allowances, of the responses received 57% of Panels paid allowances, 21% of these only paid the Co-opted members an allowance, 30% paid the Chairman / Vice Chairman an SRA.

The NAPFCP AGM would take place on 19 November 2019 prior to the Frontline Consulting Annual PCP Conference, Scarman House, Warwick Conference Centre.

13 Adoption of Scheme of Members allowances

The Panel considered report EPFCP/23/19, advising that in May 2019 the Panel had adopted a scheme of allowances on an interim basis to allow the immediate payment of allowances. This was on an interim basis pending receipt of further clarification from the Home Office and a Member workshop to explore some matters of detail. As a result, a revised scheme was put forward for adoption.

After discussion it was **AGREED** to adopt the scheme of allowances as set out in Appendix 1 of the report with effect from 1 April 2019 and that the scheme shall have effect until further decision of the Panel.

14 Process for Appointing Independent Members

The Panel considered report EPFCP/24/19 providing an update to a previous decision in respect of the appointment of independent members and requesting approval of the related recommendations.

On discussing the recommendations the Panel were advised that Mr Gili-Ross had proposed extending the appointment of the current independent members to 31 July 2020, rather than 31 December 2019 as set out in the report. This would allow further time to undertake the appointment process, and provide some security when undertaking his duties as Chairman of the NAPFCP. Mr Turner advised that such an extension would be acceptable, but should not be for a longer period, or left open ended, as this would be in conflict with the Panel arrangements.

It was AGREED -

- That the appointment of the current independent members be extended until 31 July 2020;
- ii. That the eligibility criteria attached at Appendix 2 of the report are agreed;
- iii. That the activities to deliver the selection process for the appointment of Independent Members of the Panel be agreed as set out in paragraph 2.4 of the report;
- iv. That the third member of the Appointments Sub-Committee be appointed at the recommendation of the Chairman.

15 Forward Look

The Panel received report EPFCP/25/19, setting out the business proposed to be taken to meetings up to February 2020.

The Panel noted the report.

16 Date of Next Meeting

The Panel will next meet at 2.00pm on Thursday, 24 October 2019 in Committee Room 1, County Hall. There will be a pre-meeting for Panel Members only, commencing at 1.00pm.

With no urgent business, the meeting closed at 4.37pm.

Chairman 24 October 2019 Essex County Fire and Rescue Service (ECFRS) Quarter 1 Performance Report 2019/20

Reference number: EPFCP/26/19

Report title: Essex County Fire and Rescue Service (ECFRS) Quarter 1
Performance Report 2019/20

Report to: Essex Police, Fire and Crime Panel

Report author: Police, Fire and Crime Commissioner

Date: 24 October 2019

For: Noting

Enquiries to: Pippa Brent-Isherwood, Chief Executive and Monitoring Officer to the PFCC, pippa.brent-isherwood@essex.police.uk

County Divisions affected: All Essex

1. Purpose of report

1.1 This report sets out the performance of the Essex County Fire and Rescue Service (ECFRS) during Quarter 1 of 2019/20 against a number of key metrics aligned to the Fire and Rescue Plan.

2. Recommendations

2.1 That the Panel notes the content of the report, identifying any areas requiring further clarification or comment.

3. Background

- 3.1 The full performance report is attached at Appendix 1.
- 3.2 In terms of highlights:
 - Essex has seen a 4% reduction in the number of accidental dwelling fires in Quarter 1 of 2019/20 compared with the same period the previous year, and the rate of accidental dwelling fires per 10,000 population remains below the national average. In line with national trends, cooking continues to be the most common cause of accidental dwelling fires in Essex, followed by combustible articles being placed too close to a heat source and faulty equipment. The Home safety Team is working with operational colleagues to introduce a process to govern the provision of flame retardant bedding to residents who are at risk of fire at home, who are bed or chair bound and who smoke. The Home Safety Team has also introduced a new digital referral system,

which will enable managers to understand and share with frontline staff the number of additional referrals generated through Safe, Well and Secure Visits. This will particularly help the service to understand what additional help and services it is linking people in with and whether there is anything more it could do in this regard, especially in respect of individuals who are more vulnerable to injury in the event of an accidental dwelling fire. A new evaluation process for Home Safety and Safe, Well and Secure Visits is also to be introduced, which will follow up with a proportion of recipients three months after a visit to check whether the impacts are being sustained.

- The number of false alarms and unwanted fire signals reduced slightly (by 1% and 3% respectively) in Quarter 1 of this financial year compared with the same time last year, demonstrating the positive impact of continued awareness raising work.
- The number of people killed or seriously injured on Essex roads during the 12 months to the end of June 2019 was 9% lower than during the previous 12 months. The service's capacity to assist with local road safety initiatives has recently been increased, allowing additional road safety deployments and engagements to take place.
- The review and simplification of the appraisal process has increased the proportion of end of year appraisals completed markedly, from 68% to 93%. Now that completion rates have increased, the service recognises the need to do more work to assess the quality of appraisal discussions and to collate the outcomes for business planning and staff development purposes.

3.3 In terms of areas for improvement:

- The rate of deliberate secondary fires has increased but remains below the national average. Essex saw 29% more deliberate secondary fires in Quarter 1 of 2019/20 than during the same period the previous year, with the majority of these affecting grassland, woodland and crops.
- The total number of injuries sustained in fires was 35% higher in
 Quarter 1 of this financial year than during the same period last year,
 with the number of injuries sustained in accidental dwelling fires being
 38% higher. However Essex remains below the national average for
 injury and fatal accidental dwelling fires per 10,000 population.
- Overall appliance availability for the rolling 12 months to the end of June 2019 reduced from 85% to 82% but is in line with the national average. Within this, the service saw a slight increase in the

availability of whole-time appliances (from 96% to 97%) but a 5% reduction in the availability of on-call appliances. Where appliances are unavailable, this is most commonly due to a shortage of riders. On-call availability has been affected by recruitment challenges, especially in areas with more transient populations, as well as by on-call fire fighters joining whole-time stations. On-call support managers were recruited in June 2019 and have started actively to address these challenges. The service is also aware of the need to update its leave policy and process for booking time off in lieu on watches in order to maximise availability and ridership.

- Linked to this, attendance times remain outside of target. Work is
 ongoing to reduce call handling times in order to improve attendance
 times. Response times are also discussed at group and station
 manager supervision meetings and improvements are beginning to be
 seen at the larger stations, which will impact positively on the overall
 figures if sustained.
- The service's overall sickness absence rate continues to be high compared with other fire and rescue services and public sector comparators. The HR department is continuing to work positively and proactively with line managers to identify where attendance falls short of the expected standards and to manage this in accordance with the service's Attendance Management Policy. During Quarter 1, 33 new attendance cases were opened and 16 were closed. The average time taken to close those cases was 101 days.

4. Background papers

Appendix 1 – Essex County Fire and Rescue Service – Quarterly Performance - Quarter One 2019/20



Essex County Fire and Rescue Service Quarterly Performance Quarter One 2019/20

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Performance Summary

This is the quarter one 2019-20 performance report for Essex County Fire & Rescue Service. This report aligns with the Fire and Rescue Plan 2019-2024 and Integrated Risk Management Plan 2016-2020.

In quarter one there were 4,967 incidents, with false alarms accounting for 40%, fires accounting for 33% and Special Services 27% of all incidents attended.

Our overall appliance availability for the rolling 12 months to end of June 2019 has reduced from 85% to 82%, with whole-time appliances showing a slight increase and on-call showing a 5% decrease.

90% of incidents within Essex had a first attendance within 15 minutes and 53 seconds, which is 53 seconds away from our attendance target.

Within quarter one there were 2012 Home Safety Visits conducted by Safe and Well Officers, Volunteers and Operational Crews. Essex County Fire & Rescue Service installed 2,360 smoke detectors, including 332 sensory detectors.

There has been a reduction in the number of Accidental Dwelling Fires in quarter one and the rolling 12 month figure to the end of June. The number of injuries with hospital treatment has increased, despite this downward trend. The vast majority of these attendances (71%) appear to be slight injuries.

Cooking continues to be the most common cause of Accidental Dwelling Fires, followed by combustible articles too close to heat source and fault in equipment. Smoke alarms are present in the majority of Accidental Dwelling Fires. The most common reason of smoke alarms not activating is due to the fire not being close enough to the detector or not in the same area as the system.

The rate of deliberate secondary fires has gone up within Essex but we still remain below the national average.

Technical Fire Safety officers carried out 198 Audits of which 48% were unsatisfactory. The officers have implemented regulatory action following the audit to achieve with the Fire Safety Order.

Prevention Protection Response

Service Measures: Appliance Availability

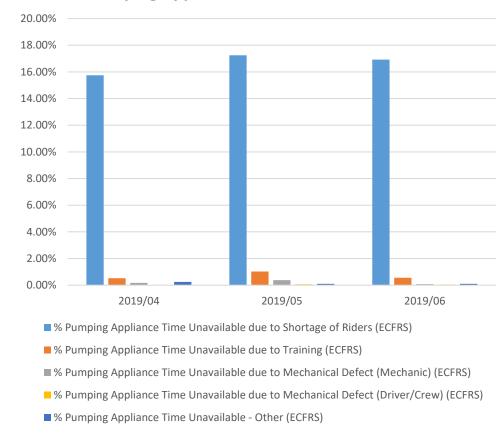
Whole-time /		This year's Figures	Last year's Figures	On-e	call	This year's Figures	Last year's Figures
Day Crew	April	97%	97%	Applian	ces April	75%	81%
Appliances	May	96%	98%		May	72%	78%
Appliances	June	97%	97%		June	75%	78%
Rolling 12 M	Months Total	97%	96%	Rolling	12 Months Total	75%	80%
Target 98%				Target 90%			

Total Pumping Appliance Availability



Total Famping Appliance Availability

% Pumping Appliance Time Unavailable -Reasons



*Sep-18 No National Average data available

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Wholetime appliance availability continues to be close to the target and on the rolling year total, increasing. This is due to the use and reliance on additional shift working and the use of pre-arranged and dynamic out duties to supplement Watches that are currently lower on numbers. The Service is aware of the need to update its leave policy and time off in lieu process on watches to ensure maximum availability and ridership. The Service will also see a drop in Q2 in wholetime performance due to those seconded into specialist roles and moves into posts connected with operational training. We also continue to have low availability at the day crewed converting stations due to lower watch numbers and the move towards them becoming wholly on-call stations in 2020 and 2021.

Our total appliance availability mirrors the England average and shows above average performance in all but 2 months over the last 12.

On-call availability continues to be a focus for the Service. On-call availability continues to drop based on last years figures and is 15% below target. This is due to lack of recruitment in areas of transient populations, on-call firefighters joining whole-time stations and the retention of those who are recruited. Leaden Roding, Ingatestone, Wickford, Sible Hedingham and Ongar are the lowest level of availability, all have recorded under 50% at some point in Q1.

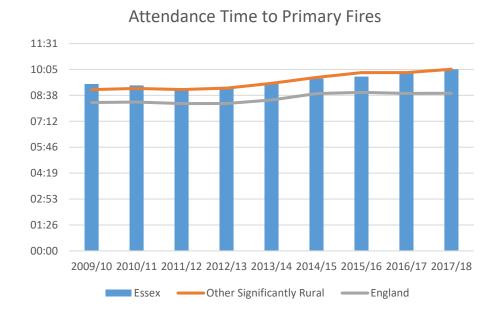
On-call recruitment has continued and the appointment in June of the on-call support managers will start to be realised in Q2 2020 and the activities associated with the role. Managers are prioritising the need for recruitment in each of the 4 groups – highlighting a 2 tier approach to targeting recruitment campaigns and media activity.

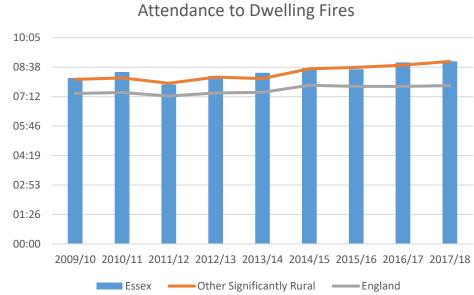
The Service has put in place a freeze on people transferring from whole-time positions into specialist roles, to ensure that we are now working in a joined up approach and controlling the movement of staff. This is being reviewed in October and December 2019.

Recruitment is continuing and courses are planned in October for transfers in from other Services and a new recruits course. Further recruits courses are planned in February 2020 and April 2020.

Service Measures: Attendance Times

First attendance to Potentially Life		This year's Figures	Last year's Figures	First attendance to all calls within 15		This year's Figures	Last year's Figures
threatening calls	April May June	9m56s 10m44s 10m15s	9m57s 10m49s 9m52s	minutes	April May June	88% 86% 89%	89% 88% 89%
Target 10mins				Target 90%			





First attendance to potentially life threatening calls has remained almost the same as last year with a slight increase in April 2019 on last April of 23 seconds being the most significant. Work is still ongoing to reduce the call handling times as the turnout time and traveling time has seen little change. Some stations being large – Orsett, Harlow and Grays for example, they do raise the average response time as does the north west group as they are majority on-call fire stations.

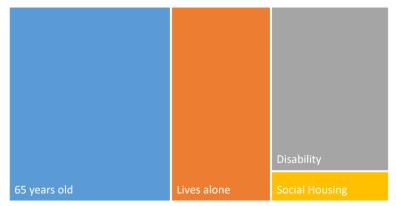
The Service continues to perform above the national average and has seen a slight decrease in the first attendance within 15 minutes to all calls. This can be linked directly to our availability and in particular, the on-call reduction in availability. The increase is linked to appliances having to travel further to other stations areas due to them not being available and thus increases the time taken to attend the call. The Service attended 90% of all calls within 15 minutes 53 seconds, 95.91% in 20 minutes and 97.86% in 25 minutes.

The response times are discussed at each group manager 1:2:1 and station manager 1:2:1 and some improvements are being seen at Orsett and Grays. On-call stations that are showing longer times (Brentwood, Billericay, Witham, Maldon and Canvey) suffer from busy road networks next to or on the station turnout locations for on-call to respond. Other stations such as Burnham and Manningtree are away from the main town area so it takes longer for crews to get there when turning out from their home addresses.

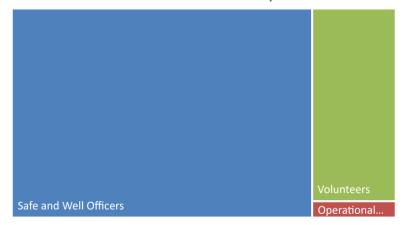
Fire and Rescue Plan Measures: Help the vulnerable to stay safe

Total Number of	This year's	Total Number of		Standard Smoke	Sensory Smoke
Home Safety Visits	Figures	Smoke Detectors		Detectors	Detectors
	April 743	Fitted	April	828	91
	May 679		May	732	112
	June 590		June	568	129
	Total Q1 2012		Total Q1	2128	332

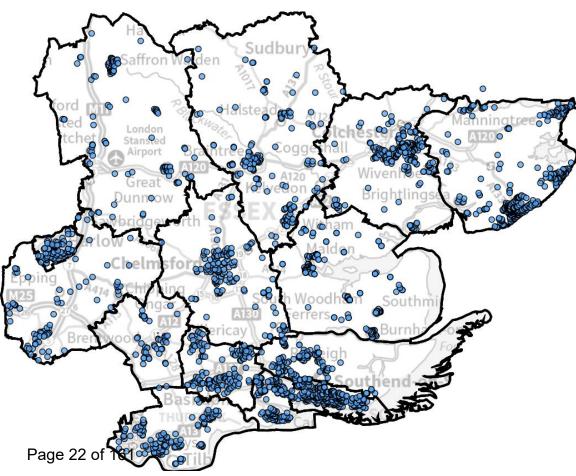
Home Safety Visits by Vunerabilty



Visits Conducted by:

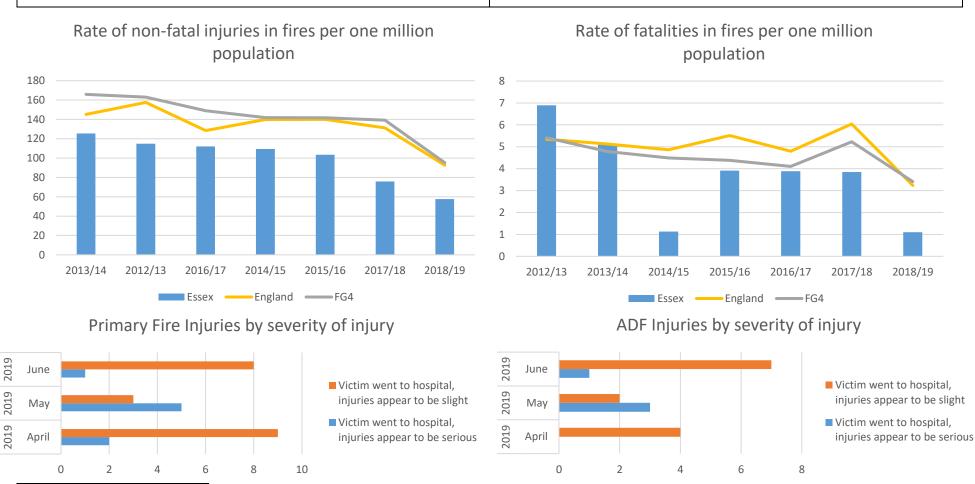


Location of Home Safety Visits



Fire and Rescue Plan Measures: Reduction in Injuries and Fatalities1

All Fire Injuries	This year's Figures	Last year's Figures	Accidental Dwelling		This year's Figures	Last year's Figures
April	11	4	Fire Injuries	April	4	2
May	8	2	_	May	5	1
June	9	4		June	8	3
Rolling 12 Months Total	82	61	Rolling 12 Mont	hs Total	62	45



¹ Injuries in this report are those logged into the IRS System as requiring hospital treatment
Benchmarking data from HMICFRS Power BI, FG4 services used Avon, Cleveland, De Page 28 setx, 166 feford and Worcester, Hertfordshire, Humberside, Lancashire, Lincolnshire, Nottinghamshire, Surrey

ACTIONS TAKEN IN QUARTER TO IMPROVE PERFORMANCE

Observations

- There appears to have been a significant increase in injuries occurring in accidental dwelling fires in the last three months, although the actual number remains small. Further investigation is needed to understand what lies behind this increase.
- Essex is still below the England average per 10,000 population for injury and fatal accidental dwelling fires.
- The majority of injuries during the quarter were slight.

Actions in the last quarter

- The Home Safety Team is working with operational colleagues to introduce a process to govern the provision of flame retardant bedding to residents who are at risk of fire at home, are bed/chair bound and who smoke. These people often also use emollient products, increasing their vulnerability in the event of a fire. This is a small but significantly vulnerable community in Essex as was demonstrated by the recent fatality in Southend.
- Home Safety & Risk Prevention Team for South Essex met with Southend Housing to discuss future collaboration and input on their safety advice and literature. A similar piece of work was undertaken with Tendring Council where advice was changed from asking people to fight fires if safe to do so, to 'get out, stay out, call the Fire Service out'.
- The Home Safety Team introduced a new digital referral system, which will enable managers to understand and share with frontline staff, the number of additional referrals generated because of a Safe and Well Visit. This is particularly useful for understanding what additional help we are currently linking people to, and whether we could do more, especially when individuals are more vulnerable to injury in the event of an accidental dwelling fire.
- The Home Safety Team also introduced the first stage of a new formal evaluation and quality assurance process, based on feedback and experience of the previous process. The new evaluation (amongst other measures) explores whether individuals will take any action following their Safe and Well Visit and generates a Net Promoter Score for the overall experience. This will help to ensure that Officers are covering the right information during a visit, and that the Service is effective in preventing fire.
- The Risk Prevention Team: North East has produced a plan outlining key at risk groups to be targeted by prevention teams. These priority groups are based on data analysed by The University of Essex in collaboration with the Home Safety Team. The Home Safety Team anticipates a consequent increase in priority groups receiving Safe and Well Visits.
- In quarter 1 North East group started a pilot to look at reinstating Home fire safety visits by operational crews. The pilot included 2 WT shift stations, 1 day crewed station and 13 OC stations. The purpose of the pilot was to ensure that any learning highlighted/identified during the pilot period is considered for improvement before being extended service wide.

FORWARD PLAN ACTIONS

- Finalise and introduce the flame retardant bedding process.
- The first reports detailing both Home Safety referrals and evaluation results will be produced in early September.
- The second stage of the evaluation process is due to begin this quarter. This will include extending evaluation to volunteers and firefighters, as well as contacting a percentage of individuals who have had a Home Safety/Safe and Well Visit three months after their visit, to understand whether visit impact is sustained.
- North East crews will continue to deliver Home Fire Safety Visits until a service wide roll out begins taking into account the learning from the pilot.

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Service Measures: Rate of Accidental Dwelling Fires

Number of		This year's Figures	Last year's Figures	Rate of Accidental		This year's Figures	Last year's Figures
Accidental Dwelling	April	78	64	Dwelling Fires	April	1.0	0.8
Fires	May	67	78		May	0.9	1.0
	June	63	78		June	8.0	1.0
Rolling 12 Mont	hs Total	817	855	Rolling 12 Month	s Total	10.59	10.73

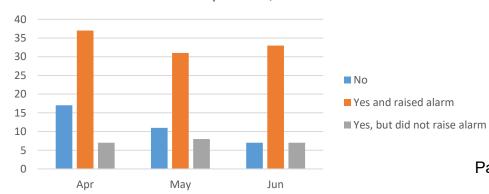
% of Accidental Dwelling Fires that are cooking related



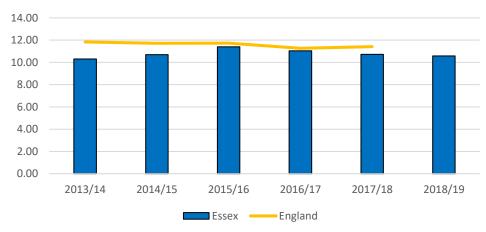
% of Accidental Dwelling Fires where a smoke alarm was present

April	77 %
May	72 %
June	69%

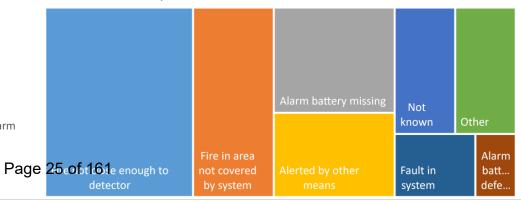
If alarm was present, did it activate?



Rate of Accidental Dwelling Fires per 10,000 Population



Why did the smoke alarm not activate?



ACTIONS TAKEN IN QUARTER TO IMPROVE PERFORMANCE

Observations

- We have seen a reduction in accidental dwelling fires over the period, though April did see a spike in accidental dwelling fires from 64 in 2017/18 to 78 in 2018/19
- The rate of accidental dwelling fire per 10,000 population remains below the national average for England, despite Essex reporting increases in factors that increase vulnerability to accidental dwelling fire, such as the population of elderly residents, cases of dementia and other long term health conditions, and the proportion of the population earning under £20,000 annually
- It is interesting to see that a significant proportion of alarms that failed to activate during an accidental dwelling fire, failed to do so because they were too far from the source of fire, or because the fire was in an area not covered by an alarm system

Actions in the last quarter

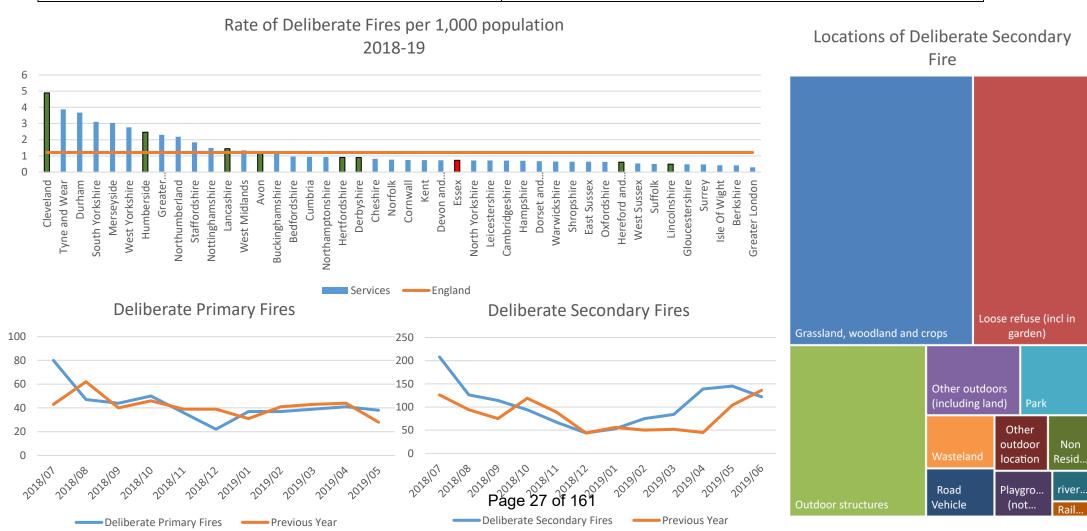
- Continued work with Comms and Media has taken place to promote the Home Safety/Safe and Well offer, as well as focus on Test it Tuesday as a key prevention message
- The pilot process, introducing Home Safety Visits to operational personnel in the north east of Essex has now concluded, and a series of evaluation questionnaires are in circulation for key stakeholders. Once feedback has been collated, it will be reviewed and used to produce a formal plan for the roll out of operational personnel conducting home safety visits to the rest of the County. This plan will be reviewed by the Home Safety Steering Group
- The Home Safety Operations Manager discussed the cost and possibility of sourcing Heat Alarms from current supplier of Fire Hawk alarms in future. Since a significant proportion of accidental dwelling fires start in the kitchen (over 70% nationally), it is hoped that this would begin to address the 'fire not close enough to detector' report in a high number of incidents

FORWARD PLAN ACTIONS

- Home Safety to continue to explore the provision of heat alarms as part of a Home Safety/Safe and Well Visit, depending on cost and thoughts of the Home Safety Steering Group
- Finalise and agree next steps for the role out of Home Safety Visits delivered by Operational Personnel
- The Risk Prevention Team in the North East, and North West are planning four Safe, Well, Secure events to engage with target groups and build community resilience
- Roll out operational personnel conducting Home Safety Visits across Essex

Service Measures: Deliberate Fires

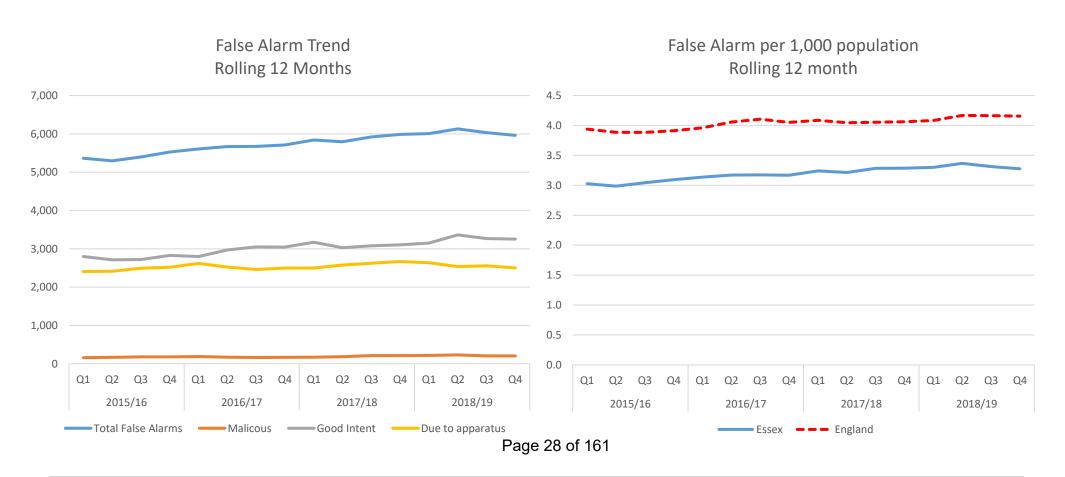
Number of		This year's Figures	Last year's Figures	Trainiber of Benberate	This year's Figures	Last year's Figures
Deliberate Primary	April	41	44	Secondary Fires Apr	J	45
Fires	May	38	28	Ma	y 145	104
	June	31	47	Jun	e 122	136
Rolling 12 Montl	hs Total	502	503	Rolling 12 Months Tota	al 1271	990



Make best use of our resources

Fire and Rescue Plan Measures – Reduction in False Alarms

Number of False	This year's Figures	Last year's Figures	Unwanted Fire Signals	This year's Figures	Last year's Figures
Alarms April	•	447	April	95	61
May	477	562	May	83	74
June	499	570	June	94	73
Rolling 12 Months Total	6237	6326	Rolling 12 Months Total	1,033	1,065
Target Less than previous year			Target Less than previous year		



Fires in Non		This year's Figures	Last year's Figures	Number of Audits		Number	Number Satisfactory
Residential	April	41	44	completed	April	66	39
Properties	May	38	28		May	75	30
•	June	31	47		June	57	32
Rolling 12 Months	Total	502	503				

Property Types of Non Residential Fires



Inspection		Wholetime	On-Call
by Crews	April	285	36
	May	230	52
	June	180	26

Summary of regulatory action taken following Audits

Notification of deficiencies issued

103

Prohibition notices served

2

Enforcements notices issued

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Summary of prohibition notices

Prohibition notice issued to a food shop in Chelmsford, prohibiting use of the first floor as living accommodation.

Prohibition notice issued to a takeaway in Chelmsford, prohibiting use of the first floor as living accommodation.

Actions Taken in Quarter to Improve Performance

- Pre-Inquest Review attended for the Inquest touching on the death at Grampian flats in Southend in May 2016. Counsel engaged and evidence bundle for inquiry being prepared.
- Cheque presentation for part funding of the installation of residential sprinklers in five hostels in the Southend Area.
- All seven Inspecting Officers enrolled on the Level three Fire Safety Course successfully completed their first module 'Principles of Fire Safety', and have attended their second module 'Auditing Simple Premises'.
- Participation in the Trailblazer group set up to develop a Level 6 Apprenticeship Course for Fire Engineers.
- Participation in the Trailblazer group set up to develop a Level 4 Apprenticeship Course for Fire Safety Officers.
- Attendance at the Regional Training and Competence meeting, Hertfordshire. ECFRS have taken lead role in Fire Engineering project due to in-house expertise
- Officers attended an IFE Register of Risk Auditors information day.
- Agreement reached with Suffolk Fire & Rescue Service to continue to provide Fire Engineering Consultancy Services for a further 3 years.
- Engagement with Lower Thames Crossing project team through attendance at meetings.
- CPD event at London Fire Service attended by Service's Fire Engineers.
- Two Fire Engineering projects worked on for Suffolk Fire & Rescue Service under existing contract.
- 5 Projects worked on for Cambridge Fire & Rescue Service under contract, including the use of Computational Fluid Dynamics modelling software.
- Engagement with existing Primary Authority Scheme partners (Salvation Army, Care UK, Radisson and Co-Op East) through attendance at meetings and assured advice issued totalling 23.5 Hours.

Forward Action Plan

- Ongoing project for a wider assessment of the suitability and sufficiency of the Service's Risk Based Inspection Programme, to assess those in use in other Services across the UK and also commercially available projects. This is also a work stream we are engaging with through the Regional Training and Competence Fire Safety meetings.
- Work underway on Home Office Consultations for the Hackitt report (Building a Safer Future and review of the Regulatory Reform (Fire Safety) Order.
- Work undertaken to identify issues with CRM in relation to producing annual Home Office statistics, working with Hitachi and IT to enable accurate data to be generated from system.
- Work ongoing with Hitachi to get the short audit form up and running.
- Authority to recruit forms submitted to fill two vacancies in the South East Command.
- Job Evaluation Questionnaires and associated paperwork submitted for evaluation of posts for Primary Authority Scheme manager and Business Engagement Manager roles.

Improve safety on our roads

Fire and Rescue Plan Measures: Reduction in the number of people killed or seriously injured on the roads

Reduction in the		This year's Figures	Last year's Figures		Fatal Casualties	Serious Casualties
number of people	12			April	2	59
killed or seriously	months	863	954	May	4	71
injured on roads in	to end of			June	4	62
Essex ²	June					
*Provisional 2018 P	olice data (s	subject to chan	ge)			

Q1 RTC Reduction Events

79 road safety events **4,057** interactions



Q1 FireBike Events

1 FireBike events **1,500** interactions



Q1 Fire Car Events

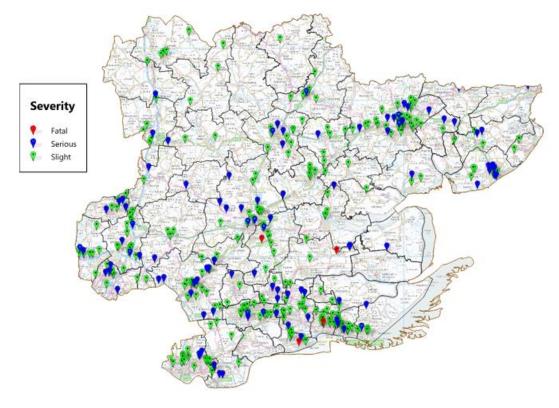
11 Modified Car Events **720** interactions



Q1 Community Wheels Events

19 events4,026 interactions





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² Target is to be below 892 for the rolling 12 Months at 31st December 2019

ACTIONS TAKEN IN QUARTER TO IMPROVE PERFORMANCE

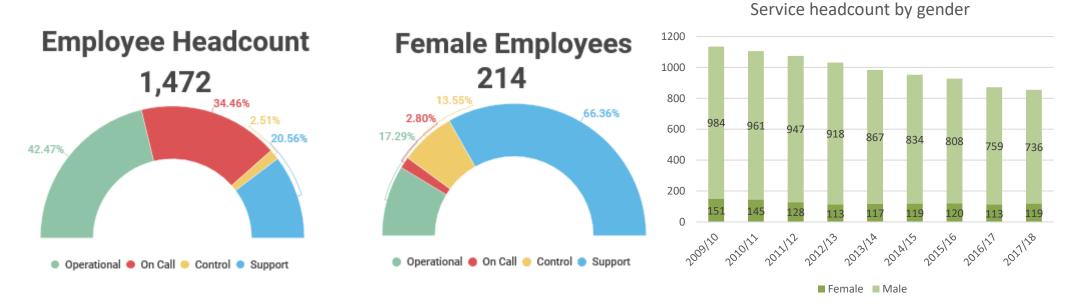
- Multi agency SERP 'Surround a Town' events in key Towns involving both Police enforcement activity and (on separate sites) road safety education.
 7 Surround a Town events held in Q2 2019
- **SERP Community Engagement Days** These are road safety engagement events in towns where it is not possible to hold full Surround a Town events. 5 events held in Q2 2019
- **SERP Roadster** events involving young pre-drivers in schools and delivering road safety risk and consequence education focussing on the fatal 4 causes of collisions. 6 Roadster events held in Q2 2019
- Young Driver Scheme delivering road safety education to young pre and learner drivers, and also to some of their parents. 7 YDS events attended in Q2 2019
- Youth Offenders. ECFRS is commissioned to deliver road safety education to youth offenders referred by the Youth Offending Team and who have been through the justice system for motoring related offences such as taking vehicles without consent, driving under the influence etc. ECFRS is able to effectively engage with this high risk, high harm group. 2 events held in Q2 2019.
- Community Speedwatch. ECFRS co-ordinates CSW volunteers who play a vital role in speed monitoring and reporting across the whole of Essex. Community Speedwatch volunteers undertook 2120 sessions in 2018/19, which was a significant contribution to road safety activities in Essex on behalf of SERP. Some 12 new CSW groups were established in the year with 386 new volunteers recruited and trained.
- 458 CSW sessions in the community were carried out in Q4 2018/19.

FORWARD PLAN ACTIONS

- The Road Safety/RTC Reduction Team has recently undertaken an internal recruitment process and as a result appointed 9 operational personnel as specialist RTC Reduction Secondary Contractors. Combined with opportunities to utilise Station based personnel to assist with (SERP directed) local road safety initiatives, this will bring additional capacity to the team and enable more road safety deployments/engagements to take place.
- Additional FireBike team members are to be recruited in 2019 due to improve capability and resilience within the FireBike Team
- SERP has reviewed performance and has approved the joint Road Safety Delivery Plan for 2019/20. Delivery against the Plan has commenced
- A project team has been established, under the direction of Peter Warner, to agree the specification for a new replacement Community Wheels vehicle. This will cost in excess of £250,000 and will be the subject of a report to the SLT/PFCC in due course.
- In 2019 the Essex Police Bikesafe (motorcycle riding assessment) scheme has ceased. The ECFRS FireBike Better Biking Courses are therefore now the only assessed riding scheme available in Essex. 6 enhanced FireBike Better Biking Courses will be held in 2019 to accommodate demand that would have existed for Bikesafe courses.

Promote a Positive Culture in the workplace

Fire and Rescue Plan Measure - Improve workforce diversity



The following table presents the Service's headline diversity metrics as at 30 June 2019.

EE Group	Majority Age Band	% LGBT+ ¹ % Ethnic Minority ¹		% Disability
Wholetime	46-55	4.5%	2.8%	1.1%
On-Call	25-35	1.2%	2.5%	0.8%
Control	25-35	10.0%	3.8%	0.0%
Support	46-55	6.2%	2.1%	3.6%
Overall	46-55	4.1%	2.6%	1.5%

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

At the year end 2018/19 53.4% workforce Had 98t 33c of de this data

OVERVIEW OF PERFORMANCE MEASURES AND INSIGHTS

- Employee full time equivalents (FTE) totalled 1344.8 this period, compared with 1336 as at June 2018. Operational staff FTE increased slightly from 618 to 625 compared to last year. Support has increased from 283.8 FTE to 285 FTE.
- The number of females has decreased overall compared to June 2018; however it has increased slightly in the operational and on-call employee groups; the largest decrease is in support: 158 in June 2018 compared to 142 in June 2019.
- The number of people explicitly self-identifying their ethnic origin, religious belief and sexual orientation is low. A reminder to complete this was communicated to all employees in August 2019, and a note also placed on the Civica system notice board. As at the end of August around 55% of employees had recorded their ethnic origin, around 25% recorded their religious belief and around 40% their sexual orientation. 70% have declared whether they have a disability.

FORWARD PLAN ACTIONS

- Future reports will include the vacancy factor for each employee group along with a summary of the recruitment/resourcing activities and priorities associated with this.
- As part of a review of the recent whole time recruitment campaign a review of the number of female candidates was undertaken and the dropout rate at each of the key assessments. Recommendations will be made to the Service Leadership Team by the end of this calendar year to
 ensure that our assessment processes for all recruitment will enable the Service to attract and recruit a diverse workforce across the range of
 whole-time, on-call, control and support groups.
- We will continue to communicate to employees the importance of recording their personal information in Civica and monitor progress. We will also ensure that this information is captured at the recruitment stage and recorded in Civica as part of the on-boarding process.

Service Measures - End of year appraisals completed

	End of year	This year's	Last year's	Average number of		This Year	Last Year
	appraisals	Figures	Figures	Days / Shifts lost	D. III		
	completed	93%	58%	per person per year	Rolling 12 months to	7.0	7.0
				(Median)	30 June 2019		
Target 90%				Target 6.9			

Temporary Promotions

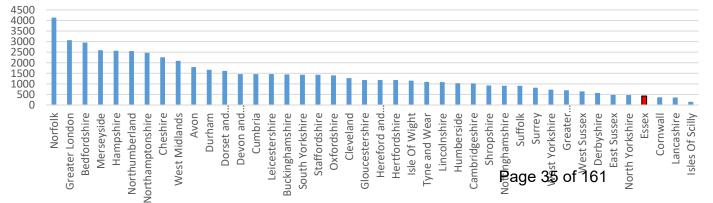


SICKNESS ABSENCE SUMMARY – Rolling 12 months to 30 June 2019								
	% of Employees taking sick leave	Median Sick Days	Total Days Lost	% Short Term ¹	% Long Term ¹			
Wholetime	56%	8.0	8,214	61.1%	38.9%			
On-Call ²	25%	8.0	4,997	31.1%	68.9%			
Control	49%	5.5	374	72.9%	27.1%			
Support	55%	4.0	2,672	74.4%	25.6%			
OVERALL ³	44%	7.0	16,257	57.4%	42.6%			

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) On-Call sickness data has not yet been recorded in Civica for a full 12 month period, so these figures are likely to be lower than those for a "standard" 12 months.

Note 3) Overall figures may appear distorted when compared to previous periods, due to the inclusion of On-Call data.



OVERVIEW OF PERFORMANCE MEASURES AND INSIGHTS

- The efforts to improve the number of completed appraisals has had a positive impact; this has been achieved through effective briefings, reminders and effective reporting and monitoring.
- The number of temporary promotions remains fairly consistent across the Service, however the duration of the temporary promotions in Essex are in the lower quartile compared to other Fire & Rescue Services.
- The overall sickness absence rates continue to be high compared to national and regional fire & rescue and public sector comparators. It equates to around 31 FTE for whole time employees the remaining staff groups also represent around a further 31 FTE. The mean salary for whole time staff is ~£33,000 per annum; for support staff this is ~£32,000 and control is ~£30,500, so the overall cost of both short term and long term absence has a significant impact on the Service. In this period 33 new attendance cases were opened and 16 were closed. The average time to close an attendance case during this period was 101 days.

FORWARD PLAN ACTIONS

- The review and simplification of the appraisal process has had a positive impact on the number of appraisals completed in the last annual cycle; however, more work is required to assess the quality of discussions and collation of outcomes for business performance and development purposes.
- A project will commence in September 2019 to review the number of temporary promotions across the Service, their duration and the reasons for this. Findings and recommendations will be submitted to the Service Leadership Team towards the end of this calendar year.
- HR will take positive and proactive action to work with line managers to identify where attendance does not meet the required standard; this will be in line with the Attendance Management Policy.

Be Transparent, open and accessible

Service Measures – Statutory requests completed within 20 day target

Percentage of FOIs, SARs and EIRs closed on-time between April and June 2019

Performance for Q1 **97%**

Target: **90%**

Performance at end of Quarter: On Target

Percentage of complaints closed on-time between April 2019 and June 2019

Performance at Q1 80%

Target: **90%**

Performance at end of Quarter: Off Target

Completion rate for the mandatory Information Governance eLearning as at Q1

61%

INFORMATION GOVERNANCE OVERVIEW APRIL TO JUNE 2019 (Q1)

The Information Governance (IG) team actively works towards compliance with the Data Protection Act 2018. This includes handling data breaches when they occur. The Service is required to report some data breaches to the Information Commissioner's Office (ICO). We also handle statutory requests such as Freedom of Information Requests (FOIs), Subject Access Requests (SARs) and The Environmental Information Regulations 2004 (EIRs). The IG team also processes compliments and complaints for the Service. An ongoing training and awareness plan complements the mandatory e- learning that all employees are required to undertake. There were 8 organised training and awareness sessions in Q1 2019 across the Service.

The Information Governance team also facilitates the completion of Information Asset registers (IARs). IARs enable the Service to have an understanding and visibility of the personal data that it holds and how the information is being handled. Training and awareness in the Authority take various forms including: induction for new employees, individual meetings, team meetings, station visits, etc.

Data Breaches between April to June 2019

Completion rate for Information Asset Registers

17

Feedback from the ICO on our data handling were **0** in total

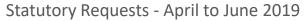
0 on a reported data breach

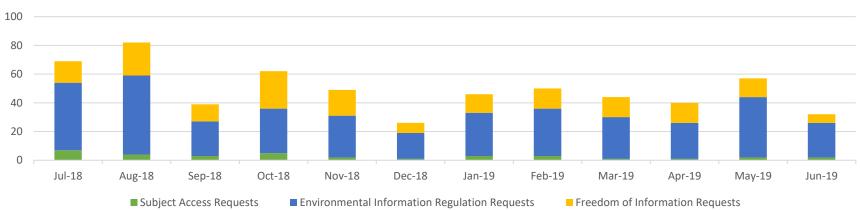
0 on a complaint by an employee

82%

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STATUTORY REQUEST RESPONSE RATES – Q1 April to June 2019





Number of Freedom of Information Requests (FOI), Subject Access Requests (SAR) and Environmental Information Requests – Including Fire Report Requests (SAR)

Complaints and Compliments Themes: We received 17 complaints and compliments between April 2019 and June 2019. The main themes were Fire Safety (11), Driving (3) and Staff Attitude/ behavior (2). We received 1 compliment between April and June 2019.

Subject Access Requests

We received **5** Subject Access Requests between April 2019 and June 2019. **2** SARs were received from current members of staff and **3** SARs from members of the public.

Freedom of Information Themes

We received **41** FOIs between April 2019 and June 2019. The main themes around FOIs were Data Requests (**17**), Policy (**5**), Contracts (**4**), Fire safety (**4**), Fleet (**3**), IT (**3**), Finance (**2**), HR (**2**) and other (**1**).

Environmental Information Regulations Themes

We received **87** Environmental Information Regulation Requests between April 2019 and June 2019. The main themes were Fire reports (**82**) and other request for environmental information (**5**).

Reference number: EPFCP/27/19

Report title: PFCC Annual Report 2018-2019

Report to: Essex Police, Fire and Crime Panel

Report author: Darren Horsman, Essex Police, Assistant Director for Communications and Public Engagement, Office of the Police, Fire & Crime Commissioner for Essex

Enquiries to: Darren Horsman, Essex Police, Assistant Director for Communications and Public Engagement, Office of the Police, Fire & Crime

Commissioner for Essex, Darren.Horsman@essex.police.uk

County Divisions affected: All Essex

1. Purpose of report

- 1.1 This report provides the panel with the draft PFCC Annual Report for 2018-2019. The draft report is attached at Annex A.
- 1.2 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 and report on the PFCC's Annual Report.

2. Recommendation

2.1 That panel members note the draft report and either agree this version or provide comment on the content.

3. Overview

- 3.1 This draft 2018-2019 Annual Report marks the third full year since Roger Hirst was elected. It is focused on the Commissioner's responsibilities around policing and crime. A separate report is provided which covers the Commissioner's responsibilities around fire and rescue.
- 3.2 It covers progress against the seven priorities within the Police and Crime Plan, including the increase in the policing precept and the recruitment of an extra 368 officers. The report marks the continued focus on local, visible and accessible policing and provides examples of initiatives that have been put in place to deliver on the strategic priorities.

3.3 This report is the second that has been fully aligned to the Statement of Accounts. This means the contents of the report which have been taken from the Statement of Accounts have been independently audited and provide a fuller picture of the performance, both operational and financial, of Essex Police and the Police, Fire and Crime Commissioner.

4. Next steps

4.1 The report presented to the Police, Fire and Crime Panel today is a draft. The panel can agree this version or provide feedback. If the panel provides feedback, a further final version will be shared with the Panel before publication.





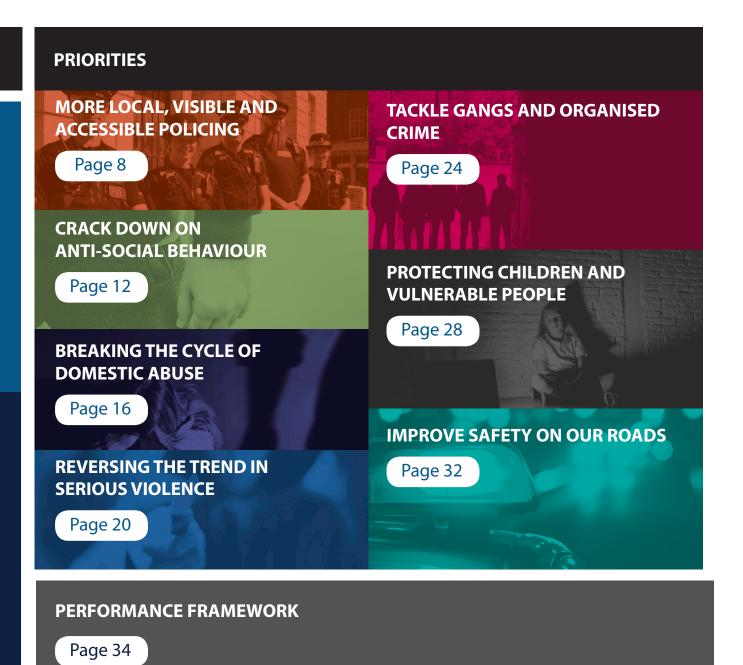
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CHIEF CONSTABLE'S REPORT

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POLICE, FIRE AND CRIME COMMISSIONER'S REPORT

Since being elected as your Police, Fire and Crime Commissioner in May 2016, and even before this as a district and county councillor, I have deliberately invested a considerable amount of time visiting communities in Essex and hearing directly from you about your concerns, hopes and aspirations.

It remains my firmly held belief that safe and secure communities are the bedrock on which we build success and wellbeing for all and your views really do matter to me as it is only by working together that we will be able to achieve this.

These conversations and further workshops with partners, the public, police officers and staff fed into the development and publication of the Police and Crime Plan 2016-2020. This Plan sets out seven priorities which, in turn, form the basis on which I hold the Chief Constable to account for the delivery of policing in Essex.

The seven priorities are:

- More Local, Visible and Accessible Policing
- Crack down on Anti-Social Behaviour
- Breaking the Cycle of Domestic Abuse
- Reverse the Trend in Serious Violence
- Tackle Gangs and Organised Crime
- Protecting Children and Vulnerable People from Harm
- Improve Safety on Our Roads

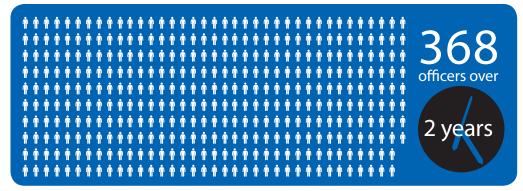
A consistent theme which I have heard across the county is the need for a more visible police presence which is accessible and embedded within your local communities. You want a police force that is effective and efficient in tackling crime but, importantly, that also works hard to prevent crime happening in the first place. We all want to live in communities where we do not need to fear crime, where criminals have no place to flourish and we can be safe and secure to go about our lives. Effective, visible policing alongside excellent partnership working and real engagement with local people plays an important part in fostering this relationship.

During 2018/19, we were able to budget for an extra 153 officers following the £12 increase (for a band D property) in the Policing element of local council tax. Over the year, Essex Police has successfully recruited these officers and more, bringing the total number of officers in Essex to 3,064, which is 61 officers more than the targete 44 offered in the significant increase in the number of cases being reported which of 3,003 officers Essex Police had been aiming for by this time. This extra recruitment

has given us a head start in recruiting the 215 extra officers in 2019/20 which are planned as part of the latest precept increase.

These extra officers have been recruited, trained and deployed through the year, with the majority taking up their posts between December 2018 and the end of March 2019. Two thirds of these extra officers have joined Local and Community Policing Teams across the county and will make a significant impact on the local, visible nature of policing; a key priority in my Police and Crime Plan. These deployments will significantly boost local policing where some of the most important, preventative work is being carried out.

This increase in police officers will bring the total number of officers in the Force by April 2020 to more than 3,200 - an extra 368 officers over two years - and put us on a more sustainable footing to tackle the demand we are currently experiencing.



While we have successfully secured additional resources and are growing the capacity of Essex Police, the challenges facing policing have continued to grow and develop. Over the year, the county as a whole has seen an increase in reported crime, especially that of complex and violent crimes. In Essex this increase has been smaller than the national average; however, it is a trend that we must reverse.

Over the reporting period, we have seen an 18.4 percent increase in all crime, including a 46.2 percent increase in domestic abuse and a 7.5 percent increase in violence with injury. The increase in the reporting of domestic abuse cases is positive as more victims feel confident in coming forward and reporting. This is being are at the less severe end of what is reported, though still incredibly important to



have reported and to act on. The change in how stalking and harassment cases are recorded has resulted in more cases being recorded and has had an impact on the overall number of domestic abuse cases reported. In terms of violence with injury, the vast majority of these reports were actual bodily harm (ABH) which made up 83.45 percent of violence with injury cases. It is also worth noting 33.5 percent of all violence with injury cases were domestic in nature. While these figures are in line with national trends, it is a trend that in Essex we are determined to turn around by increasing resources and continuing to implement our clear, strong strategic approach. During the year, Essex also experienced a continued reduction in antisocial behaviour (5.9 percent reduction) and homicide (41.7 percent reduction), as well as a reduction in burglary (6.2 percent reduction).

As a county, Essex continues to experience an increase in criminal activity along County Lines and as a result of the violence that crosses into Essex from London and other urban areas. This type of criminal activity exploits and feeds off the vulnerable in our society, enticing them to enter into a life of crime. This has the damaging effect of increasing the criminal activity in our communities; it also destroys the lives of those young or vulnerable people groomed or otherwise exploited and led into this dangerous and corrosive lifestyle.

To confront this trend, I have brought together partners from across Essex to develop and deliver a Violence and Vulnerability Framework. The Framework is underpinned by a Violence and Vulnerability Unit which will have available to it a range of preventative and enforcement capabilities to reduce the exploitation of the vulnerable and crack down on the violence that has been affecting our communities. In November 2018, we successfully secured £664,000 from the Home Office Early Intervention Youth Fund to further extend our work in tackling violence and vulnerability. Essex County Council also pledged an extra £500,000 for the 2019-2020 financial year, creating a significant investment in tackling this issue. This proactive approach is just one example of where by working with our partners we have been able to develop new, exciting initiatives that are making a real difference in our communities.

Tackling violence and vulnerability

£664,000 extra Home Office funding

£500,000 Essex County Council funding

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Our joint working with local councils has also taken a further step forward this year with a range of authorities providing new, additional funding for policing in their areas. Epping Forest District Council was the first council to set this up, with three officers funded during the 2018-2019 financial year. In Colchester, the local borough council has indicated they will be investing in extra officers for the Community Safety Teams and Rural Policing Teams, while Thurrock and Basildon are also investing in local policing in their communities. These partnerships offer more than just financial support for policing. They bind together local providers, creating tangible links between different organisations focused on resolving local issues for the benefit of their residents. This is why it is important to develop strong working partnerships as we know that we will see a significant impact on community safety within those communities.

During the year, we also said farewell to Stephen Kavanagh who stepped down as Chief Constable. Stephen served Essex exceptionally well and made a huge contribution to the safety and security of our county. Despite having to make a number of tough choices, Stephen maintained his commitment to his people and to delivering a high quality policing service, most notably achieving a good rating by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS). Stephen left the Force in a much stronger position than when he joined it.

Following Stephen's departure, we went through a rigorous and independent recruitment process and I was pleased to announce Ben-Julian Harrington as Essex's new Chief Constable. Ben-Julian joined the Force as acting Deputy Chief Constable in March 2017 following a 17-year career with the Metropolitan Police Force.

We have achieved a lot during the year and that would not have been possible without the continued commitment and dedication of the many people who work for and with Essex Police. While there are too many to mention here, I would like to personally thank them for their hard work and continued commitment. I would also like to thank you and others like you in your community who continue to support the police, who volunteer, who participate and who work together to ensure we have the communities that we all want to live in.

Roger Hirst





CHIEF CONSTABLE'S REPORT

Essex Police has continued building on the successes of the previous year and has seen growth in the form of 153 new police constable posts with further establishment growth planned for the coming year.

I have been really proud to see outstanding work from officers and staff alike to strive to help people, keep them safe and catch criminals.

That work has resulted in a further reduction in the numbers of house burglaries, as well as a decline in incidents of anti-social behaviour. Essex broadly mirrors the national picture for crime overall and, in particular, is reflecting the countrywide rise in the numbers of offences of violence. Investment in this area will see a new Violence and Vulnerability Unit being established, bringing together partners and the police to take a long-term problem-solving approach to the issue and co-ordinate prevention, diversion and enforcement.

The work of our Operation Raptor teams in leading the activity to tackle gangs and County Line drug activity continues to see success. In 2018, we saw these teams arrest 618 people, seize 93 weapons and obtain prison sentences totalling more than 208 years.

In response to the increasing crime levels and the changing landscape of crime – cyber and digital - more constables will be recruited alongside more police staff members and Special Constables to help us meet that challenge.

Recruitment activity will focus on bringing in 215 new constables and 50 police staff posts. We will also be striving to attract more volunteers and special constables as these roles are essential to ensuring continued visibility in our local communities. Such commitments have seen us rise to have the second largest Special Constabulary in the country.

We are progressing with our recruitment activity to attract new officers, staff and volunteers from all of the communities in Essex. A new approach around targeted be an or recruitment saw us more than double the numbers of applications from people from diverse backgrounds. Before the targeted campaign was launched, we saw 15 applications across a four-week period. In the month following, this rose to 32. I know that we still have some way to go to be fully representative of the communities we serve, but I'm confident plans are in place to improve our position. Indeed, part of that work also involves the formation of a diversity strategy which formalises our commitment to being a diverse employer.

With pla be an or focused by an or focused by

It's important to reference that this year saw me succeed Stephen Kavanagh in the post of Chief Constable. Stephen had provided strong leadership to the Force since May 2014 through some challenging events. I am privileged to have been part of the Essex Police family since April 2017 and now have the honour of leading the Force and its commitment to protect and serve the people of Essex.

Since taking up the post in October, I have spoken to almost 3,000 members of the Force on an internal roadshow to fully understand the challenges faced by my colleagues while also embedding my vision for Essex Police. At those roadshows, I have talked about where I see our main effort being focussed and that's encompassed in four Vs – victims, visibility, violence and vulnerability. Our priorities as a Force are underpinned by the Police and Crime Plan, as well as our values and the Code of Ethics.

Part of that leadership includes ensuring the organisation looks after its people and I am extremely proud of the services we provide to officers and staff who are affected by the nature of the work they do, especially where there continues to be an increase in the numbers of officers assaulted while on duty. In November, our collaborative Health and Wellbeing Team won a prestigious national award for the amazing work which continues around the Feel Well Live Well programme. In addition, our Occupational Health referral waiting list has been dramatically reduced and our managers are better equipped to support their staff back to work after ill health or injury.

Our collaboration activity with both Kent Police and Essex County Fire and Rescue Service is in a good place and we are seeing on-going benefits from efficiencies, including agreed joint working processes and co-location. The work by our estates professionals to consolidate the buildings

we own so we can invest more money back into policing and make sure we are fit for the future has seen us progressing with plans to maximise the use of those buildings. This will be an on-going programme of work which is currently focussed around Chelmsford Police Station and the main Police Headquarters estate.

Ben-Julian Harrington, Chief Constable





POLICE AND CRIME PLAN

The Police and Crime Plan 2016-2020 sets out the vision and strategic priorities for the PFCC across Essex and seeks to ensure that, wherever possible, crime is prevented from happening in the first place; that the police service is close to the people it serves and the public have confidence in local policing. The Plan sets out the vision for keeping Essex safe:

'Safe and secure communities are the bedrock on which we build wellbeing and prosperity for all'

The Police and Crime Plan can be found through the following link:

http://www.essex.pfcc.police.uk/what-we-are-doing/police-and-crime-plan/

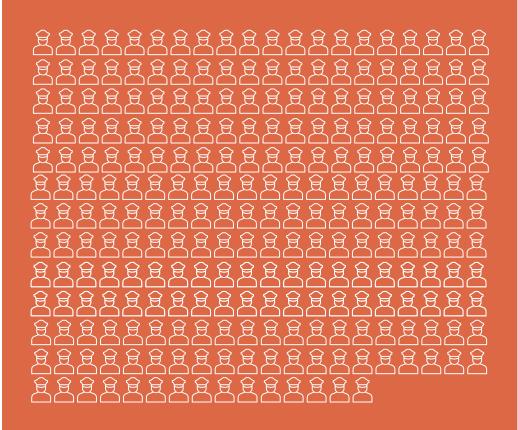








Local, visible accessible policing remains an important priority within the Police and Crime Plan and is an area where Essex has been leading the country.



An extra 215 officers

Essex Police is independently recognised by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) as an efficient force that offers good value for money. Following a detailed and robust analysis of Essex Police and demand in the county, the Commissioner and Chief Constable were convinced that to offer the service the people of Essex wanted from their police and to deal with the increased demand being seen across the country it was necessary to secure additional resources.

Taking the evidence developed in Essex, the Commissioner was appointed as the finance lead for Police and Crime Commissioners across the country and led the work with the Home Office and Treasury to secure additional funding for policing nationally. This work secured the first increase in police funding in seven years. Over the year, the benefits of this increase have resulted in 150 officers being recruited, trained and deployed within communities in Essex.

The Commissioner's national role has continued in 2018-2019 and resulted in a further investment in policing. This is being raised through an increase in the local element of council tax during 2019-2020 allowing for public transparency in the process. This will result in a further increase of 215 officers in the total establishment for the Force.

It is expected that these officers will be recruited, trained and deployed throughout 2019-2020 with final deployment being completed by April 2020. By this stage, the number of officers will be more than 3,200 and at a level that the original analysis showed would provide a sustainable foundation to tackle demand. While this is significant progress, the Commissioner and Chief Constable are not complacent about the need for Essex Police to see further growth in future years and will continue to work hard together with the Government to press for investment.

Through the Comprehensive Spending Review process, the Commissioner is working on behalf of Police and Crime Commissioners nationally to support the Home Office in its bid to the Treasury for a long-term funding solution for policing. Through this, the Commissioner is setting out the significant, positive impact that proactive, preventative policing can have in Essex and how by investing upfront we can reduce our long-term costs while also creating the safe and secure communities that allow people to thrive and prosper.

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During 2018-2019, Essex Police has done an excellent job recruiting high quality new officers and by the end of March 2019 there were 3,064 officers (FTE) working for Essex Police against a target of 3,003. This puts them in a good position for the coming year when recruitment will continue until they have reached the full increase in officers of 368. The new officers recruited during 2018-2019 are being trained and deployed in local policing across the county with every district achieving an increase in officers at least in line with that promised as a result of the 2018-2019 precept increase.

At the same time as recruiting more officers, there is continuing work to improve the efficiency of the force. The Commissioner and the force continue to invest in new technology and improvements in systems and processes as part of the Mobile First Programme. This will help to ensure officers and staff are as effective and efficient as they can be and has saved each officer 28 minutes per shift so far with more savings anticipated. Officers need to be spending as much time as possible out in the community, able to complete basic reporting and admin while they are visible and without having to waste time returning to stations. To achieve this, processes need to be as efficient as possible, using technology to free up officers' time and allow them to do more of the highly visible work communities want.

The growth in officers is also matched by the significant growth in the Special Constabulary. In the 2016-2020 Police and Crime Plan, the Commissioner committed to doubling the Special Constabulary and there has been significant progress towards achieving this goal. During the year, Essex became both the fastest growing Special Constabulary in the country and the second largest, with the Metropolitan Police Force's Special Constabulary being the only one in the country with more officers.

During 2018-2019, Essex Police Special Constabulary grew by 21 percent, with 90 additional officers. In total, they contributed 172,556 hours, 34 percent more than the previous year. Out of the total hours contributed, 68,952 hours were in high visibility roles such as local patrols in communities. This is a



This growth is especially impressive given the huge recruitment of regular officers and the understandable decision by many Specials Constables to apply and secure positions as full-time officers. In fact, it is a sign of how far the force has come in recent years, that having joined the Special Constabulary so many officers decide to become full-time officers. The good news is that the force is not losing Specials; by becoming regular officers it is securing their skills, knowledge and expertise here in Essex.

The work being undertaken to expand the Special Constabulary is another example of the excellent partnership approach being taken across the county. In 2018, the Commissioner and Essex Police launched the Community Specials Programme at the Essex Association of Local Councils. This initiative creates a partnership between parish or town councils and Essex Police where the council help recruit and partially fund the training of a Special Constable and, once they are trained, they are deployed within that local community. This has been hugely popular with parish and own councils across Essex, with 28 signing up and the first four Community Specials being deployed in Witham and Halstead.

The Employer Supported Policing initiative is a way for businesses to support their staff to contribute as Special Constables within the community. This helps their communities by providing a stronger policing presence and is also helping the individuals and businesses involved by providing excellent training and 54 percent increase compared to the previous yearge 50 of upported through the Employer Supported Policing initiative has grown to 73, an increase of 28 officers.





Essex Police has also continued to grow the Police Cadet Scheme, which includes a number of young people referred by schools and other organisations. By the end of the financial year, there were 297 active cadets in ten units across the county. These young people had completed about 25,000 hours of voluntary work supporting public awareness campaigns, providing advice and support direct to communities, and participating in training and parades. Three further units are due to open in Brentwood, Harwich and Uttlesford in early 2019-2020. Of those cadets who have reached the age of 18 and left the scheme, two have gone on to become Special Constables and a further two have gone into jobs with the force. By the end of 2019, it is anticipated the total number of cadets across the county will reach 400.

The Active Citizen scheme has also continued to provide a really useful service for the community. There are now 100 Active Citizens across Essex, each volunteering on average three hours per week making a combined contribution of 3,000 hours over the year. These volunteers help officers to provide community reassurance, provide safety advice and increase the visibility of Essex Police within communities.

In 2017, Essex Police launched its first Public Engagement Strategy with each district developing local plans to understand and systematically engage with their communities. This has led to a significant increase in engagement with a range of innovative and creative approaches being taken, from Street Week page 51 o in Colchester to Coffee with Cops in Harlow. This on-going engagement is

contributing to a gradual increase in the confidence the public has in Essex Police. While more work is required, it is very promising to see these initiatives having an impact.

A key element of this priority is around the accessible nature of policing and one of the main causes of frustration in this area over the last few years has been the difficulties people have faced when calling 101. Police need to prioritise emergencies, where people need help urgently, so it is right that 999 calls continue to receive the priority that they do. However, it was clear when the Commissioner was elected in 2016 that the 101 service was not good enough and needed to improve. Since then, significant changes have been made with extra resources allocated in 2017-2018 and a clear development plan being established and implemented in 2018-2019. This plan included a range of measures from upgrading outdated technology to redeveloping business processes. These are starting to have an impact on the timeliness of the service the public receives. This is being supported by an increase in the number of people choosing to report crime online, which has increased by 105 percent during the year. While the performance of 101 is improving, it is clear there is still work to do and this remains an important area of focus for the Commissioner and Essex Police.





ANTI-SOCIAL BEHAVIOUR

PRIORITY



The number of anti-social behaviour (ASB) incidents has continued to fall from 49,329 in the previous year to 46,441 this year, a reduction of 5.9 percent. At the same time, we have seen the public's confidence that the police understand local issues improve over the last year.

ASB is defined as "any behaviour where the victim is suffering harassment, alarm, distress, nuisance or annoyance". As such, it covers a wide range of behaviours, some of which will be criminal and others which won't. Given this wide definition, the approach to tackling ASB has been focused on developing effective partnership working which supports effective problem-solving, so, in short, stopping ASB from happening in the first place.

Effective data-sharing and joint working between Essex Police, councils and housing providers has been shown to foster a stronger problem-solving approach and, in turn, has helped to reduce the number of incidents of anti-social behaviour. Across the county, there have been some excellent examples of where this type of partnership work is happening.

In Southend, the Community Policing Team is co-located with Southend Borough Homes in its Community Hub. This fosters greater information sharing and a joint problem-solving approach. This has resulted in all agencies involved discussing problems and managing investigations and incidents together.

Chelmsford was the first area to develop a formal information sharing agreement and this is now a model that has been replicated across the county. In Braintree, fortnightly hub meetings are held between the Police, Braintree Council, housing providers, Essex County Fire and Rescue Service and other relevant agencies. This has helped the partners focus on proactive responses to issues rather than only dealing with those issues that require an urgent response.

These local arrangements are happening in a variety of ways across the county, giving local people a say in identifying their priorities and bringing all relevant organisations together to achieve them for their communities.

Working with partners, this year Essex Police also launched the Crime Prevention Strategy which sets out a clear statement of intent on how to prevent crime happening. This strategy aims to tackle the complex causes of crime and community issues which can only be solved by partners working together – whether that's communities, councils, businesses or the voluntary sector. The launch of the strategy was supported by the countywide campaign Let's Talk About Crime which gave people simple, easy to follow steps on how to protect themselves and reduce the risk that they may become a victim of crime.

One area of significant growth over 2018-2019 was in the Community Safety Accreditation Scheme (CSAS). This scheme, now the largest in England and Wales, was recognised by the Home Office as an example of best practice. It gives accredited people low-level policing powers to issue Fixed Penalty Notices for littering, dog fouling and minor incidents of anti-social behaviour. In Essex, there are now 54 Accredited Organisations and 539 Accredited Persons such as community wardens, park rangers, housing officers, anti-social behaviour officers and parking partnership employees. This wider policing family has made a significant direct impact in communities, but also fosters closer working relationships and a more locally driven approach to resolving community problems.



Community Safety Partnerships (CSPs) form an important part of local policing with the 13 CSPs guiding local policing priorities. This is further supported by £270,488 of funding which is provided to CSPs from the Commissioner during the financial year to help them to meet their local priorities.

£270,488 funding for Community Safety Partnerships

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By their nature, these local arrangements are driven by local needs, so there are a wide variety of different models across Essex. Most policing districts now have a Hub within their area, based in either a local authority office or police station. These allow local partners to be physically based together.

In March, Chelmsford opened a new Hub based at Chelmsford City Council, which hosts the Community Policing Team, Council Services and the new countywide Violence and Vulnerability Unit. A new Hub at Castle Point also opened this year.

In Tendring, the Community Safety Hub has been based within Clacton Police Station for a number of years. It includes agencies such as Tendring District Council, Social Care, Victim Support and the Youth Offending Service alongside the Community Policing Team. There is a daily Tasking Conference Call, a monthly Problem Solving Meeting (case based problem-solving) and a quarterly Networking Meeting.

Epping Forest District Council has funded police officers to be fully seconded and co-located within its offices. The team has fortnightly tasking processes during which council departments can request police support and, following assessment by the Community Safety Partnership managers and Hub Sergeant, the requests can be accepted or rejected.

There are also Hubs in Basildon, Braintree, Colchester, Southend and Uttlesford, while Brentwood and Maldon police have bases within council offices.

During 2018-2019, there has been a continued growth in the successful use of restorative justice, both to help victims to recover and to reduce reoffending among perpetrators. This year, there has been an increase in referrals to the Restorative Justice Scheme of five percent, with a total of 447 cases dealt with over the year. The success of the programme is also shown by the continued positive feedback from participants. This remains high with 94 percent of participants being satisfied with the experience and 81 percent reporting that the process had a positive impact on them.

447
restorative
justice cases:

94%
satisfaction
rating

Promisingly, this year there has also been an increase in the range of cases referred to the scheme, with increases in crime types such as theft offences, public order offences, harassment and malicious communications offences. Cases involving a death have also increased from three referrals in 2017/18 to seven in 2018/19. As a result of the increasing use of restorative justice in these more serious situations, a small number of facilitators received extra training in handling sensitive and complex cases so they could effectively manage cases involving death and abuse.

This continued growth shows the potential of the scheme both in terms of the impact it can have in changing behaviour and reducing ASB, but also in supporting reducing reoffending in more serious offences.

The scheme is also an excellent example of the positive impact of volunteering with all referrals to the Restorative Justice Scheme carried out by a dedicated and well trained team of volunteers. During the 2018-2019 year, volunteers undertook almost 2,000 hours of restorative justice work. This really strengthens relationships within the communities we serve and makes the Essex Restorative Justice Scheme one of the most cost effective schemes in the country.

This partnership approach with local communities has also been supported through the Police, Fire and Crime Commissioner's Community Safety Development Fund. This fund has awarded more than £300,000 to different community groups across the county in grants of no more than £20,000. The Fund has supported a wide range of projects which promote community safety. Over the reporting period, the Fund received 99 applications and awarded funding to 25. Each application had to demonstrate how it would make a positive impact on at least one of the Police and Crime Plan Priorities. A panel of independent local representatives assessed the bids to ensure the projects reflected specific community priorities, worked with other existing commissioned or grant-funded activity, and provided good value for money for the taxpayer. In order to ensure initiatives aligned with local priorities and existing activity, applicants also had to engage with their local Community Safety Partnerships.

Recipients of the grants have included The Southend Youth Mixed Martial Arts Project, Witham Hang Out (youth group), Basildon SOS Bus, Colchester United Football Club and Southend Achievement Through Football.

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CASE STUDY – MIXED MARTIAL ARTS PROGRAMME

Young people who have offended or who are at risk of offending due to anger and emotional challenges are turning their lives around through mixed martial arts.

Southend-on-Sea Borough Council, Southend Combat Academy and the Police, Fire and Crime Commissioner for Essex are working together to set youths on a better path for life.

The Southend Youth Mixed Martial Arts Programme was launched in an effort to encourage young people to channel their emotions in a more positive way by challenging and changing negative thinking patterns and behaviour through disciplines like boxing and kickboxing.

The project has been funded with £5,000 from the Police, Fire and Crime Commissioner for Essex's (PFCC's) Community Safety Development Fund covering three separate courses through the year.

Following the success of the Mixed Martial Arts Programme and the positive outcomes this project has demonstrated for young people, the Commissioner has awarded the group a further £14,040. The additional funding will expand the project further and engage young women at risk of exploitation by gangs.



BREAKING THE CYCLE OF DOMESTIC ABUSE

PRIORITY 03



While often hidden from public view, domestic abuse causes significant damage to victims, families and the wider community. Encouraging the reporting of domestic abuse and then ensuring victims are supported and perpetrators are tackled is an important priority in the Police and Crime Plan.

Over the last year, there has been another significant increase in the reporting of domestic abuse cases, with a 19.6 percent increase in the number of incidents reported to Essex Police. This has been partly driven by the introduction of new legislation around coercive and controlling behaviour and changes to how stalking and harassment cases are recorded. However, this also indicates the increasing willingness of victims to come forward and report incidents to the police. This is a positive step and reflects the hard work done at a county and national level with victims to offer them support in a timely and focused way.

To help with this increased demand, Essex Police strengthened its capacity during 2018-2019 by adding a further 21 officers to specialist Domestic Abuse Investigation Teams (previously known as Juno Teams). This was funded through the increase in the 2018-2019 police precept. These new officers will allow the teams across the county to focus on the earlier arrest of suspects for domestic abuse crimes and therefore promote effective investigation, safeguarding and victim care. A Specialist Domestic Abuse Investigators Course was also developed during the year to provide bespoke domestic abuse training to all current officers involved in high and medium risk domestic abuse crime investigations and those responsible for safeguarding high risk victims. All officers who respond to domestic abuse calls will also receive refresher training on the Harassment Risk Assessment Tool to ensure that cases are identified and supported at the earliest possible opportunity.

Essex Police play a vital role in tackling domestic abuse. However, it is important to recognise that the force can't solve this issue alone and the causes of domestic abuse and the interventions required to successfully tackle it require a true partnership approach. In Essex, the Police, Fire and Crime Commissioner and Essex Police work closely with other partners through the Southend, Essex and Thurrock Domestic Abuse Board (SETDAB).

Over the last few years, the Board has focused on five priority outcomes, including:

- Young People Enjoy Healthy Relationships
- Victims (Adults and Children) and those at risk or experiencing Domestic
 Abuse feel and are safe
- Victims (Adults and Children) are able to recover and move on to live independently
- Perpetrators are prevented from causing physical and emotional harm
- Communities have a greater awareness of what an abusive relationship is and how to report it and, as a consequence, feel safe

During the last few years, the Commissioner and Essex Police, working through the Partnership Board, have introduced perpetrator pathways which seek to address the behaviour of perpetrators and reduce their offending. This has led to the growth in more holistic approaches to tackling domestic abuse with groups in both Southend and Essex County Council's area looking to pilot operations

Page 57 of Page perpetrator disruption and rehabilitation are considered alongside the needs of the victims and their family through Multi Agency Risk Assessment



Conferences (MARACs). This model, used as part of the Columbus Project, takes the learning from the three-year Drive programme pilot. The Drive pilot was a national initiative created in partnership by SafeLives and Respect and funded by Social Finance, the Commissioner and Essex County Council. The Drive programme was able to demonstrate a reduction in the volume and severity of abuse by focusing work on the perpetrator. Essex was one of three areas nationally that piloted the initiative, which is now being rolled-out to a broader number of test areas.

The growth in the number of people reporting incidents of domestic abuse has largely been driven by focused awareness-raising campaigns carried out by the Board. This has given the Board a much better picture of the level of domestic abuse across the county. As a result, the Board during 2018-2019 has reviewed its strategy and developed an updated set of actions. Because there are now much higher levels of reporting, this strategy will be able to bring a more focused approach to addressing the causes of domestic abuse, tackling perpetrators and securing successful outcomes. It is worth noting that securing successful outcomes for Domestic Abuse cases remain challenging with significantly more work required. The approach by the Board will include an increase in activities such as early intervention with young people to promote healthy relationships and their personal responsibilities. Where crimes are committed, a robust approach must be taken that tackles the offending behaviour and provides the victims with the support they need to cope and recover.

£450,000 †

from Home Office VAWG
Transformation Fund

In 2017-2018, the Commissioner on behalf of the SETDAB successfully secured £450,000 funding from the Home Office Violence Against Women and Girls (VAWG) Service Transformation Fund, to be utilised over three years. The funding helped to develop a multi-agency VAWG Perpetrator Pathway Model to reduce the harm caused by domestic and sexual abuse across Essex.

Funding from the programme has helped to deliver a number of interventions, including the Community Rehabilitation Company led perpetrator programme in prisons where small groups of ten perpetrators work together through a regular, structured programme designed to challenge previous behaviour and reduce the risk of their reoffending. Other projects include providing enhanced victim support through the Essex Rape Crisis Partnership and the Goodman Project which of page 58 of 161 one-to-one male mentoring to young men aged 13 to 18 who are at risk of entering

into abusive relationships or are currently within an abusive relationship.

Another successful project funded through this programme of work has been the Bystander Training project. This provides specialist training to young people to build confidence in reporting cases of sexual violence, challenging abusive behaviour and increasing awareness and willingness to obtain support. The programme is run in partnerships with Essex University and Anglia Ruskin University and has been widely supported by students and led to the development of a healthy relationship campaign as well as increased activity and support from Student Unions.

During the year, a new domestic abuse helpline was commissioned on behalf of the Board and went live from the 1st April 2019. The service is being delivered by Southend-on-Sea Domestic Abuse Projects (SOSDAP) and is the new point of access for victims of domestic abuse across Southend, Essex and Thurrock; providing information, advice and guidance, and, where appropriate, assessment and access to specialist services. Its function is to increase accessibility to ensure victims of domestic abuse get the right support at the right time. It is accessible 24 hours a day and callers can speak with a trained member of staff and there will also be an online form for both public and professionals wishing to make a referral via its website.

Over the Christmas period, Essex Police also ran the innovative and highly successful Reflect Campaign. This campaign, developed in collaboration with support organisations, focused on getting perpetrators to reflect on their behaviour and seek help. This was built around the fact that until confronted by their own actions, many perpetrators aren't able to recognise what they are doing. The campaign focused on triggering this reflection and encouraging them to seek help to alter their behaviour. The campaign resulted in 29 perpetrators seeking help from The Change Project, attracted more views of the Change Project website than would normally view it in five weeks and reached more than 1.2 million people. The campaign also contributed to a nine percent reduction in the number of domestic abuse incidents reported over the Christmas holidays.





REVERSING THE TREND IN SERIOUS VIOLENCE



During 2018-2019, the number of homicides in Essex decreased by 41.7 percent with 14 cases over the year. Over the same time there has, however, been an increase of 7.5 percent in violence with injury offences. This increase is partly down to increases in gang and County Line fuelled violence, including knife crime.

To combat the growing use of knives and violence Essex Police, along with partners from across the county, are increasing their work with schools and colleges, using targeted stop and search more frequently, alongside other community-based policing initiatives and taking an innovative approach to the long-term causes of violence and vulnerability.

On behalf of the Safer Essex Partnership early in the 2018-2019 year, the Commissioner established a Violence and Vulnerability Framework to set the strategic approach to tackling the long-term causes of violence and vulnerability. The Framework took a wider view of the causes of violence and drew on the health-based approaches to tackling violent crime which have been successful in other areas.

The Framework aims to:

- improve visibility and awareness of partnership activity around violence and vulnerability
- increase the occurrence and effectiveness of prevention and intervention activities
- · identify opportunities to add value to existing and planned activities
- identify gaps in current and planned activities
- highlight areas where cross-border and partnership working would be beneficial

The Framework builds on the Government's Serious Violence Strategy and was the first of its kind in the country. Following the development of the Framework, the Commissioner, on behalf of Safer Essex, developed an ambitious bid for funding from the Home Office Early Intervention Youth Fund. This was successful and Essex secured £664,000, over two years, to help tackle the complex issues of serious violence and youth exploitation which have become a significant and growing concern for residents in every area of our county.

This funding has been further supported by Essex County Council which announced it would be making £500,000 available during 2019-2020 to the Police, Fire and Commissioner for Essex to support this important work.



The money is being used to establish a Violence and Vulnerability Unit and fund targeted interventions across the county to divert people from becoming involved in criminal activity. The Unit will include officers from Essex Police, the Youth Offending Service and other agencies. Together, they will undertake joint operations, interventions and ensure relevant data and intelligence is shared, helping all of the agencies involved to work more effectively together. Further details of the interventions funded through this programme are outlined under the Tackle Gangs and Organised Crime Priority.

SEXUAL VIOLENCE

In February 2018, the Commissioner facilitated a Sexual Violence Round Table with partners from across Essex, including many from the voluntary sector. Following the Round Table, the groups recognised the importance of working together to make a difference for victims of sexual violence. This led to a strengthening of the Sexual Abuse Strategic Partnership which now includes senior representatives from health, police, CRC (Community Rehabilitation Company), public health and the third sector. The strengthened Partnership is developing a shared strategy which will cover the whole of Essex and provide a strong, ambitious and consistent approach to tackling this type of serious crime.

One example of how this new partnership approach is making a difference is through the Synergy First Responder Scheme. Started in January 2019, this is a first in the country and gives victims access to relevant support within one working day of reporting an offence to police. The specialist teams are trained to provide initial support at the point someone reports a sexual offence. This includes emotional support, providing detailed information about the criminal justice process and providing access to specialist rape and sexual abuse counselling and advocacy services. Over the first three months the scheme has been running, First Responders received 150 calls from victims. All of these people received immediate support and 109 of them have continued to engage and receive on-going support.

Essex Rape Crisis Partnership also has an accessible direct phone line for victims to speak with an advisor to start getting support. The single Essex wide number was established in January 2017 and between then and the end of March 2019 has received 10,967 calls. A further 31,532 calls have been received through one of the three Essex Rape Centres over the same period.

Victims of sexual abuse also have access to specialist support through Essex Rape
Crisis Partnership which offers an accessible and specialist support service through
Independent Sexual Violence Advisors (ISVAs) and Community Wrap Around
support. This service has proven to be very successful with at least 95 percent of

those using the service reporting being more in control of their lives, having better health and wellbeing, being more able to access further support and more able to assert their rights. During 2018-2019, there were 3,724 referrals to the service in relation to sexual violence. This is an increase of 22 percent on the total from the previous year.

Building on this strong partnership work, during 2018-2019 Essex became one of only five test areas in the country to be given greater powers to support rape victims. The decision by the Home Office gave the Commissioner full control of funding for the support of rape victims. This meant the Partnership has been able to use its local knowledge to plan, prioritise and commission specialist practical and emotional services such as those outlined above.

The move was part of a Government plan to boost funding for rape and sexual abuse support services by ten percent across the country, bringing it to £24m nationally over the next three years. This has resulted in £245,000 of extra funding in Essex which will go towards vital advice, support and counselling services to help victims to cope with and, as far as possible, recover from these devastating crimes.

Through the Community Safety Development Fund, the Commissioner also provides funding for a range of projects to tackle serious violence. Over 2018-2019, funding was provided to Southend Community Educational Trust which uses football to educate young people about the dangers of knife crime. Funding was also provided to Southend Vineyard for its Promise Project. This project supports a small group of trained female volunteers who provide discrete drop-ins for women in the sex industry where in-depth support is offered to help them to find routes out of prostitution.

The Commissioner also continues to support local drug and alcohol action teams to combat the issue of drug and alcohol use, which has a strong and proven link to crime. This funding is used by the three upper-tier local authority areas in Essex to supplement their existing funding and activity in this area. Specific funded activity includes the provision of specialist information and advocacy for young people affected by drugs or alcohol, activities with Trading Standards on tackling illegal tobacco, and the Full Circle service which works with individuals in the criminal justice system to tackle a range of needs, including substance misuse and mental health.





TACKLE GANGS AND ORGANISED CRIME



Gangs and organised crime cause serious violence in our communities. They prey on the vulnerable creating a cycle of violence, vulnerability and exploitation. To tackle this problem within society, the long-term strategy is to disrupt and dismantle gangs and County Lines while identifying and safeguarding those at risk of exploitation by these criminal gangs.

The operational approach taken by Essex Police and its partners to deal with the issues of Urban Street Gangs (USGs) and County Lines within Essex is led by the Operation Raptor teams. All three Local Policing Areas (LPAs) have dedicated Operation Raptor enforcement teams which focus on carrying out enforcement activity to disrupt gang activity.

At a regional level, the Kent and Essex Serious Crime Directorate works with the National County Lines Co-ordinating Centre, National Crime Agency, Met Police and Eastern Region Police Forces to undertake combined enforcement activity that targets the most harmful County Line operations in the region, including Essex.

While much of this operational activity is covert in nature, the examples below provide a flavour of the important work being carried out to disrupt gang and organised crime activity in Essex.

- In October, operational activity in Basildon and Southend resulted in the arrest of 13 people, including a 13-year-old boy for drugs supply offences. As well as securing these arrests, the operation also seized drugs, a 'zombie' style knife, a knuckleduster and an axe from offenders.
- In January, activity focussed on two drug lines operating across west Essex resulted in six arrests in Romford, South Ockendon, Tilbury and Dagenham. This was part of a wider intelligence led operation co-ordinated at a regional search warrants being conducted and more than 60 arrests being made.

- In March, an operation in the north of the county resulted in 54 people being arrested in a three-week crackdown in Colchester and Tendring. During the operation, 136 stop and searches were conducted and officers and partners spoke with more than 600 residents who provided more than 160 pieces of vital intelligence.
- During the year, Thurrock gang culture also achieved local notoriety when local press reported on the C17 gang and their links to serious violence, 'Drill' music videos and drug-dealing activity. Working with partners, Essex Police was able to secure gang injunctions on four adults and five juveniles preventing them from entering Grays Town Centre, Beach Riverside Park or Lakeside Shopping Centre. Members were also restricted from making 'Drill' music videos, wearing face coverings and associating with other C17 gang members online.



- Other gang injunctions have been given to three members of the Chelmsford based GM gang, responsible for violence, anti-social behaviour, drug-dealing and burglary offences. These orders prevent them from associating with each other and people affected by the gang.
- Following a period of policing activity in Epping Forest District between May and November, 24 men and teenage boys were arrested for involvement in County Lines activity.
- During a police operation targeting drug-dealing, weapons and anti-social level with London and other neighbouring Forces. In total, this resulted in Page 65 of 16 dehaviour in Harlow town centre between July and December, 45 arrests were made and 170 people were stopped and searched. This resulted in the seizure



of a variety of weapons and drugs and the execution of four drugs warrants at addresses in the town centre. In addition to this, three Community Protection Warnings, one Community Protection Notice and two Criminal Behaviour Orders were secured, restricting access to the town centre for those committing offences or responsible for anti-social behaviour.

While this enforcement work is making a significant impact on gangs and organised crime, enforcement alone is not enough. A clear and co-ordinated approach must be delivered to divert vulnerable people from being drawn into a life of crime and to help others to escape from this dangerous and corrosive lifestyle. As outlined under the previous priority, the establishment of the Violence and Vulnerability Unit during the year, along with the significant funding allocated to the project, has provided a co-ordinated response to tackling this issue within communities.

As part of the work being co-ordinated by the Violence and Vulnerability Unit, a range of activities has been commissioned to divert people away from a life of crime. There will also be increased investment in awareness and education programmes as well as new, evidence-based interventions to prevent young people from being exploited by criminal gangs.

A wide range of interventions are being funded with a detailed, data-based analysis of the impact they are having underway to help the Unit to understand what is having the biggest impact. An evidence-based evaluation programme has also been funded which has identified national and local best practice to inform an evidence-based approach to future commissioning.

During 2018-2019, funding was provided for a number of interventions, including additional Trauma Informed Training courses which which help frontline staff recognise the trauma that children are likely to have suffered, so when police or agencies engage with them they approach them with this knowledge and training.

A number of Firebreak courses, which teach basic firefighting skills to help build self-respect and team work, were delivered by Essex County Fire and Rescue Service focusing on individuals at risk of exploitation by criminal gangs. These courses are effective in building confidence and resilience and have proven effective in helping people to live safer lives. These sessions were delivered across the county with further courses planned in 2019-2020.

Focusing on the health sector, a new pilot intervention has also been developed in Basildon with Essex Youth Services. This places youth workers in emergency have be departments in key hospitals so they can engage with vulnerable young people presenting at accident and emergency departments. The youth workers will workers will workers with the young people to build resilience, change behaviour and keep them safe

from harm. The youth workers then link in with other support organisations to ensure they receive on-going support and, where appropriate, receive further educational or health services.

Additional funding has also been provided to the Children at Risk of Exploitation Programme provided by Children's Society East. This programme provides specialist one-to-one support for children, either vulnerable to exploitation or who have already started to become involved in gang activity. These specialist youth workers work alongside these individuals to move them away from criminality, to try to get them to re-engage with school and turn their lives around.

Essex Police, in partnership with Essex County Council, has recently received a Local Area Research and Intelligence Association (LARIA) award for its multi-agency geomapping of gangs and child exploitation, joining up data from across agencies to inform joint decisions with regard to threats and vulnerability in relation to child exploitation.

As part of the national week of action on knife crime, known as Operation Sceptre, in March 2019 Essex Police undertook a wide range of activities to raise awareness of the dangers of knife crime and what is being done to tackle it. Activities during the week included looking for hidden weapons, high visibility patrols and intelligenceled stop and search checks. The force also used knife arches at some of the county's train stations to disrupt criminals using the railway network.

Essex Police also took part in knife crime awareness events with Community Safety Partnerships and charities such as Only Cowards Carry, talked to children and young people about the dangers of carrying knives and worked with Trading Standards teams to raise awareness among shop owners about the law around selling knives and bladed objects.

During 2018-2019, Essex Police and the Police, Fire and Crime Commissioner continued to support the work of Only Cowards Carry. This local charity aims to educate and raise awareness of the dangers of knives and weapons as well as tackling gang culture, drugs and alcohol misuse and bullying which can all lead to increased levels of violent crime.

The charity continues to expand its successful Knife Amnesty Campaign with an additional eight knife amnesty bins introduced since September 2018, bringing the total to 14. Since these bins were introduced in 2015, 47,715 knives and weapons have been taken off of our streets.



Only Cowards Carry also runs a successful range of Weapon Awareness Workshops with 161 workshops delivered to secondary schools across Tendring, Chelmsford, Maldon and Brentwood.

47,715 knives taken off the street since 2015

Risk-Avert is an award-winning early intervention programme delivered by schools focused on Year 8 pupils (12 – 13 year olds). The programme uses a bespoke survey to identify young people who are vulnerable to or are already engaged in risk-taking behaviours or who have emerging emotional health concerns. Young people participating in the scheme report having a better informed awareness of risk, greater self-awareness and increased ability to handle real world problems. The majority also report improved resilience, wellbeing and a stronger belief in their own ability to succeed.

Modern slavery and human trafficking often go unnoticed within society and in recent years there have been shocking cases of exploitation and violence. To tackle this issue, the Commissioner and Essex Police have funded a Modern Slavery and Human Trafficking Co-ordinator to raise awareness of this crime and some of the types of activities that can indicate this type of crime is happening in the community. They work closely with Safeguarding Boards, businesses and local communities to build that awareness.

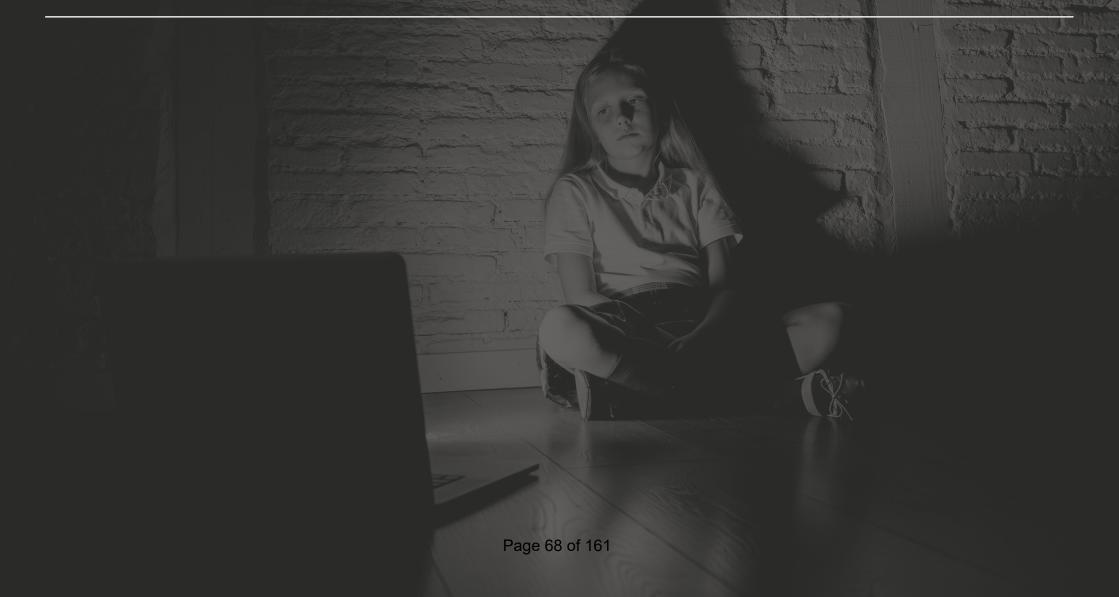
Working with the co-ordinator is a newly formed Modern Slavery and Human Trafficking Investigation Team and a new Victim Navigator is starting in Essex in early 2019-2020. This role will help victims to get the support they need and is being provided in collaboration with Hope for Justice.





PROTECTING CHILDREN AND VULNERABLE PEOPLE FROM HARM

PRIORITY 06



Protecting Children and Vulnerable People is a hugely important priority and an area which includes some of the most challenging cases dealt with by police and partner organisations. It covers a wide range of work from safeguarding vulnerable children, to ensuring that all victims of crime get the support they need to cope and recover.

During the 2018-2019 year, the Commissioner agreed a new three-year, £1.65 million contract with Victim Support to provide general support to victims of crime or people who have been affected by witnessing a crime. The Service aims to empower people when they feel they have lost control and help them to get the support they need, when they need it. In practical terms, Victim Support teams arrange a meeting to talk and ensure the victim receives emotional support in confidence or get advice on how to make their home more secure. If the team cannot help directly, they will refer callers to any one of 40 specialist partner organisations who can assist.

The new contract included the introduction of a range of new ways for those needing the service to be able to contact the service when they need it, either via phone, online chat, or face-to-face. The service received 47,771 referrals in 2018-2019 from Essex residents who had witnessed a crime or been a victim of crime.

Through the Strategic Hate Crime Partnership, the Commissioner and Essex Police have been heavily involved in the development of the Hate Crime Strategy for Essex. The strategy outlines five key themes that the Partnership will address. These are:

- 1) Understanding hate crime
- 2) Preventing hate crime
- 3) Increasing the reporting of hate crime
- 4) Increasing access to support for victims
- 5) Improving the operational response to hate crimes

During the year, the Commissioner has also funded a Hate Crime Co-ordinator through Victim Support. This role supports the delivery of the five key themes above by engaging with communities and community groups across Essex and raising awareness of hate crime. This awareness raising activity has been complemented by an increase in the number of Hate Incident Reporting Centres, safe locations where anybody can report a hate incident. These centres have expanded from 43 in 2017-2018 to 67 in 2018-2019, while the number of Hate Crime Ambassadors has grown from 450 to 579.

Through the Community Safety Development Fund, the Commissioner has also supported a Modern Slavery Co-ordinator in Southend. This role has created the Southend Against Modern Slavery Partnership. This partnership aims to:

- facilitate partnership working between community groups, the Police and statutory sector
- raise awareness within Southend about Modern Slavery
- work with other agencies to liberate, protect and support trafficked people who have been, or are at risk of being, exploited
- stimulate effective action through co-operation in order to stop Modern Slavery
- assist in the disruption of the activities of human traffickers



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In Colchester, Stop the Traffik developed the Open Door Project to raise awareness with BAME communities of the exploitation of women and girls and promote the channels available to tackle this exploitation. The project undertook a range of activities including the identification of community champions, awareness training events and provision of support to victims.

Within Essex Police, the Crime and Public Protection Command has responsibility for investigating some of the most serious crimes against the most vulnerable in society and for tackling those offenders who pose the highest risk. Across the county, Public Protection Investigation Units are aligned to each of the Local Policing Areas and investigate the most serious adult and child sexual abuse incidents. As well as providing a robust deterrent to perpetrators and bringing offenders to justice, these units also support the vulnerable.

How rape incidents are managed has also been updated to provide a more balanced approach to how these cases are managed and victims supported. Investigators will now be able to use this revised guidance to manage both robust investigations and incidents which require more of a safeguarding approach. A dedicated resource has been identified in the Rape and Serious Sexual Offences Team to liaise directly with the Crown Prosecution Service to ensure the strongest possible case is put in front of the court. This also means that, where necessary, a quick and compassionate decision to finalise an investigation and make the appropriate safeguarding referrals can be made. This is shown to help those affected to cope and recover more quickly.

During 2018-2019, a number of officers were identified to form a dedicated team to investigate non-recent child abuse. This focus has allowed the team to build the specialist skills necessary to deal successfully with these types of cases.

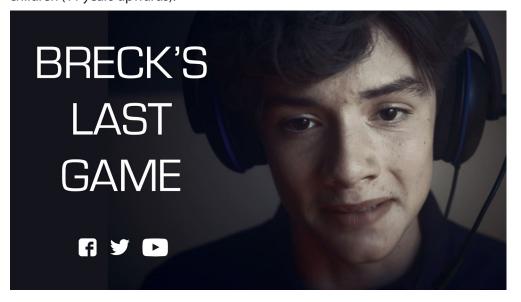
Training has also been rolled out to improve the use of police protection powers which help to protect children at risk. Essex Police has continued to work to build strong community connections across all communities in Essex to provide education about sexual offences, female genital mutilation and child chastisement.

In November 2018, the Police Online Investigation Team (POLIT) introduced a proactive monitoring system to identify offenders using the internet to access child abuse images. This has proven to be successful with additional resources provided from across the team to help fully utilise the system. This will ultimately result in more children being safeguarded and more offenders being able to be targeted.

The Commissioner also funded a number of initiatives to help to protect the vulnerable. In Basildon, the Commissioner has continued to fund the Basildon SOS Bus which provides support to vulnerable people in key night-time economy 70 of 161 locations. Through Beacon House, funding is provided to relieve the poverty and

sickness of people who are homeless or at risk of becoming homeless. This holistic service provides activities and therapies to help to change the behaviour of those affected so they can develop more sustainable lifestyles.

Essex Police has recently launched a significant public awareness campaign focused around Breck's Last Game which highlights the dangers of online grooming and child sexual exploitation. It is a collaborative project between Leicestershire, Northamptonshire, Surrey and Essex Police and tells the real story of Surrey teenager Breck Bednar who was killed by Essex computer engineer Lewis Daynes in 2014 after months of online grooming. The main element of the campaign is a dramatised film for use as an education tool. Through the use of avatars, the film captures the events leading up to Breck's death and features the 999 call made to police by Daynes. The film is just over four minutes long and is designed to be shown to Key Stage 3 and 4 children (11 years upwards).





Helping Hands Essex is a specialist service that provides drug and alcohol support in both a residential and non-residential setting. On completion of the four-month programme and staying drug and alcohol free, those supported by the programme transition to a form of care that helps them to develop and sustain their recovery as they begin to reintegrate with society.

In April 2018, the Commissioner and Essex County Council, the seven Essex Clinical Commissioning Groups across Essex and NHS England jointly commissioned a new integrated health and justice service. This joined up contracts for police custody healthcare provision, liaison and diversion activity and street triage so that local residents receive an appropriate response as quickly as possible in a suitable setting, for instance a health-based place of safety.

The new approach provided an integrated, responsive and efficient service to those who come into contact with the Police, helping to divert people away from unnecessary contact with the criminal justice system. The annual value of the contract is £3.8m which is funded via a pooled budget. Performance is monitored by a single, joint group of commissioners from each partner agency.





IMPROVE SAFETY ON OUR ROADS

PRIORITY 7



Working through the Safer Essex Roads
Partnership the Police, Fire and Crime
Commissioner and Essex Police have
continued to work hard to keep the roads
in Essex safe. Provisional figures show that
over the year, 887 people have been killed
or seriously injured on our roads.

It is anticipated that once this data is finalised this will be 925, a slight reduction of the number in 2017-2018 which was 926. One area of significant change has been the number of motorcycle casualties which has reduced to 407 from a five-year average of 533. The number of young drivers aged between 17 and 25 involved in collisions has also reduced to 801,16 percent below the five-year average.

One noticeable trend over the reporting period has been the increase in the number of accidents where drugs, particularly cocaine or cannabis, have been a contributory factor. At the same time, the Force has seen a 70 percent increase in the number of people arrested for driving while under the influence of drugs and a 11.6 percent increase in the number of people arrested for driving while under the influence of alcohol. To combat this increase in drug-related driving offences, Essex Police has provided new training and extra equipment, such as drug wipes, to Community Policing Teams and Local Response Teams. This has helped to target drug-related offences and helped to disrupt local drug-related crime.

11.6% more people arrested for drug driving

A significant proportion of those people arrested for drug-driving have either already been arrested for a similar offence previously or for an offence that indicates they are living a criminal lifestyle. This shows that providing a proactive road policing service has a broader impact than just catching people for road-related offences; it actively disrupts other criminal activity and, in particular, those linked to illegal drug supply.

During the financial year, roads policing has been used in a number of operations alongside other teams to target locations where intelligence shows criminality is happening and where the road network is being used for criminal activity, such as organised crime, the movement of drugs, vehicle-related crime, burglary and violence.

An example of this approach was an operation that happened in November 2018 where the team focused activities around the A13/A127 area. This two-day operation resulted in seven arrests for drug-driving, one arrest for drink-driving, one arrest of somebody wanted for threats to kill, three arrests for possession of a class A drug, 16 vehicles seized for no insurance, 116 seatbelt offences and 64 other traffic offences. These types of operations have a significant impact both on the safety of the roads, but also in tackling crime more generally. It is worth noting that during the year, nearly 80 operations like the one highlighted above have been carried out across the county.

While motorcyclists only account for 0.6 percent of road traffic, they make up 22 percent of all of the people killed or seriously injured on the roads of Essex. Young riders between the ages of 17 and 25 account for 35 percent of all motorcycle-related serious or fatal casualties. As part of the 2018-2019 Safer Essex Roads Partnership Safety Plan, the partnership focused its efforts on engaging with young people to reduce the number seriously harmed or killed. The Street Spirit campaign was launched as part of this work and offers young riders the opportunity to win a new motorcycle and safety equipment. The site also offers a host of resources around safety equipment, clothing, skills and hazards which are all designed to help to make safer decisions on the road.

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Excess speed continues to be an area of public concern and as a way of addressing this in December 2017, Essex Police launched the Trucam project with Maldon Council. This trial scheme gave Maldon District Council Community Protection Officers the powers and equipment to enforce speed limits within their district. This project has been a great success with 171 deployments in the first three quarters of the year and 1,024 prosecutions.

While the direct results have been very positive, the opportunity to engage local communities in the selection of the sites has also created a stronger sense of ownership within the local community, helping to improve public confidence.

During the year, there has also been an increase in the number of collisions involving older drivers, especially those aged over 70. There were 384 in this group over the year compared to a five-year average of 377. This is part of a longer-term trend of an increasing number of collisions within this age group and against a backdrop of a general reduction in the overall number of collisions. It is also notable that collisions involving this group are more likely to be serious or fatal. This has led to the identification of a number of at-risk groups and individuals and, during 2019-2020, Safer Essex Roads Partnership will be introducing a 90-minute practical course for this high risk group of drivers to help to keep them and other road users safe.

During 2018-2019, there has also been considerable growth in the Community Speed Watch Scheme. This is now supported by Essex Fire and Rescue Service which has done a good job revitalising the Scheme and helping it to grow. By December 2018, the Scheme had 87 active groups and more than 870 volunteers. In the case of the Harwich Speed Watch Team, they have proactively reached out to parish councils outside of their own area to offer support and help. On the back of this development, the team has been offered the opportunity to trial Trucam speed detection equipment and use this to enforce speed limits in line with the Maldon trial detailed earlier. The use of volunteers to enforce speed limits in this way will be a first of its kind in the country and shows how by working together with communities, Essex Police can address local concerns and support strong and secure local communities.

During 2018-2019, the Safe Pass scheme was launched by Safer Essex Roads Partnership to reduce the risk to vulnerable road users. In this case, cyclists and horse riders. This scheme promotes a safe passing distance of 1.5 meters and has been promoted in Essex through multi-agency partnership days in Colchester, Chelmsford, Epping Forest, Southend and Basildon.

Essex Police also received national recognition at the National Transport Awards, winning the Road Safety Traffic Management and Enforcement Category for its Extra Eyes project. This initiative allows road users to forward footage to the police which they believe highlights dangerous or poor behaviour on the roads. During the 2018 calendar year, 2,718 reports were received containing hundreds of pieces of valuable evidence which have in turn led to hundreds of intelligence reports and convictions.





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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 (Essex is not an outlier when compared to other UK police Forces). Some of this increase will be due to the means by which Stalking & Harassment is now counted (following changes to Home Office Counting Rules), as well as internal improvements Essex Police has employed to ensure better Crime Data Accuracy (CDA). There has, however, also been a genuine rise in the number of crimes that are reported to police (i.e. those crimes that are not subject to changes in Home Office Counting Rules or CDA).





Police and Crime Plan Priorities	Police Priority Indicators	12 months to March 2018	12 months to March 2019	Number Difference	% Difference	Direction of Travel
More local, visible and	Percentage of people who have confidence in policing in Essex ¹	-	68.0	-	-	-
accessible policing	Confidence Interval ²	-	1.1			
	Confidence in the local police (CSEW) ³	47.9	50.4	2.5	-	Improving
	Confidence Interval ²	5.6	4.3			
	Number of all crime offences	134,185	158,689	24,504	18.3	Deteriorating
Crack down on anti-	Number of anti-social behaviour incidents	49,329	46,441	-2,888	-5.9	Improving
social behaviour	Percentage of people who have confidence that the policing response to ASB is improving ⁴	69.0	67.0	-2.0	-	Stable
	Confidence Interval ²	1.1	1.1	2.0		Stable
Breaking the cycle of	Number of incidents of domestic abuse	34,992	41,840	6,848	19.6	Deteriorating
domestic abuse	Number of repeat incidents of domestic abuse	15,026	19,133	4,107	27.3	Deteriorating
	Percentage of domestic abuse offences solved	17.7	12.9	-4.8	-	Deteriorating
Reverse the trend in	Number of homicides	24	14	-10	-41.7	Improving
serious violence	Number of violence with injury offences (new definition from Nov 2017)	13,704	14,731	1,027	7.5	Deteriorating
Tackle gangs and	Number of Organised Criminal Group disruptions ⁵	_	16			
organised crime	Trafficking of drugs arrests	1,337	1,498	161	12.0	Improving
	Trainexing of drugs areass	1,557	1,450	101	12.0	improving
Protecting children &	Number of child abuse outcomes ⁶	289	200	-89	-30.8	Deteriorating
vulnerable people	Child abuse solved rate	9.4	5.3	-4.1	-	Deteriorating
Improve safety on our	Number of driving related mobile phone crime on Essex roads	2,589	2,603	14	0.5	Deteriorating
roads	Number of driving under the influence of drink and/or drugs on Essex roads	2,221	3,024	803	36.2	Deteriorating
	All people killed or seriously injured (KSI) in road collisions ⁷	923	925	2	0.2	Stable

¹ Question from Essex Police's own confidence and perception survey. Results are for the period 12 months to September 2018.

⁶ Solved outcomes are crimes that result in: charge or summons, caution, crimes taken into consideration, fixed per μα μείς (77) η μείς (whilst being updated.



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.

³ Crime Survey for England and Wales (CSEW): 12 months to September 2018 vs. 12 months to September 2017.

⁴ Question from Essex Police's own confidence and perception survey. Results are for the period 12 months to September 2018 versus the same period the previous year.

⁵ Data is for January 2019 to March 2019; no comparison data is available due to changes in the definition of what constitutes an OCG disruption. Activity is now recorded rather than the number of people arrested. If there was a day of action, for example, and five people were arrested, this would formerly have counted as five disruptions, but now will count as one. The change stems from confusion over the previous guidelines, with police Forces counting disruptions in different ways.

FINANCIAL REVIEW

In recognising the respective responsibilities of the PFCC and Chief Constable all assets, liabilities and contracts remained in the name and ownership of the PFCC whereas the majority of police staff along with Police Officers and PCSO's are employed by the Chief Constable. The staff structure of the Office of the Police and Crime Commissioner consists of 21 permanent staff supplemented by additional contract staff recruited to deliver short term pieces of work in response to the demands of the service. The PFCC chairs the Strategic Board which governs major programmes of change including the Strategic Change Programme.

The Strategic Change Programme seeks to transform the way that policing is delivered in Essex to ensure it is fit for purpose for the 21st century. The programme involves transformation of the police estate, a greater use and deployment of technology to improve policing responses and free up police time, improved public contact and engagement, and a stronger focus on local policing. The programme includes investment in mobile policing and reviewing and managing demand across the county.

In setting the budget and precept for 2018/19 the PFCC had to comply with the Government's limit for excessive rises in council tax. This was set at increases of above £12. In January 2018 the PFCC set a precept increase of 7.62% resulting in a band D council tax of £169.02. For each year in office the PFCC has increased the precept up to, but not exceeding, the level determined by the Government to be excessive. This policy was to help address the historic low precept base in Essex in the light of substantial budget savings necessary to support the Governments fiscal plan and also to support local investment in services. After several years of increasing the precept the level of the precept in Essex was still one of the lowest of the shire Forces. Following the increase in the Governments limit for precept increases to £24 for 2019/20, the PFCC has increased the precept for 2019/20 by £23.94 from £169.02 to £192.96, an increase of 14.16% in order to invest an additional £8.5m into front line policing services.

MEDIUM TERM FINANCIAL STRATEGY

The Medium Term Financial Strategy (MTFS) addresses future challenges. The MTFS was approved by the PFCC in January 2018 and over the next five years £21.8m savings are to be found. The MTFS is continually reviewed during the financial year as future challenges are reviewed.

To help fund £9.6m investment in 2018/19, planned savings of £3.5m were identified at 2018/19 budget setting and achieved during 2018/19. The majority of the savings were from non-pay savings, Support Services and the Serious Crime Directorate.



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MEDIUM TERM FINANCIAL STRATEGY 2019/20 - 2023/24 - PRECEPT INCREASE £24 IN 2019/20, 2% IN 2020/21 & 0% FROM 2021/22

	2018/19 Budget £m	2019/20 Budget £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	5 Year Total £m
Original Budget - Budget Book Net Expenditure (prior year total funding)	268.9	277.4	297.6	301.1	302.7	304.3	
Adjustment from prior year activity agreed at Budget Setting	0.6	(0.3)	(1.1)	0.0	0.0	0.0	
Opening Budget Requirement	269.5	277.1	296.5	301.1	302.7	304.3	
Unavoidable Cost Pressure	1.5	8.1	5.7	4.5	4.5	5.1	27.9
New Investment & Service Demand Changes	9.6	15.6	4.3	1.0	0.9	0.4	22.2
Short Term one-off costs	2.3	5.0	1.7	1.9	1.8	1.0	11.4
Transfer to / from Reserves - one-off costs	0.8	(0.5)	0.0	0.0	0.0	0.0	(0.5)
Short Term one-off costs - to be allocated	0.0	0.0	1.2	1.0	1.1	1.9	5.2
Removal of one-off costs - Short Term budget already in base budget	(2.8)	(2.9)	(2.9)	(2.9)	(2.9)	(2.9)	(14.5)
Budget Requirement - before Savings & Efficiencies	280.9	302.4	306.5	306.6	308.1	309.8	
Government Funding	(169.6)	(172.9)	(172.9)	(172.9)	(172.9)	(172.9)	
Council Tax - Base including taxbase change	(98.7)	(107.9)	(124.7)	(128.8)	(130.4)	(132.0)	
Council Tax - Precept increase	(7.5)	(15.3)	(2.5)	0.0	0.0	0.0	
Council Tax - surplus on Collection Fund	(1.6)	(1.5)	(1.0)	(1.0)	(1.0)	(1.0)	
Total Funding	(277.4)	(297.6)	(301.1)	(302.7)	(304.3)	(305.9)	
Annual (Shortfall) / Surplus before cashable Savings & Efficiencies Plans	(3.5)	(4.8)	(5.4)	(3.9)	(3.8)	(3.9)	(21.8)

FUNDED BY:

Strategic Change Savings & Efficiencies Plan (S&EP) - cashable	(3.5)	(4.8)	(1.0)	0.0	(2.0)	0.0	(7.8)
Annual (Shortfall)/Surplus after cashable S&EP - to be (found) / invested	0.0	0.0	(4.4)	(3.9)	(1.8)	(3.9)	(14.0)

A. Key % Assumptions						
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Overall Reduction in Home Office grants	0.0%	3.5%	0.0%	0.0%	0.0%	0.0%
Increase in Council Tax	7.62%	14.16%	2.00%	0.00%	0.00%	0.00%
Change in Taxbase	1.33%	1.26%	1.25%	1.25%	1.25%	1.25%
Inflation Recurring - Officers Pay	^{2.00%} Page 79	200% 0f 161	2.00%	2.00%	2.00%	2.00%
Inflation Recurring - Staff/PSCOs Pay	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%



PRINCIPAL RISKS AND UNCERTAINTIES

A risk management strategy is in place to identify and evaluate risk. The PFCC and the Chief Constable have risk registers.

Below is the main risk from the PFCC's Risk Register:

 Failure of Emergency Services Mobile Communication Programme (ESMCP) to deliver proposed benefits and service on time, with consequential negative impacts on local policing and fire and rescue budgets.

The PFCC's risks are mitigated by having a Treasury Management Strategy in place setting out how cash is managed; regular Performance & Resources Boards and Strategic Boards are held that track the progress of key initiatives; additional funding has been approved for additional police officers in 2018/19 and 2019/20 assigned to local policing and the Strategic Board has oversight of the delivery of the capital and revenue transformation projects.

Below are the main risks from the Chief Constable's Risk Register:

- Athena: Business Continuity Stability and performance issues within the system may lead to intermittent or loss of service.
- Athena: Legal / Contractual This is a significant and expensive IT enabled change programme and, despite the best efforts and good faith of all concerned, there is the potential for legal / contractual dispute.
- Data Quality: Inadequate data capture and recording may inhibit the Force's ability to identify the risk factors that precede a critical incident.
- Digital Crime; Capacity and Capability: The overarching digital strategy requires
 management and co-ordination across the Force and with multiple external
 stakeholders. It is possible that progress will be slower than anticipated and that
 funding and internal capability and capacity will make it difficult to progress in
 some areas.
- Public Confidence and Victim Satisfaction: Changes to the Force structure and the way in which services are provided to the public and victims could impact on public confidence and victim satisfaction.
- Essex Police fails to appropriately action all applications within the Information Rights area of business within statutory or judicial timescale.
- General Data Protection Rules (GDPR) Non-Compliance: Failing to prepare for GDPR Compliance, inability to deal with data breach notifications, with the failure to conduct data inventory and mapping.

Financial Implications Delays to Emergency Services Mobile Communications
Programme (EMSCP): Cost will continue to escalate due to the continuing
delays of ESMCP and the Emergency Services Network in delivering a credible,
comprehensive and fit for purpose communications solution.

The Chief Constable's risks are mitigated by additional resources in place to manage demand within Contact Management, the introduction of mobile devices for police officer and investment in the Infrastructure Modernisation programme.

The strategic risks are reviewed at the quarterly Risk Star Chamber, chaired by the Deputy Chief Constable and challenged by the Joint Audit Committee on a regular basis.

2018/19 FINANCIAL PERFORMANCE

The table overleaf shows budgeted and actual net revenue expenditure, the sources of funding and the transfers from earmarked reserves and the General Reserve in a form representing the management accounting balance for the Group. The management accounting balance is the form recognised in setting the PFCC budget and Council Tax precept for 2018/19. The Net Revenue Expenditure excludes depreciation, pension liabilities, accumulated absences and other items which do not have an 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 original budget of £277.429m was underspent by £0.373m after planned withdrawals from the General Reserve of £3.400m for the new Transformational Operational Reserve contribution of £2.7m and £0.7m to fund the increase in motor insurance premiums. A contribution of £0.031m was made to the General Reserve for an adjustment notified by local councils to the collection fund income after the 2018/19 budget had been set. The total net withdrawal from the General Reserve was £2.995m.

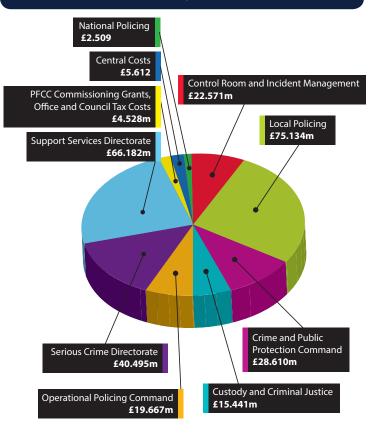
The Expenditure and Funding Analysis reconciles the difference between the management accounting balance and the accounting balance in the CIES.

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	2017/18					
	Group					
	Original Budget	Virements	Current Budget	Actual	Variance	
	£000	£000	£000	£000	£000	
Police Officer Pay and Allowances	161,289	2,538	163,827	166,851	3,024	
Police Community Support Officers	2,897	433	3,330	3,295	(35)	
Police Staff Pay and Allowances	79,065	1,401	80,466	77,929	(2,537)	
Police Officer Pensions (Ill Health / Medical)	4,393	0	4,393	4,578	185	
Training	1,139	235	1,374	1,702	328	
Other Employees Expenses	186	535	721	779	58	
Premises	10,320	628	10,948	11,064	116	
Transport	4,542	879	5,421	5,759	338	
Supplies and Services	28,686	6,183	34,869	33,381	(1,488)	
Third Party Payments	5,604	313	5,917	6,648	731	
Other Expenditure Including Savings Programme	1,506	(15)	1,491	820	(671)	
Gross Revenue Expenditure	299,627	13,130	312,757	312,806	49	
Income	(23,012)	(8,623)	(31,635)	(32,057)	(422)	
Net Revenue Expenditure	276,615	4,507	281,122	280,749	(373)	
Sources of Funding						
Police grant	(101,347)	0	(101,347)	(101,347)	0	
Formula Funding Grant	(55,149)	0	(55,149)	(55,149)	0	
Council Tax Precept	(106,246)	0	(106,246)	(106,246)	0	
Council Tax Freeze Scheme	(2,133)	0	(2,133)	(2,133)	0	
Council Tax support Grant	(10,992)	0	(10,992)	(10,992)	0	
Collection Fund Surplus	(1,562)	(31)	(1,593)	(1,593)	0	
Total Sources of Funding	(277,429)	(31)	(277,460)	(277,460)	0	
Deficit / (Surplus) before transfer to Earmarked Reserves	(814)	4,476	3,662	3,289	(373)	
Transfer to/(from) Earmarked Reserves	814	(1,108)	(294)	(294)	0	
	J14	(1)100)	(2)1)	(201)	•	
Transfer from/(to) General Reserve	0	3,368	3,36ge 81 o	of, 161	(373)	
numsier nom/(to) deneral neserve		3,300	3,3003	2,993	(3/3)	

AMOUNT SPENT ON POLICING SERVICES IN 2018/19





	PFCC		
	Current Budget	Actual	Variance
	£000	£000	£000
Police Officer Pay and Allowances	2,014	1,788	(226)
Training	1,373	1,695	322
Other Employees Expenses	163	238	75
Premises	10,948	11,064	116
Transport	4,432	4,610	178
Supplies and Services	34,523	32,940	(1,583)
Third Party Payments	5,068	5,781	713
Other Expenditure Including Change Programmes	818	820	2
Gross Revenue Expenditure	59,339	58,936	(403)
Income	(31,635)	(32,057)	(422)
Net Revenue Expenditure	27,704	26,879	(825)
Sources of Funding			
Police Grant	(101,347)	(101,347)	0
Formula Funding grant	(55,149)	(55,149)	0
Council Tax Precept	(106,246)	(106,246)	0
Council Tax Freeze Scheme	(2,133)	(2,133)	0
Council Tax Support Grant	(10,992)	(10,992)	0
Collection Fund Surplus	(1,562)	(1,593)	0
Total Sources of Funding	(277,460)	(277,460)	0
Deficit / (Surplus) before transfer to Earmarked Reserves	(249,756)	(250,581)	(825)
Transfer to/(from) Earmarked Reserves	(294)	(294)	0
Transfer from/(to) General Reserve	(250,050)	(250,875)	(825)

The transactions in the above table reflect the PFCC transactions and are included in the Group table on the previous page. The Group table also includes the Chief Constables transactions which are included in the Chief Constables Statement of Accounts within the Narrative Report.

The transactions in the table above relate to:

- Police staff for the Office of Police, Fire and Crime Commissioner
- Expenditure including, police operational and service expenditure
- Income

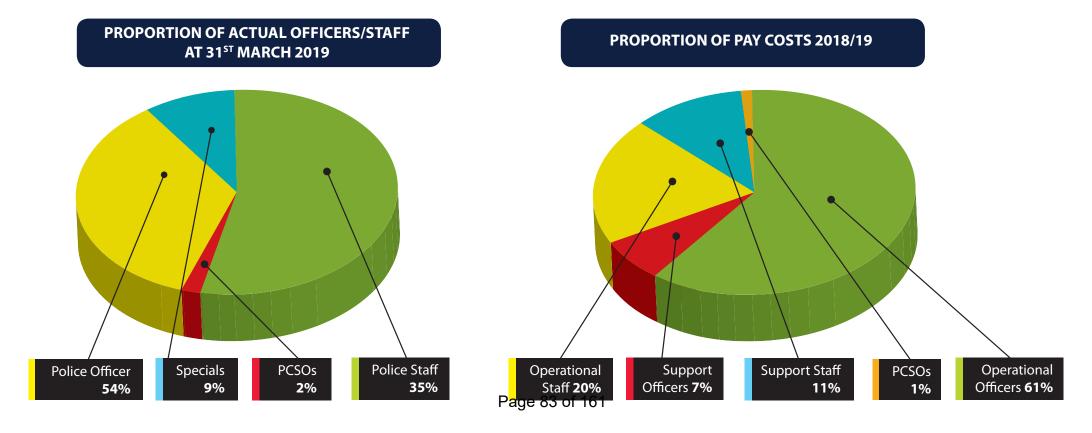
All other expenditure is included in the Chief Constable's accounts.

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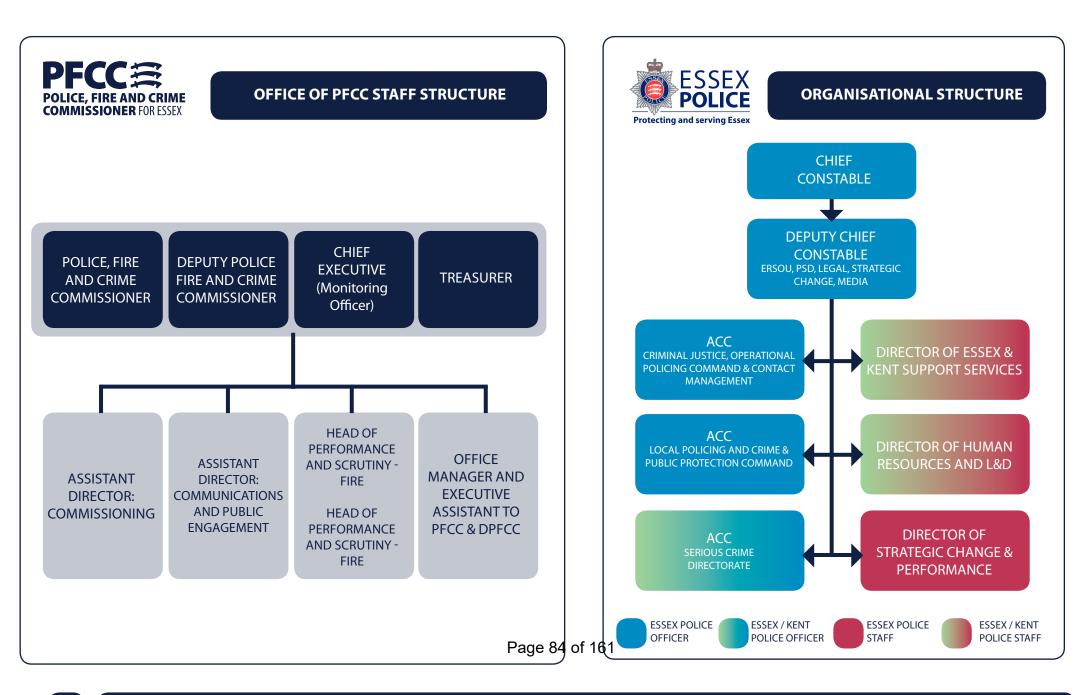


	Police Officers		PCS	PCSOs		Staff		Specials	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	
	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	
31st March 2018	2,850	2,950	102	92	2,045	2,002	532	427	
Net in-year change	153	114	6	16	44	22	22	90	
31st March 2019	3,003	3,064	108	108	2,089	2,024	554	517	

The above table shows in 2018/19 the budgeted police officer numbers increased by 153 FTE's and by the end of the year the strength had increased by 114 FTE's, exceeding the budget by 61 FTE's. The budgeted FTE's in 2019/20 is 3,218, an increase of 215, and the 2018/19 increase has assisted in meeting the 2019/20 target. The table shows the PCSO numbers increased by 16 FTE's during the year, the number of police staff has increased by 25 FTE's and the Specials increased by 90 FTE's.







CAPITAL EXPENDITURE

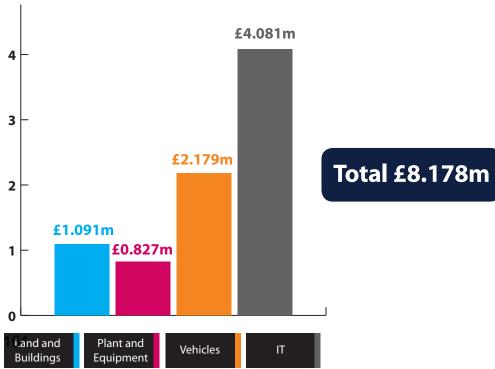
A capital investment programme amounting to £4.395m was approved in January 2018 with an additional investment of £9.595m for projects subject to final approval to commence during 2018/19 to be spent on a range of projects to maintain the infrastructure needed to support effective and efficient front line policing. At the quarterly Strategic Board, chaired by the PFCC, the overall capital programme is reviewed and capital projects are submitted for final approval. In 2018/19 £8.178m was invested and significant projects include:

- On the police estate building refurbishment works amounting to £1.1m.
- Investment IT of £4.1m including expenditure on mobile technology, handsets with technology that allow officers the freedom and agility to provide services to the public at the point of contact without the need to return to the police station in order to update systems and submit paperwork. In addition, the annual programme included replacement of servers, printers, docking stations, desktop and laptop computers along with the wider IT infrastructure and telephony network.
- iii) The annual fleet replacement programme where 133 vehicles were purchased at a cost of £2.2m.
- iv) Investment in the Automatic Number Plate Recognition (ANPR) infrastructure facilitating the tracking of criminal offenders amounted to £0.2m.

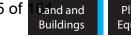
CAPITAL BUDGET AND EXPENDITURE 2018/19

Capital Expenditure Projects	Approved Budget Jan 2018 £000	Actuals 31 March 2019 £000	Variance £000
ANPR	197	168	(29)
Land & Buildings	342	1,091	749
IT	1,517	4,081	2,564
Vehicles	2,146	2,179	33
Other	193	659	466
Total	4,395	8,178	3,783

CAPITAL EXPENDITURE 2018/19









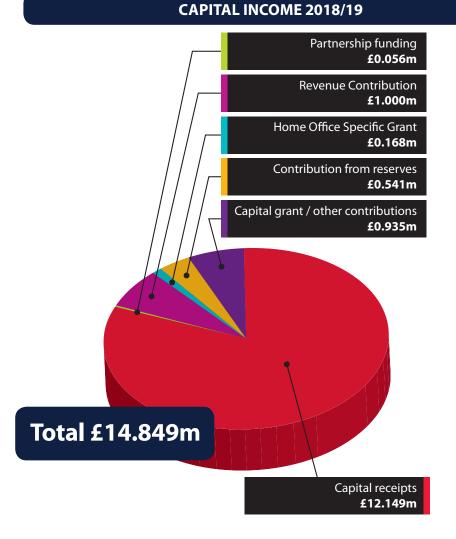
CAPITAL INCOME

Funding capital investment is from a range of sources, primarily from capital receipts and government grants. Capital income during 2018/19, totalling £14.849m, was from the following sources:

- Core government grant £0.9m
- Receipts from the sale of eight properties £12.1m
- Contribution from revenue and reserves £1.5m
- Specific capital grants from Home Office for 2018/19 projects £0.2m
- Specific capital grants from external organisations £0.1m

The capital income was received as shown in the table below

Capital Income	Original Income forecast £000	Actuals 2018/19	Variance £000
Capital grant / other contributions	935	935	0
Capital receipts	12,170	12,149	(21)
Revenue Contribution	1,000	1,000	0
Contribution from reserves	0	541	541
Home Office Specific Grant	0	168	168
Partnership funding	0	56	56
Total	14,105	14,849	744



The year started with a surplus in the capital reserve of £0.7m and at March 2019 the capital reserve was in surplus by £7.3m.

Future capital expenditure is planned to increase over the coming years as investment in the Estate and IT takes place. Investment of over £55m in the next three years is being reviewed which will be partly offset with capital receipts from property disposals as the estate is restructured to meet the changing demands Page 86 of flat future. A strategy is in place to borrow external funds for investment in the

capital programme as required over the coming years.



RESERVES

The main elements of the PFCC's reserve strategy are:

- To establish and maintain a General Reserve position of 3% of net revenue expenditure over the medium term
- The PFCC will apply a prudent approach to reserves
- Earmarked Reserves will be created and held for significant events, change programmes and related costs. This includes transformation and saving programmes.

GENERAL RESERVE

The balance on the General Reserve at 1st April 2018 was £9.521m following the transfer of £2.7m to the Operational Transformational Reserve on 1st April 2018. The General Reserve balance at 31st March 2019 was £9.226m which represents 3.3% of the 2018/19 budgeted net expenditure. There was no planned withdrawal or contribution to the General Reserve when the budget was set in January 2018. During 2018/19 withdrawals from the General Reserve were made to fund revenue as follows:

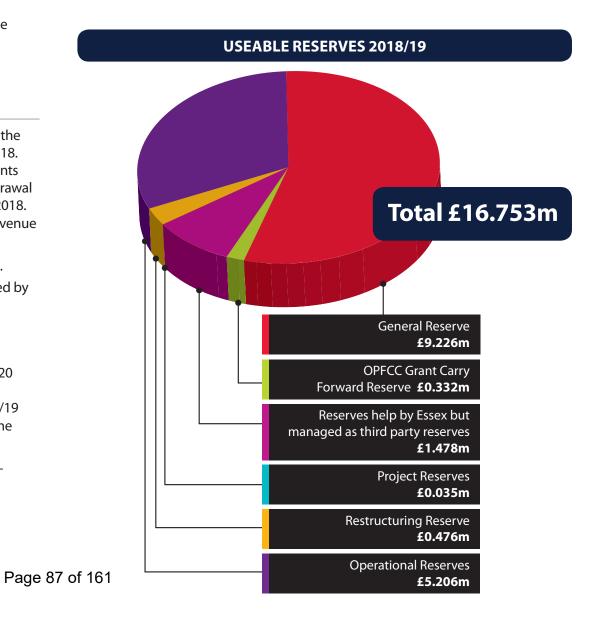
- £0.700m deduction to fund the increase in the motor insurance premium.
- £0.031m addition for an adjustment to the collection fund income, notified by local councils, after the 2018/19 budget had been set.
- £0.373m addition for the general underspend.

A decision was made in 2018/19 that if there are cost pressures during 2019/20 requiring additional revenue the Chief Constable will call upon the PFCC to authorise a draw down from the General Reserve up to the value of the 2018/19 general underspend of £0.373m to meet the cost pressures rather than put the £0.373m in an operational contingency reserve.

The General Reserve is held to provide sufficient liquid resources to fund dayto-day cash requirements, to fund unexpected and/or planned operational requirements and to manage the timing of savings and redundancy costs.

EARMARKED RESERVES

The PFCC's earmarked reserves total £16.753m at 31st March 2019. The 2018/19 budget was set with a contribution to earmarked reserves of £0.814m. By 31st March 2019, the movement in earmarked reserves which decreased by £1.550m is shown in note 33. The levels of all reserves are reviewed on a regular basis.





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 40) includes net liabilities of £181.756m (2017/18 £179.994m) for police staff and £3,067.043m (2017/18 £2,830.260m) 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.

BALANCE SHEET

A summary of the balance sheet is shown below. The main movement relates to the long term pension liabilities

	31st March 2018	31st March 2019	Movement
	£000	£000	£000
Non-current assets	88,888	89,660	772
Current assets	52,048	49,245	(2,803)
Current liabilities	(33,229)	(28,827)	4,402
Long term liabilities	(3,013,129)	(3,252,187)	(239,058)
Net Assets	(2,905,422)	(3,142,109)	(236,687)
Usable reserves	(21,895)	(22,809)	(914)
Unusable reserves	2,927,317	3,164,918	237,601
Total Reserves	2,905,422	3,142,109	236,687

TREASURY MANAGEMENT

The PFCC invests surplus funds in accordance with the Treasury Management Strategy, which is agreed each year. The 2018/19 strategy set out a clear set of investment parameters in order to minimise the risk of financial loss. In summary these parameters were:

- Country Limits: UK financial institutions (meeting specified credit rating criteria)
- Monetary limits as follows:
- Debt Management Office up to 100% of total investment portfolio a.
- UK local authorities up to £5m per authority b.
- Lloyds Bank up to £5m limit (nominated banker)
- Money market funds up to £5m per fund (assuming AAA credit-rated)
- All other UK financial institutions higher of £1m or 5% of total investment portfolio
- iii) Durational limits: maximum duration 12 months if a fixed term deal (no time limit if cash is instantly accessible)

The PFCC had liquid investments totalling £8.48m and short-term investments totalling £8.52m as at 31st March 2019. During 2018/19 the PFCC earned investment income of £0.167m, representing an average return of 0.64% (weighted by counterparty).

The PFCC undertook four instances of short term external borrowing during 2018/19. The PFCC has, however, inherited internal borrowings from the former Essex Police Authority, the outstanding balance of which equated to £6.565m as at the 31st March 2019. This arises from occasions in previous years when the practice was to utilise surplus cash balances to finance the capital programme in lieu of borrowing these funds externally from financial institutions. If the practice had been to borrow funds externally, the investments at 31st March 2019 would have been higher, and they would be offset by an equivalent amount of external debt.

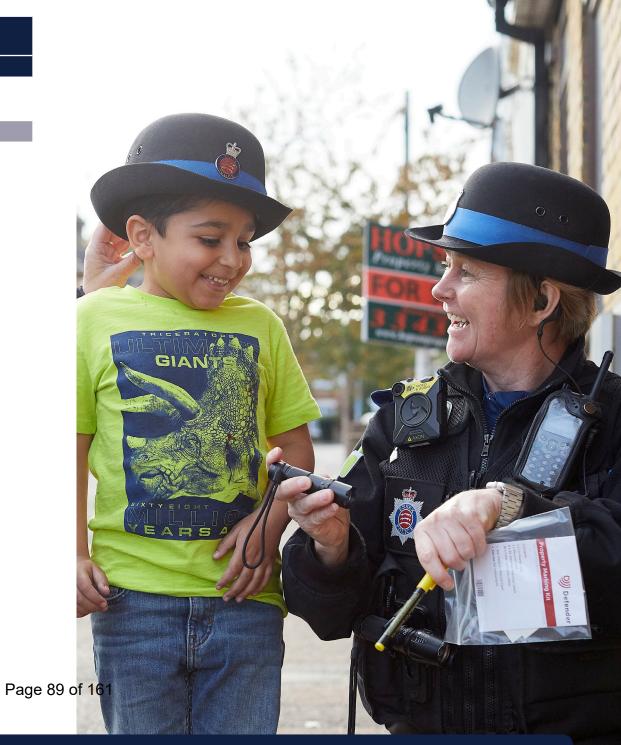
With little by way of political clarity as to the exact date on whether there would be an agreed deal prior to leaving the EU and to be prepared for the outside chance of a particularly disruptive Brexit (including a last minute no-deal), the PFCC ensured there were enough accounts open at UK-domiciled banks and money market funds on the 29th March 2019. This ensured there was sufficient liquidity of funds being held over the year-end and, in addition to its Debt Management Account Deposit Facility Page 88 of 161 remaining available, meant the PFCC had adequate cash resources available to cover any short-term emergencies.



	31st March 2018	31st March 2019	Movement
	£000	£000	£000
Cash and cash equivalents	6,130	7,903	1,773
Short term investments	8,000	8,520	520
Total	14,130	16,423	2,293

The main factors affecting cash in the future are:

- i. Acquisitions and disposals relating to the capital programme
- ii. The value of reserve balances
- iii. Grants and contributions unapplied
- iv. The value of loans raised and investments placed
- v. Ongoing uncertainties in respect of the proposed EU exit process





OPFCC GRANT EXPENDITURE

The PFCC deploys a mix of funding approaches for commissioned activity; from formal, multi-year contracts to small, one-off grants. This recognises the benefits that each approach can deliver; formal contracts give long-term certainty to providers to enable services to plan and invest in delivery, while grants provide flexibility and enable small groups to undertake activity or try new approaches that may not immediately be able to robustly demonstrate outcomes. The PFCC will continue to use a mixed-method approach to funding, judging each project on its own merits and seeking the most appropriate and proportionate mix of funding mechanisms. Whilst recognising the value of local knowledge, the PFCC will always strive for contracting processes that are transparent and fair, facilitating the involvement of the broadest range of suppliers, including considering sub-contracting and consortia building, where appropriate.

The PFCC's Community Safety Fund (CSF) provides core funding in the form of community safety grants to statutory and voluntary organisations for activities that meet locally identified priorities aligned to the Police and Crime Plan. The PFCC has maintained funding levels for 2018/19 to organisations including Youth Offending Teams, Drug and Alcohol Partnerships, Community Safety Partnerships, Crimestoppers, Safeguarding Boards, and Neighbourhood Watch, recognising the importance of local partnerships and organisations to the effective delivery of the areas of focus within the Police and Crime Plan.

In 2018/19 the PFCC allocated £0.270m to Community Safety Partnerships in Essex using a funding formula based on population, crime level and deprivation. As in previous years, a portion of this funding to CSPs was top-sliced for the central Domestic Homicide Review (DHR) fund to remove the unpredictability and significant financial pressures on CSPs associated with DHRs. The PFCC has received universally positive feedback about this approach and is therefore continuing to support and invest in this system.

From the Community Safety Fund (CSF) the PFCC also provided £0.444m of funding to Youth Offending Services (YOS) and £0.502m to the Drug and Alcohol Teams (DAAT) across Essex.

The PFCC successfully led a partnership bid to the Home Office for funding from the Early Intervention Youth Fund (EIYF) for £0.664m over 2 years; 2018-20. The funding is aimed at raising awareness of the issues and risks associated with violence and vulnerability as well as intervening effectively where individuals are vulnerable or at risk of exploitation by criminal gangs. The funding includes an allocation for a programme manager who will support the implementation of the commitments within the countywide violence and vulnerability framework.

The PFCC attracted £0.450m of Home Office Violence Against Women and Girls (VAWG) funding over three years (2017-20) to pilot a new approach to working with perpetrators of domestic abuse to prevent re-offending or an escalation of offending behaviour. The PFCC also continued to invest in the DRIVE perpetrator pilot which engages with high-risk perpetrators of domestic abuse to change their behaviour and is jointly funded by Essex County Council, the PFCC and Social Finance. 2018/19 was the final year of the DRIVE project which has been transitioned to a new project; "Columbus" from April 2019. Columbus uses the learning and model from Drive but has been rolled-out to the whole of the county (Drive was piloted in North East Essex only).

With responsibility for the majority of local support services for victims of crime, the PFCC continues to invest in specialist and non-specialist services to enable victims to cope and recover from their experiences. In Essex this includes a victim's referral and assessment service, restorative justice services, support for victims of hate crime and human trafficking, and specialist practical and emotional support services for victims of sexual and domestic abuse. The Ministry of Justice provides an annual grant to the PFCC to commission or deliver these services across Essex. In addition to the £2.1m grant received from the Ministry of Justice the PFCC supplemented the budget with an additional £0.1m from the CSF. Through this funding the PFCC ensures that victims have access to the entitlements as laid out in the Code of Practice for Victims of Crime, and EU Directive 2012/29/EU establishing minimum standards on the rights, support and protection of victims of crime.

In 2018/19 the PFCC recommissioned Victim Support to deliver a non-specialist victim referral and assessment service. From April 2018, Victim Support delivered a new victim-led service which:

- Allocated a caseworker to every victim of crime that they support who will take ownership of cases from initial contact all the way to case closure,
- Enabled caseworkers to work from a number of community locations to raise awareness and develop better collaborative support,
- · Worked more closely with policing and support training opportunities, and
- Improved the insight from victims about their experiences.

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Through this recommissioning process the PFCC was able to achieve savings of £0.1m per annum which have been re-invested into other victim services.

The PFCC worked with other local commissioners to develop a new combined health and justice service. The new model, delivered by the Essex Partnership University NHS Foundation Trust (EPUT) to provide health, engagement and social support services within the criminal justice system which includes working with the police street triage teams from 1st April 2018. This ground-breaking new service incorporates Street Triage, Liaison and Diversion, and Police custody healthcare services and has been jointly commissioned by Essex Clinical Commissioning Groups, NHS England, Essex County Council and the PFCC. The new service is a 5-year contract which goes live from April 1st 2018.

The PFCC continued to make small grant funding available through the annual Community Safety Development Fund (CSDF) in 2018/19. The CSDF is a £0.300m fund that supports local projects with grants up to £20k that can positively impact on the priorities within the Police and Crime Plan. In 2018/19 the CSDF supported 30 projects including the Street Pastors project, Springfield Youth Group and the Butterfly project.

The PFCC continued to make small grant funding available through the annual Community Safety Development Fund (CSDF) in 2018/19. The CSDF is a £0.300m fund that supports local projects with grants up to £20k that can positively impact on the priorities within the Police and Crime Plan. In 2018/19 the CSDF supported 25 projects including Southend Youth Mixed Martial Arts Project, Witham Hang Out (youth group), Basildon SOS Bus and Colchester United Football.

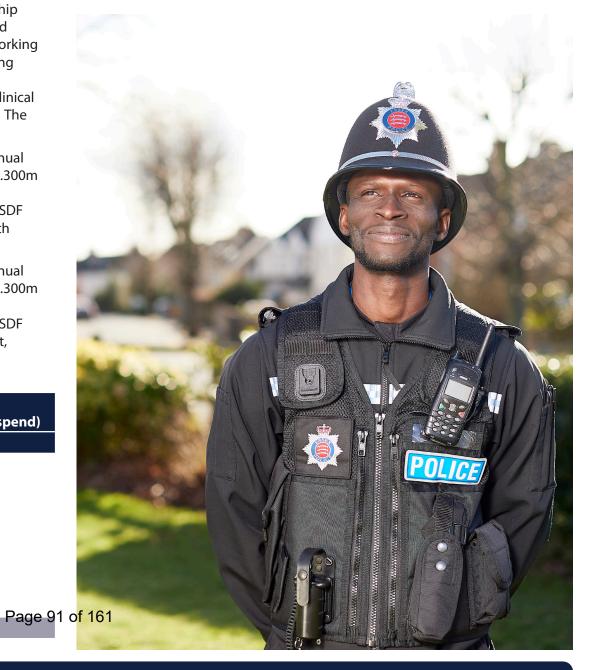
£000 £000 £000 Community Safety Fund (CSF) 2,984 2,674 (310) Community Safety Development Fund (CSDF) 300 258 (42) Victims 2,590 2,610 20 Partnership income including (3,117) (3,117) 0		Budget	Allocated	Over / (Underspend)
Community Safety 300 258 (42) Development Fund (CSDF) Victims 2,590 2,610 20		£000	£000	£000
Development Fund (CSDF)Victims2,5902,61020	Community Safety Fund (CSF)	2,984	2,674	(310)
		300	258	(42)
Partnership income including (3.117) (3.117) 0	Victims	2,590	2,610	20
government grant	Partnership income including government grant	(3,117)	(3,117)	0 Page 9

2,425

(332)

2,757

In summary for 2018/19 the PFCC spent £1.272m on the Office of the PFCC, £2.425m on Community Safety Grants / Victims and £0.811m on council tax sharing agreements with billing authorities.





Total

ROLE OF THE POLICE, FIRE & CRIME COMMISSIONER

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), after receiving approval from the Home Secretary to take on the governance of the fire and rescue service in addition to his existing role with the police service. This change was approved after submitting a detailed business case to the Home Office after a period of local consultation.

Mr Hirst replaces the members of the former Essex Fire Authority and will be responsible for having oversight of the fire and rescue service in Essex, setting its strategy and budget and holding the Chief Fire Officer to account.

The governance arrangements of the PFCC and Chief Constable are included in the joint Annual Governance Statement.

PREPARATION OF NARRATIVE REPORT

This Narrative Report is prepared in accordance with the requirements of the Accounts and Audit Regulations 2015 and must include a commentary by the Police, Fire and Crime Commissioner (PFCC) on financial performance, economy, efficiency and effectiveness in its use of resources over the 2018/19 financial year.

The Narrative report sets out the financial position of the PFCC for the Essex Group. The Group consists of the single entity financial statements of the PFCC for Essex and the consolidated position incorporating the financial statements for the Chief Constable.

The overriding purpose of this report is to inform readers of these statements on matters that are most significant to our financial position and our financial and non-financial performance.

STATUTORY FRAMEWORK

The accounts have been prepared in accordance with the 'Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 and the 'Service Reporting Code of Practice' published by the Chartered Institute of Public Finance and Accountancy (CIPFA). The accounts also comply with International Financial Reporting Standards (IFRS) and the CIPFA Bulletin 03.

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. He must therefore secure the maintenance of the police Force in Essex and ensure that the police Force is efficient and effective. This encompasses a duty to:

- Set the strategic direction and objectives of the Force through the Police and Crime Plan
- ii) Scrutinise, support and challenge the overall performance of the Force including against the seven policing priorities to protect Essex
- iii) Hold the Chief Constable to account for the performance of the Force's officers and staff
- iv) Decide the budget, allocating assets and funds to the Chief Constable and set the precept (council tax for policing services)
- v) Enter into collaborative agreements with other 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 or agreement as appropriate with the Chief Constable
- vi) Provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action
- vii) 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
- viii) 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
- ix) Comply with all reasonable requests from the Police, Fire and Crime Panel to attend their meetings
- x) Prepare and issue an annual report to the Police, Fire and Crime Panel on the PFCC's delivery against the objectives set within the Plan

Page 92 of 10 Monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable



The PFCC has wider responsibilities than those relating solely to the Police Force, namely:

- i) Delivery of community safety and crime reduction
- ii) Ability to bring together Community Safety Partnerships at the Force level
- iii) 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
- v) Enhancement of the delivery of criminal justice in their area

Operational decision-making on day-to-day policing remains the responsibility of the Chief Constable. The Chief Constable 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:

- i) 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
- ii) 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 officer equivalents)
- iii) Supporting the PFCC in the delivery of the strategy and objectives set out in the Police and Crime Plan
- iv) Assisting the PFCC in planning the Force's budget
- v) Providing the PFCC with access to information, officers and staff as required
- vi) Having regard to the Strategic Policing Requirement
- vii) Notifying and briefing the PFCC on any matter or investigation on which the PFCC may need to provide public assurance
- viii) Being the operational voice of policing in the Force area and regularly explaining to the public the operational actions of officers and staff under their command
- ix) Entering into collaboration agreements with other Chief Constables, other policing bodies and partners that improve the efficiency or effectiveness of policing, and with the agreement of the PFCC
- x) Remaining politically independent of the PFCC

- xi) Managing all complaints against the Force, its officers and staff, except in relation to the Chief Constable, and ensuring that the PFCC is kept informed in such a way as to enable the PFCC to discharge their statutory obligations in relation to complaints in a meaningful and timely fashion
- xii) Exercising the power of direction and control in such a way as is reasonable to enable the PFCC to have access to all necessary information and staff within the Force
- xiii) Having 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

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'.





Reference number: EPFCP/28/19

Report title: Fire and Rescue Statement and Annual Report 2018-2019

Report to: Essex Police, Fire and Crime Panel

Report author: Darren Horsman, Essex Police, Assistant Director for Communications and Public Engagement, Office of the Police, Fire & Crime Commissioner for Essex

Enquiries to: Darren Horsman, Essex Police, Assistant Director for Communications and Public Engagement, Office of the Police, Fire & Crime

Commissioner for Essex, Darren.Horsman@essex.police.uk

County Divisions affected: All Essex

1. Purpose of report

- 1.1 This report provides the panel with the draft Fire and Rescue Statement and Annual Report 2018-2019. The draft report is attached at Annex A.
- 1.2 The Police, Fire and Crime Panel has a statutory duty to review and provide feedback on the draft Fire and Rescue Statement and Annual Report 2018-2019.

2. Recommendation

2.1 That panel members note the draft report and either agree this version or provide comment on the content.

3. Overview

- 3.1 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.
- 3.2 For PCC FRAs such as Essex, this statement is subject to scrutiny by the Police, Fire and Crime Panel and is called the 'Fire and Rescue Statement'.

- 3.3 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. The authority must also provide assurance to their community and to government on financial, governance and operational matters.
- 3.4 This document includes further information to help our communities understand the work undertaken by the fire and rescue service and its performance during 2018-2019.

4. Next steps

4.1 The report presented to the Police, Fire and Crime Panel today is a draft. The panel can agree this version or provide feedback. If the Panel provides feedback a further final version will be shared with the Panel before publication.



Our year in review:

The Fire and
Rescue Statement
and Annual
Report

2018/19

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

The report covers the financial year 2018/19, and includes highlights of the year, performance against our targets and how we are working to improve our service to you.

It incorporates the Fire and Rescue Statement. 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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2018/19

Our year at a glance



AprilNew CFO/ CEx

Jo Turton joins ECFRS as Chief Fire Officer and Chief Executive.



May
Firefighters Memorial
Day

Chelmsford MP Vicky Ford joined our CFO at Chelmsford Fire Station to mark Firefighters Memorial Day.



June Men's Health Week

Live well, feel well, work well: showing our support for all health awareness events.



July
On-call recruitment
website launch

Our new website provides information, fitness tips, myth busting and a portal to apply online.



August The power of social media

A story about parking over fire hydrants engaged with over 150,000 people.

Page 100 of 161



September #OneTeam. New uniform for the Service

All our operational colleagues now wear the same uniform, supporting our #OneTeam value.



October
New operational
devices for appliances

New tablets and data terminals are rolled out across fire appliances.



November
Long Service and Good
Conduct

31 colleagues achieve 20 years Long Service and Good Conduct.



DecemberEssex and London working together

ECFRS and LFB tested cross border working arrangements and equipment compatibility.



JanuaryGetting fire fit

Fitness team launches guide to help applicants reach firefighter fitness requirements.



FebruaryFire and Rescue Plan launched

New Service strategy and first of it's kind in the country.

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March New wholetime firefighters

Twelve new firefighters join the Essex fire family, making a total of 42 new wholetime firefighter joiners.

A message from the Police, Fire and Crime Commissioner Roger Hirst



This Fire and Rescue Statement sets out how we have met the requirements of the national framework. It is also the first report to cover a full year since Essex introduced joint governance arrangements in October 2017. During this time we have been able to embed the new governance arrangements, increasing transparency of decision making and scrutiny of the Service. We have consolidated the sound financial position of the Service and developed our ability to identify, understand and manage risk. At the same time, working with partners, we have set a challenging, ambitious new vision for the Service.

In April 2018 I was pleased to welcome our new Chief Fire Officer/ Chief Executive Jo Turton. Jo brought with her a wealth of experience and expertise in managing complex organisations through significant change and has worked hard throughout the year to develop the Service and build a new Service Leadership Team.

Working with Jo and after considerable engagement with firefighters, staff, partners and the public. I was pleased to be able to launch the first Fire and Rescue Plan in the country in February 2019. This is our important strategic document that sets out an ambitious vision for the Fire and Rescue Service until 2024. The Plan details eight priorities which will guide the Service's activity, ensuring we deliver a suitable response while also working hard to prevent harm, protect the vulnerable and reduce the number of people killed or seriously injured across Essex. The Service is currently developing the Integrated Risk Management Plan which will set out how it will deliver against the priorities in the Plan.

In developing the Plan we had extensive engagement with partners both from the public and partners. A consistent theme throughout these discussions was the desire from our partners to work closely with the Service to improve public safety, particularly for those who are the most vulnerable in society.

This share desire to create safe and secure communities is also the driving force behind our collaboration with our emergency service partners. During this period the Service has continued to build on its existing collaboration and during the year opened 11 drop in centres for police officers in Fire Stations across the county. The Service has also continued its excellent school engagement programme in collaboration with Essex Police which has reached 82% of schools in Essex over the year.

A joint Essex Police, Essex County Fire and Rescue Service and East of England Ambulance Service Information Sharing Agreement has been developed and agreed. This is the first agreement of its kind relating to collaboration nationally and will enable to services to undertake a wide range of new exciting projects.

I would finally like to thank all those in Essex County Fire and Rescue Service who work so hard, day in, day out, to make our county safe. From the many public events I attend, I know that the people of Essex value the Service's dedication and commitment.

I would also like to thank the many partners we work with and the Police, Fire and Crime Panel for their robust and challenging scrutiny.

Our year in review: the fire and rescue statement and annual report 2018/19

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A message from the Chief Fire Officer/Chief Executive

Jo Turton



This period of this report covers my first full year as Chief Fire Officer and Chief Executive for Essex County Fire and Rescue Service. It has been a tremendous year, where we have demonstrated that as a Service we are committed to deliver the highest standard of prevention, protection and response to our communities.

A significant development for us as a Service, and an important outcome for me as CFO in my first year was developing and delivering the new Fire and Rescue Plan alongside the PFCC. It sets a clear strategic framework for the next five years for our Service, and is the platform for the development of our ext Integrated Risk Management Plan (IRMP) and our Medium Term Financial Plan (MTFP).

One of my priorities was to restructure our leadership team, ensuring we have a team that is right for our Service, and provides us with the resources we need to maximise the opportunities and overcome the challenges that lie ahead. This team is now in place, and their

We know that the best way of protecting our communities from fire and other emergencies is to prevent that emergency before it happens. We continue to focus on reaching our communities and engaging with them to keep them safe in their homes.

Last year we engaged with 82% of schools - delivering joint safety messages with Essex Police, we fitted 9,814 standard smoke alarms and we conducted 8,553 Safe and Well and Home Safety Visits. This is good, but my ambition is for this to be more. I want us to reach all our communities, particularly those who are vulnerable.

Last year we recruited wholetime firefighters for the first time in nine years. Our recruitment campaign was designed to bust all those myths that the public may have about the role of a firefighter. Welcome to our cohort of 42 firefighters who have joined our fire family following this recruitment.

As an organisation, we have been through some major changes in the last few years, but one thing has remained constant is the passion and professionalism that our staff and volunteers display. I would like to thank them for their support in achieving our mission to make Essex a safe place to live, work and travel.

And of course, thank you to our partners and our communities for continuing to engage with our Service. Your support and feedback in invaluable.

About us

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.

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

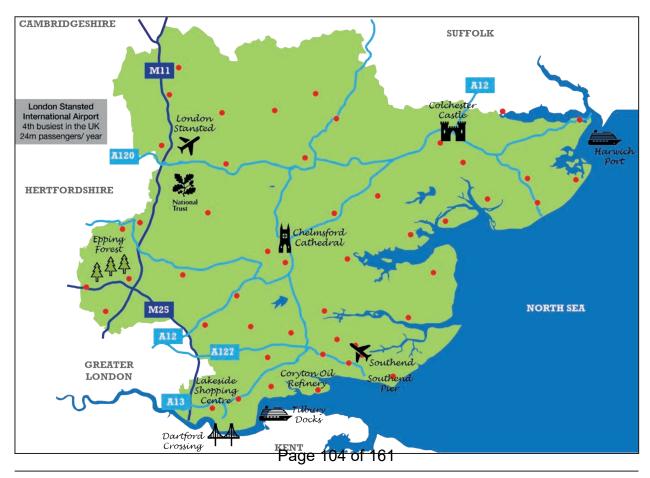
Vision: safe and secure communities are the bedrock on which we build success and wellbeing for all.



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 mission

To make Essex 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 Structure Service Leadership Team

Jo Turton

Chief Fire Officer/ Chief Executive



Rick Hylton

Deputy Chief Fire Officer



Colette Black

ACEO People, Values and Culture



Dave Bill

Director of Innovation, Risk and Future Development



Karl Edwards

Director of Corporate Services



Moira Bruin

Director of Operations



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Our Strategy

Fire and Rescue Plan

The Fire and Rescue Plan sets out the priorities for Essex County Fire and Rescue Service, and a series of strong, tangible commitments to how we will help keep our communities safe.



The priorities

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

Our Plan

Integrated Risk Management Plan (IRMP) 2016-2020

As required by the Fire and Rescue Services Act 2004 the Government outlines its expectations of English Fire & Rescue Services through the National Framework for Fire and Rescue Authorities.

One of the Government's expectations is the assessment of local risks to life and how effectively resources are used in response to those risks, at the same time providing value for money to the local taxpayer – this is called an Integrated Risk Management Plan.

Our IRMP considers four key elements:

- What are the existing and potential risks in Essex?
- How effective are our current community risk management measures?
- What standards should be set for the Fire and Rescue Service's activities?
- What resources are necessary to meet those standards?

The plan was informed by two 12 week consultations to obtain the views and opinions of the public of Essex, partners and stakeholders, and of course our employees at the Essex County Fire and Rescue Service.

This plan puts emphasis on prevention work, helping people avoid having fires and other emergencies, further reducing the demand on our response services, while still providing an effective and professional response service.

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As an Service that places serving our communities at the heart of everything we do, we have developed seven strategic commitments.

Our IRMP 2016-2020 commitments:

- Getting our first attendance to potentially life-threatening incidents within 10 minutes (on average) from the time we receive a call
- Getting our first attendance to all incidents within 15 minutes on 90% of occasions from the time we receive a call
- Giving safety messages to every school child in Essex
- Ensuring there is a working smoke alarm in every household
- Working with partner agencies to meet the other social needs of vulnerable members of our communities
- Supporting the installation of systems such as sprinklers to protect buildings and their occupants
- Working with drivers and riders to reduce the number of people killed or injured on our roads

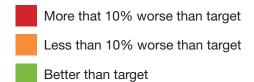
Progress against our IRMP 2016-2020

The Performance and Resources Board considers performance on a monthly basis. A detailed report is published annually on our website.

A summary of our Service's performance against key performance measures set by the IRMP 2016-2020 are shown in the table below:

IRMP performance Target measure		Performance		Commentary
		2018/19	2017/18	
Average time to attend a potentially life threatening incident	10 mins	10 mins 29 secs	10 mins 37 secs	Over the last year, the Service has seen an increase in average call handling times and in travel times. There has been an increase in oncall average turnout times due to reduced numbers of on-call staff.
Percentage of incidents attended within 15 minutes	90%	87%	87%	Going forward the Service would like to see more effective implementation of the Mixed Crewing and Additional Shift Working policies to increase appliance availability.
The number of schools who received safety messages	100% (by 2020)	82%	72%	Our Education Officers deliver both fire and police safety messages to school children across the county. The collaboration between ECFRS and Essex Police began in 2016 and our education team have been delivering joint messages since 2017, ranging from fire safety to cyber security.
The percentage of Essex homes with a working smoke alarm	100% (by 2020)	91%	91%	In 2017, we undertook a survey to identify the level of smoke alarm ownership in Essex to understand the groups of people who are less likely to have an alarm. This has allowed us to target our safety messages to those who need it most.

IRMP performance	Performance Target		nce	Commentary	
measure		2018/19	2017/18		
The number of people killed or seriously injured in road traffic collisions	Fewer than 977*	893	943	We deliver a range of activities through Safer Essex Roads Partnership including: FireBikes, Community Wheels, Ford Driving Simulator, Fire Car, Virtual Reality Road Safety.	
Installation of sprinklers to protect buildings and their occupants	Last year safer that funded I	thority match funds up to £250,000 per year for the tion of sprinklers. ar, hundreds of people in Southend and Basildon were made an ever in their homes, thanks to sprinklers that were part-by our Service. In total, five properties in Southend and se block of flats in Basildon have been fitted with the lifedevices.			
Work with partner agencies to meet social needs of vulnerable members of our communities	Commu Walk and Street W Current Safer Es PROVID COMPA	ship working is one way in which ECFRS realises its and objectives. Inity builder engagements Id Talk, Dementia Group, Surround the Town - Thaxted, Weeks, Winter Warmers If Prevention partnerships Issex Roads Partnership, UK Power Networks, CADENT, In E., Essex Cares, Independent Age, Public Health Essex, In CT, Careline, Connect Well, Anglia Water, University of Neighbourhood Watch, BOC, ACE, Essex Police			



Page 109 of Ploy casualties.

^{*} The target has been adjusted to allow for the CRASH effect. The new system introduced in 2015 improved the accuracy of casualty recording and an increase in reported serious

Prevention and Protection

8,553
Home safety visits

228,128
Children received school safety visit

Schools visited and received safety messages

91%
Working smoke alarms in Essex



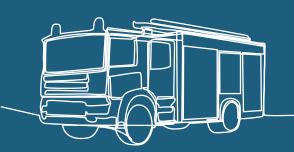
Our Year 2018/19

Making Essex a safe place to live, work and travel

50 Fire Stations

Urban Search and Rescue (USAR) facility

106 Appliances



drop in centres opened for police officers in Fire Stations

Public value

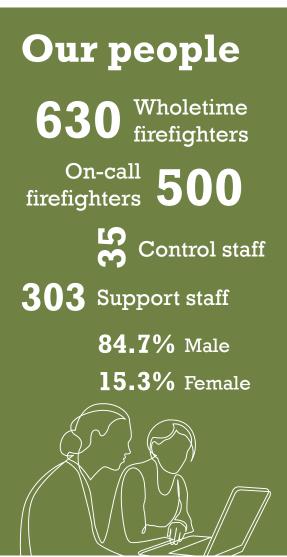
Annual budget

£72m









Social Media 16,978

f

Facebook followers

36,100



Twitter followers

2,084



Instagram followers

1.4



Website views

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Prevention and Protection

We know that the best way of protecting our communities from fire and other emergencies is to prevent that emergency before it happens.

We keep people - including the elderly and vulnerable - safe in their homes protected by a working smoke alarm, and for higher risk buildings, a sprinkler.

Prevention avoid suffering and harm, and also reduces demand on our services which saves the community money, while still providing an effective professional emergency response when required.

Our prevention work is aimed at people of all ages and backgrounds but targets those most at risk. Sadly, despite our efforts, emergencies do still happen. When they do, we learn as much as we can from them, guiding our future prevention and protection work.



Safer Essex roads partnership

We are committed to helping keep people safe when they travel in and through the county. Working in an effective partnership with the Safer Essex Roads Partnership (SERP), we aim to reduce death and serious injury on Essex roads to zero, which is an ambitious vision.

Road traffic collisions affect hundreds of people each year, often with devastating results to families and communities. The economic impact also makes a significant financial difference to families and businesses in our county.

As a key partner of the Safer Essex Roads Partnership (SERP) we are working collaboratively to reduce the number of people killed or seriously injured on our roads.

In 2018/19, 893 people were killed or seriously injured on the roads in Essex. While the number of casualties has fallen since 2007, the number of people killed or seriously injured on our roads remains much too high.

SERP's purpose is to reduce death and serious injury on Essex roads to zero - an ambitious vision, and one that the Partnership cannot tackle alone: each road user plays a part.

We take prevention and protection seriously, so we actively seek to prevent RTCs from occurring in the first place through quality education and engagement activities, as we know in the majority of cases death and injury can be prevented through better education, awareness and responsibility of all road users.

We seek to influence driving/riding behaviour to reduce death and injury caused by RTCs.

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We have a range of products, initiatives and activities designed specifically to engage with and educate road users about the risks and potential consequences of using the roads.

2018/19 road safety events

RTC reduction

384 Road safety events

41,948 Interactions

FireBike

26 General events

18 Better biking courses11 Advanced machine skills

Community Speedwatch (CSW)

2,120 CSW sessions

23,656 Warning letters generated 386 New CSW volunteers

11 New CSW groups

Fire Car

111 Events14,911 Interactions

Community Wheels

100 Events

14,911 Interactions

Street Spirit Young Rider

12 Events

1,075 Interactions



Our schools programme

We seek to education young people in Essex, so they become safer adults.

In 2018/19 our Service visited 82% of schools in Essex - that's 228,128 children across 1,128 schools.

Our Education Officers deliver both fire and police safety messages to school children across the county.

The collaboration between ECFRS and Essex Police began in 2016 and our education team have been delivering joint messages since 2017, ranging from fire safety to cyber security.



Our core programmes are offered to all schools across Essex, and include:

- Home safety
- Cyber safety
- Arson and hoax call prevention
- Pedestrian safety
- Healthy relationships
- Firework/ Halloween safety
- Summer safety

Juvenile Fire-setters

The Juvenile Fire-setter Scheme (JFS) is a free service that aims to deter children from becoming involved in fire-setting behaviour.

Our trained advisors can offer help and guidance to young people up to and including 17 years of age. Our advisors work in pairs and can visit children in their homes, at school or a designated place of safety. The scheme began in 1997 and since then we have engaged with thousands of children.

Between April 2018 and March 2019, we were referred 73 cases - 97% of which were new cases.

As a result of our scheme, 90% of these cases were considered to be at low risk of further fire setting. If after one/ two visits a child is considered at low risk of further fire setting, the case is closed. If the child is not re-referred to us, the case is marked as a successful intervention.



Fire Cadets

Our Fire Cadet programme is a nationally recognised three-year programme at six fire stations across Essex, including Clacton, Harlow, Great Baddow, Southend, Orsett and Dovercourt.

The programme includes taking part in lots of fire service related activities such as; hose running, ladder pitching, pumping, breathing apparatus search and rescue, team building exercises, first aid and team work.

Fire Cadets also have the opportunity to work towards Duke of Edinburgh Bronze, Silver and Gold Awards – for which we are a Centre of Excellence.



Firebreak

We are proud to work with a number of partners every year to help them to improve the lives and increase the confidence and self-esteem of people they work with.

During 2018/19, we delivered 69 courses, working with vulnerable people in our communities, as well as offenders and victims.

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Home Safety Visits

We deliver Home Safety Visits (HSVs) and Safe and Well visits to residents across Essex, upon request, to reduce the risk from Accidental Dwelling Fires (ADF).

The visit is carried out by dedicated officers and operational crews.

The visit includes providing the occupier with general fire safety advice such as electrical and kitchen safety, as well as offering guidance on night-time routines and a fire action plan.

The Safe and Well visits encompass fire safety, health, well-being and home security messages.

Total home safety and safe and well visits:

Smoke alarms are also provided and fitted, at no cost to the occupier, if it is deemed necessary.

	No of visits conducted
2016/17	9024
2017/18	8829
2018/19	8553

You can book a free visit:

0300 303 088 essex-fire.gov.uk/book

Number of alarms fitted 2018/19:

Standard alarms	9814
Sensory alarms	864
Carbon monoxide alarms	315



Our Volunteers

We have 45 active volunteers, and are grateful for their support. Between them, they gave more than 5,185 hours of support to our Service and the public of Essex in 2018/19.

Volunteers complement the work of our staff. In 2018/19, our Home Safety Volunteers conducted 1,887 Home Safety and Safe and well visits.

The Essex Fire Museum relies heavily on volunteers. Overall, open days at the museum saw 3,470 visitors, compared to 3,849 in 2017/18.

Essex Fire Museum gives visitors the opportunity to take a fascinating look at the history of the Fire and Rescue Service here in Essex - housing a collection featuring historic fire engines, firefighting equipment, uniforms and photographs.

The museum provides a fascinating look back in to the history of the fire service and the men and women who fought fires to keep the public safe.

Accidental Dwelling Fires

We deliver Home Safety Visits to reduce the risk from accidental dweling fires.

Rate of accidental dwelling fires (ADF) per 10,000 dwellings

2018/19	10.7
2017/18	10.8
2016/17	11.3



Sprinklers

We see the promotion of sprinklers as important, not only in protecting vulnerable people, but also in protecting businesses and in the vital community infrastructure.

That's why in 2013, we agreed to pledge £250,000 per year to match fund sprinkler installations across buildings and accommodation in Essex.

There is overwhelming evidence that the risk to human life in fires can be minimised through the installation of automatic water suppression systems.

The sprinkler systems work automatically, so if a fire breaks out the system sprays water into the affected room to contain and extinguish the fire.

Strategic After Incident Response (SAIR)

A SAIR is undertaken following a serious or fatal fire in a dwelling. Community Safety engagement staff will allow a respectful period before entering the community to gather relevant information about the incident.

We work closely with other emergency services and partners, such as the Local Authority, to build a picture of the circumstances that led to the fire.

This is then used in collaboration with partners, so we can act to minimise the likelihood of similar fires occurring elsewhere in the county.

After Incident Response (AIR)

Our Community Safety engagement team monitors the Incident Reporting System (IRS) on a daily basis to identify any fires that have occurred in domestic premises or sheltered accommodation.

The surrounding areas of a property are identified on a map and sent to the relevant Station/Watch for action.

The Station/Watch will carry out a local door-knocking exercise to have a conversation about the fire and to offer our HSV advice to reduce the risk.





Response

We ensure the safety of our firefighters at all operational incidents, regardless of the nature and scale. We also ensure that those with responsibility for incident command decision-making are consistently competent to undertake that role.

We recognise the need to invest in order to ensure that our operational personnel have the necessary access to training facilities to support their development and maintenance of operational competence.

Our Response Strategy details how we will respond to positively impact on resolving an incident and effectively mitigate the impact of an emergency to the Essex community.

We deal with incidents safely and effectively and ensure that for every known high-risk location in Essex there is an up-to-date and effective Tactical Fire Plan (TFP), where the content is understood by those who are most likely to enforce it.

The highest risk premises across Essex require a TFP, which contains all the relevant information about a premise that enables the Officer in Charge to develop an operational plan to tackle a fire incident.

We have 57 TFPs in place, which are reviewed and exercised (either practically or table top) each year. The TFPs are managed at station level and are submitted after review to Operations Policy to update operational risk information and to ensure consistency. Across the Service, our Stations also currently have 885 SSRIs (Site Specific Risk Information documents).

Lessons learned

We ensure that lessons learned from all operational incidents, regardless of the nature and scale, are captured, fed back and acted upon.

Debriefing allows reflection on how the incident was tackled for valuable learning and improvement of operational decision-making. Learning outcomes are used to improve, amend or review existing policies, procedures and inform future planning to ensure optimal performance.

Recent examples include:

- Implementation of Waste Fire Tactical Advisors, who will be informed of incidents at Recycling/ Landfill sites and are also available on request from an Incident Commander
- Research and Development into the use of fog spikes* in compartmental firefighting
- Increased awareness regarding decontamination of equipment and PPE following low level hazard incidents – 'No Time To Lose' campaign
- Increased information gathering upon initial call by Control Operators with reference to ALP mobilisation, should a roof be reported to be involved in fire
- Improved communication with 'over the border' Fire & Rescue Services during 'cross border' incidents.

Page 118^{ti}Be iscut and firefighters are safer.

^{*} Fog spike is used to punch holes into a structure and deliver water into the inside of rooms within a building, creating a super-fine misting effect that can dramatically reduce the temperature and spread of a fire. Being able to tackle a fire in this way means property can be preserved more effectively, firefighting

Debriefs

In 2018/19 there were 117 debriefs carried out by our Service (94 incidents, 22 exercises and 1 for the Presidential visit).

Incident Debriefs JESIP JESIP/Strategic Operational debriefs Operational/Tactical Strategic debriefs Tactical debriefs Tactical/JESIP Tactical/Over the Border Tactical/Strategic Other (Fire of special interest) Total	8/19 3 2 26 1 1 53 1 1 5 1 94
Exercise Debriefs 2018/19 JESIP Tactical debriefs Tactical/JESIP Tactical/Strategic Operational debriefs Total	1 18 1 1 1 22



Appliance availability

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

During 2018/19 our fire engines had 83.5% availability

Our Central Resourcing Team (CRT) 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.

The CRT pre-plan activity around moves to cover shortfalls in staffing at stations by using off-duty firefighters to cover shifts.

2016/17	2017/18	2018/19	Target
86%	85%	83.5%	94%

When required, we respond quickly to those in need.

Our Control Team monitors these shifts prior to them starting and arrange through a dynamic system of moving staff from station-to-station to cover any shortfall that has occurred.

During an operational incident, Control will monitor resources and specialist resources to ensure that stations and areas are covered appropriately. This is completed by moving cover around the county or from other counties if appropriate.

Response attendance

To get first attendance to an incident within 15 minutes on 90% of occasions:

In 2018/19, 87% of incidents were attended within 15 minutes.

2016/17	2017/18	2018/19	Target
88%	87%	87%	90%

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

2016/17	2017/18	2018/19	Target
10.35 min	10.37 min	10.29 min	10.00 min

The Service regularly monitors performance on the number of factors which are influencing the current response times.

Over the last year, the Service has seen an increase in average call handling times and in travel times.

The Service continues to work on its mobilising software to ensure that the fastest, most appropriate, resource is allocated and that our call management provides an accurate picture of the call times.

Average turn out times

There has been an increase in on-call average turnout times due to reduced numbers of on-call staff at this time and the increase in certain turnout times (over 6 minutes) in certain areas.

There has been a reduction in wholetime turn out times.

Travel time increases can be attributed to the increasing times that on-call appliances are not available, resulting in stations further away attending these calls, which are not in their station ground.

The positioning of some of our stations on busy roads and traffic flow is also a contributing factor along with call volume.

Rate of injuries

The rate of injuries resulting from primary fires per 100,000 population for 2018/19 was 3.8.

In 2018/19, there were four fatalities, and 137 injuries resulting from primary fires (94 in dwellings).

Injuries as a result of Accidental Dwelling Fires (ADF) has decreased over the last three years by nearly 30%.

Injuries from primary fires in dwelings

2016/17	2017/18	2018/19
136	104	94



People and Leadership

The Fire and Rescue Plan sets out our commitment to promoting a positive culture in the workplace.

Our objective is to have a safe and diverse workforce who we enable to perform well in a supportive culture underpinned by excellent training.

There are key strands of activity that enable this objective:

Continuously improve the diversity of the workforce to ensure it represents the community

Recruitment

Throughout our recruitment campaigns in 2018/19 we used myth busting and positive action to improve the diversity of our workforce. We continue to drive towards making Fire Service careers attractive to all.

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Raising awareness

We have also focussed on neurodiversity, running a range of employee awareness sessions. Our Dignity at Work Champions have continued to flourish and we have a range of peer support and action groups in place.

Ensure strong, effective leadership is in place

Talent Pools

We have been developing our people to assume greater responsibilities.

In 2018, we promoted 52 people through the talent pool process. Feedback from talent pool processes is a key development tool.

In 2018, 98% of talent pool candidates accepted the offer of developmental feedback.

Developing new training programmes and extending training opportunities

Leadership Development Programmes

In 2018/19 we ran a range of Leadership Development Programmes including Developing Potential, Supervisory and Middle Management. Senior leaders have access to the Executive Leadership Programme.

96% of colleagues that completed feedback said their professional development training was satisfactory/ very satisfactory.

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riew: the fire and rescue statement and annual report 2018/19

Operational Training

We have invested significantly in operational training. This enables a clear training programme with extended training opportunities so that all of our staff have the skills and training they need to remain safe in their work.

We are utilising workforce planning to deliver the skills the Service needs now and in the future. We are working towards greater levels of stationbased training delivery and locally led development.

Feedback

We have continued to focus on providing simple enabling forms that prompt a meaningful performance appraisal conversation.

This approach has delivered resultsbetween 2017 and 2019 our completion rates increased from 41% to 94%.

Ensure a safe workforce, support health, safety and well-being

We are committed to supporting and protecting both the physical and mental health of our people.

We have an ongoing health promotion programme. In 2018/19 this has included Stress Management and Mental Health Awareness for Manager sessions.

We continue to reward and recognise the contribution of our people who go above and beyond the normal expectations of their role.

We know that positive relationships and recognition are a part of well-being.

The second annual 'Celebrating our People' awards were held in November 2018. This annual event recognises and celebrates the great work that our employees do.



Equality and Diversity

We are committed to building a diverse and inclusive workplace that enables us to utilise the experience of people that think differently to generate ideas, educate others and make our very best decisions.

To be the best Service that we can be, we encourage open minds to create a culture where people from all walks of life can build a rewarding career and achieve their full potential, a place where they can thrive by being their true self.

The Service recognises that we still have a long way to go to achieve our aspiration. We work with our people, representative bodies, partners and other stakeholders to ensure we have the right polices, practice and working relationships to create accountability so that we continually improve.

Driving sustainable and meaningful change is a priority for the Service so that our communities continue to get what they need from Essex County Fire and Rescue Service. Greater cultural understanding, being more accessible and knowing what matters most to our communities, enables us to minimise the risks for all.

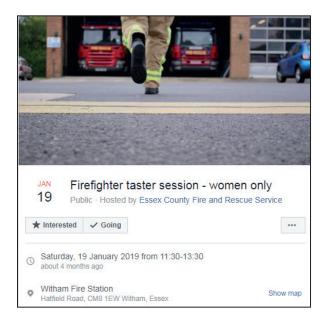
Society is ever changing and as the population of the County increases, so does the diversity of the people that live, work and travel in Essex.

The Service utilises best practice to do all that can be done to create an environment that is encouraging for existing and potential employees, as well as those that work with us from partner agencies. Working together, we all have a role to play in creating an environment that we all deserve so that the public get what they deserve from us.

We utilise a range of positive action initiatives to try to attract more diverse candidates to apply for our vacancies.

As part of our Firefighter recruitment campaign, we held "taster sessions" aimed specifically at Women and Black, Asian and Ethnic Minority (BAME) individuals as well as sessions that were open to all following feedback received from our previous campaign.

These sessions provided an opportunity to better understand the role and requirements of a Firefighter.



Over the past year, we have introduced over 50 Dignity at Work Champions to provide an informal and confidential point of contact for staff who may be concerned about unacceptable behaviour in the workplace.

Dignity at Work Champions are Service employees, and they also help to identify areas where the Service can be more inclusive.



We have improved our approach to identifying and supporting neurodivergent people in our workplace, this includes those with dyslexia, autism and attention deficit disorder. We value diversity of thought as we know that our best ideas and solutions will come from a variety of people working together on shared objectives.

We strive to improve the data that we collect to better understand the demographic of people using our Services such as our Home Safety visits; this will help to identify any communities that we may not currently be reaching so that we can take action to address any gaps.

The Service has introduced a Women's Forum over the past year to better understand the needs and experiences of Women working throughout our Service. Women currently make up 16% of the whole workforce.

The Forum aims to support, encourage and empower women in the Service to have a voice and be heard.

The Service undertakes its Gender Pay Gap analysis and reporting annually. The Gender Pay Gap calculations enable the Service to identify potential barriers to Women in our Service and combined with feedback from the Women's Forum, allow us to take action where required.

In addition, an Inclusion and diversity steering group has been established over the past year. This group is chaired by the Chief Fire Officer/ Chief Executive to bring together a range of experience and ideas to support continuous improvement in the area of Inclusion and diversity.



Making the best use of our resources

Financial assurance

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 Authority has also established a local pensions board to support it on scheme governance and administration.

The Authority agreed a four year Efficiency Plan on 7 September 2016.

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 2019 was published July 2019.

Revenue account

In 2018/19 the Authority's total planned net expenditure was £72.2m.

The end of year position is set out within the following table which compares actual net expenditure with the approved budget.

Just over half (61%) of the net expenditure of the Authority is funded by Council Tax, payable by householders in Essex, Southend-on-Sea and Thurrock.

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.

During the year expenditure has been kept under strict management control thus ensuring that only essential expenditure was incurred.

Overall employment costs were £0.2m under budget for the year. The Authority continued to process the recruitment of whole time firefighters and during the financial year a cohort of 42 wholetime firefighters joined the Service.

A summary of how much we spent against our budget:

2017/18		2018/19		
Actual £000	Net Revenue Expenditure	Latest approved budget £000	Actual expenditure £000	Variance overspend/ (underspend) £000
29,545	Firefighters	29,842	30,037	195
5,395	On call firefighters	6,401	5,636	(765)
1,364	Control staff	1,436	1,422	(14)
13,992	Support staff	12,959	13,330	371
50,296	Total Employment Costs	50,638	50,425	(213)
2,200	Support costs	1,803	2,010	207
9,866	Premises & Equipment	10,698	10,250	(448)
3,681	Other costs & services	3,583	3,248	(335)
2,185	III health pension costs	2,200	2,320	120
1,432	Lease and interest charges	1,551	1,380	(171)
5,150	Revenue provision for Capital Financing	5,492	4,937	(519)
24,514	Total other costs	25,327	24,181	(1,146)
74,810	Total Gross Expenditure	75,965	74,606	(1,359)
(4,800)	Operational Income	(3,732)	(4,239)	(507)
70,010	Total net expenditure out-turn	72,233	70,367	(1,866)
	Funding			
11,033	Revenue Support Grant	9,347	9,347	-
15,699	Non Domestic Rates	15,720	16,697	977
846	Council Tax Collection Account	688	702	14
42,783	Council Tax Precepts	44,241	44,079	(162)
(351)	Contribution (to)/from Reserves	2,237	(458)	(2,695)
70,128	Total funding	72,233	70,367	(1,866)

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Operational income is £0.5m over budget which includes additional funding for collaboration with Essex Police and higher grant income than budgeted.

The net out-turn shows that a contribution of £458k was made to reserves in the year, £400k of which will be used to increase the earmarked reserve for Operational Training to £1m.

Net expenditure charged to the revenue account was £70.4m in the year, due to a number of technical accounting adjustments this figure is different from the cost of the provision of fire services, £91.6m, shown in the Comprehensive Income and Expenditure Account.

What we own

At the year end the Authority had £119.1m of long term assets, comprising fire stations, offices, workshops and fire appliances.

These are funded by £24.5m of long term loans. The Authority's general reserve stood at £7.9m and the earmarked reserves decreased by £0.1m to £5.7m.

Capital spending

During the year, we invested £1.6m in our property portfolio mainly on fire stations and training facilities.

In addition there was spend of £0.9m on ICT and operational equipment and £1.0m on vehicles.

An extensive review of all planned capital expenditure was carried out in October 2018 which resulted in a number of projects being rescheduled or cancelled, and a revised forecast of £5.2m was agreed.

At 31 March 2019 the Authority had capital expenditure commitments of £0.8m.

	Actual capital expenditure £'000
Property	1,589
Vehicles	1,067
Information systems and equipment	877
Total capital payments	3,533

Financial Outlook

The Authority sets a budget that is affordable and sustainable over the medium term.

The budget for 2019/20 was approved by the Authority in January 2019 and reflects an increase in the total budget from £72.2m (2018/19) to £73.8m (2019/20).

The budget for 2019/20 is available at www.essex-fire.gov.uk

Health and safety

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 Executives methodology, are set out in our Health and Safety Policy and associated framework of policies, which have been developed to 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.

Health and Safety statistics

Over the last four years, there was a 13% reduction in accidents.

Following a campaign to encourage reporting attacks on Fire Service personnel, there has been an increase of 46% reported over the last four years: one related to a physical assault, and 18 were verbal abuse. None of them resulted in injury.

	Accidents	Attacks on FSP	RIDDOR* count
2015/16	135	13	23
2016/17	123	20	17
2017/18	121	20	30
2018/19	118	19	28

^{*} RIDDOR - Reporting of Injuries, Diseases and Dangerous Occurances Regulations

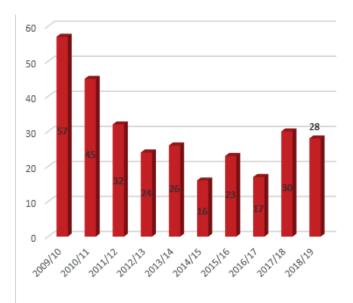
RIDDOR

Reporting of Injuries, Diseases and Dangerous Occurances Regulations (RIDDOR) reportable incidents have decreased by 6% from last year.

The 28 reported n 2018/19 consist of:

- 1 Dangerous occurrence BA set malfunction
- 4 Specified injury's (all were bone fractures), 2 at Operational Incidents, 1 whilst playing volleyball and 1 while traveling to work (attack on FSP, road rage)
- 3 Injuries to members of public (MOP), 1 - injured on Fire-Bike course, 1 - car hit by appliance on blue light, 1 - MOP hit rear of an appliance whilst it was stationery
- 20 Over 7 day reports (which was 4 less than the previous year)

Note: 1 vehicle collision resulted in 3 of the above RIDDOR reports (1 specified injury and 2 over 7 day reports)



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Assurance and our legal responsibilities

Our responsibilities as an emergency service are set out in the Fire and Rescue Services Act 2004, and also in the Civil Contingencies Act 2004. As a public service provider, we also have responsibilities under the Equality Act 2004.

Fire and Rescue Statement

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 Authority must publish an annual fire and rescue statement of compliance as required by the National Framework.

For Authorities such as Essex, this statement is subject to scrutiny by the Police, Fire and Crime Panel and is called the 'Fire and Rescue Statement'. 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 2018/19 – to this National Framework, the Integrated Risk Management Plan and to any strategic plan prepared by the Authority for that period.

The Authority must also provide assurance to their community and to the Government on financial, governance and operational matters.

Governance

The Police, Fire and Crime Commissioner, Fire and Rescue Authority is responsible for the governance of our Service, including setting the strategy and budget and holding the Chief Fire Officer/ Chief Executive to account.

The Police, Fire and Crime Commissioner (PFCC) has published a Constitution, which sets out how decisions are made, and the procedures that are followed to ensure these are efficient and transparent. The PFCC is directly elected and accountable to local people.

Mutual aid

The Authority has formal mutual aid agreements for incidents close to the county's boundaries with the Kent and Medway Towns Fire Authority, Hertfordshire and Suffolk County Councils and the Cambridgeshire and Peterborough Fire Authority.

Business Continuity

Business continuity plans to maintain firefighting activities during periods of industrial action or severe staff shortages are in place.

The business continuity plans provide for a number of appliances to be crewed, together with specialist appliances, such as aerial ladder platforms.

National Resilience

Within Essex, our Service has a range of vehicles and equipment that form part of a national capability and framework of assets. These assets are positioned within Fire Services across the country to provide emergency response and have the capability to deal with large scale and widespread incidents.

These vehicles and the associated equipment can also be used locally for incidents when appropriate and provide a valuable additional resource for the county.

Specifically, our Service has the following specialist capabilities supporting the national infrastructure:

Urban Search and Rescue units provide a capability to deal with major incidents both in Essex, the UK and overseas.

High volume pumps that can be used for widespread flooding incidents where greater pumping capacity is required.

Detection, Identification and Monitoring Unit that supports the identification of chemicals and other substances.

In addition to this, our Service maintains specially trained officers to support national arrangements to deal with multiagency security related incidents.

Essex Resilience Forum

The Essex Resilience Forum is a multiagency partnership, made up of local councils, emergency services, health providers, the voluntary sector and many more organisations – working together to plan and prepare for a multi-agency response to a major emergency. The Forum produces the Community
Risk Register, which assesses the
likelihood and impact of a range
of hazards occurring in Essex. The
Resilience Forum uses its own
professional judgement along with
guidance from the National Risk
Register, to develop the Community Risk
Register.

The Government using historical and scientific data, and the professional judgements of experts to analyse the risks to the UK produces the national register.

Essex's Community Risk Register identifies the single and multi-agency emergency issues and situations where a risk may be increasing or decreasing in our county. It helps highlight any gaps in organisational ability to respond to an emergency and indicates what response is required.

A Service specific Strategic Assessment of Risk (SAOR) brings together historical data, known risks and includes appropriate horizon scanning. The document cross- references the risks identified to the Community Risk Register.

External Assurance

Our Service has engaged an external firm to provide internal audit services. The Audit Committee agrees the annual audit plan of functional audits.

These are completed and any recommendations generate action plans that are monitored by the Committee until completed.

Internal Assurance and Assessment

Risk management, control and governance comprise the policies, procedures and operations that have been established to ensure the achievement of objectives.

Our Operational Assurance and Assessment team assesses the compliance with relevant legislation, regulations and guidance, and best practice; moreover, it also assesses compliance with the behavioural and ethical standards set for the organisation.

Through a structured process, the Operational Assurance and Assessment team focus on key issues in five ways:

- 1. By producing an annual plan of the Fire Station assessments to be conducted during the year.
- 2. By undertaking additional reviews of specific areas of the organisation due to an emerging risk.
- 3. By directly monitoring the performance of Officers-in-Charge at operational incidents to ensure they have safe systems of work in place and share best practice.
- 4. Carrying out debriefs for all operational incidents in the spirit of being a learning organisation; local hot debriefs for small incidents, a more formal process for medium size incidents and multi-agency debriefs for large incidents using JESIP principles.
- 5. Using National Operational Learning (NOL) and creating a gap analysis for each significant national event to ensure lessons learned are adopted at our Service.

Key stakeholders within Operations, Health and Safety and Learning and Development are brought together through the Operational Assurance Group to review the findings of the Operational Assurance and Assessment Team.

This ensures the arrangements in place for monitoring and measuring health, safety and welfare performance against predetermined plans and standards includes learning from incidents by using the information to improve operational performance and safe systems of work.

The Operational Assurance and Assessment Team sets out the process of how assessments will be undertaken in terms of its scope, individual responsibilities, operating framework, quality assurance and a code of conduct.

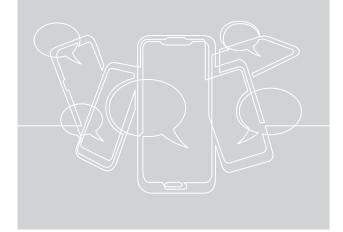
The team then provides a reliable opinion on the management systems and processes by measuring performance against policies and standards and identifying areas for improvement.

Your views count

Your views are important to us, and we welcome any comments you may have about this document.

ECFRS HQ Kelvedon Park London Road Rivenhall Essex CM8 3HB

www.essex-fire.gov.uk



Complaints and compliments

Essex County Fire and Rescue Service is fully committed to providing the highest possible levels of service to the communities in Essex.

We would 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.

To send us your compliments please email:

compliments.complaints@essex-fire.gov.uk or call: 0300 303 5555.

Sometimes things do go wrong. Hearing about times when we've not met your expectations helps us to improve the service we provide.

We will always make sure your complaint is dealt with quickly, fairly and consistently.

If you want to make a complaint, please email:

compliments.complaints@essex-fire.gov.uk or call: 0300 303 5555.





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Reference number: EPFCP/29/19

Report title: PFCC Decisions

Report to: Essex Police, Fire and Crime Panel

Report author: Police, Fire and Crime Commissioner

Date: 24 October 2019 For: Noting

Enquiries to: Abbey Gough, Acting Section 151 Officer

abbey.gough@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. This report contains information on decisions made from the last submission date for the previous PFCP meeting of 25th July 2019, up to and including 4th October 2019.

2. Recommendations

The Panel is invited to note the content of the report, identifying any areas that require further clarification or comment.

Attachments:

Appendix 1: PFCP Meeting 24th October 2019: PFCC Decisions Detailed

Ref	Organisation	Decision On	Value	Outline	Date approved
008/19	Fire & Rescue	PFCCFRA estate wide electrical and mechanical upgrades	£93,530.05	To approve the procurement of planned preventative maintenance works and note the outcome of the electrical works competitive procedure	19 th May 2019
75/19	Police	NHS England – Memorandum of Understanding (MoU) for Essex SARC	N/A	To approve the updated collaboration agreement with NHS England for the Essex Sexual Assault Referral Centre (SARC)	19 th July 2019
58/19	Police	Business Interests - Staff Declaration	N/A	To approve the updated process by which PFCC staff declare relevant business interests	25 th September 2019
85/19	Police	Southend MARAT MoU	N/A	To approve the Memorandum of Understanding with Southend on Sea Borough Council and Southend, Castle Point and Rochford Clinical Commissioning Groups for Southend's Multi-Agency Risk Assessment Team (MARAT)	24 th July 2019
87/19	Police	ICV Scheme	N/A	To agree the revised Independent Custody Visiting Scheme	25 th September 2019
89/19	Police	2018/19 Budget Virements for Month 11 - Month 13 (Outturn)	N/A	To approve year end virements for the 2018/19 financial year	3 rd August 2019
90/19	Police	Essex Police Cadets - Summer Camp	£5,000	To provide a Community Safety Fund grant to Essex Police to support the Essex Police Cadet Scheme and its continued development	1 st August 2019

91/19	Police	Sale of Former Waltham Abbey Police	£0*	Relates to the sale of Police estate	15 th August
		Station			2019
92/19	Police	Saffron Walden Police Station	£0*	Relates to the sale of Police estate	25 th
					September 2019
93/19	Police	The Children's Society	£40,000	To approve a Community Safety Fund grant to The Children's Society for the continuation of the Children At Risk of Exploitation (CARE) project	9 th
					September 2019
95/19	Police	Knife Crime – Op Sceptre Drugs Testing	£0*	Purchase of equipment to support operational activity	12 th August
		Kit		relating to knife crime	2019
96/19	Police	Interim Appointment – PFCC's Section	£1,973.97	Extend the appointment of an interim Section 151	14 th August
		151 Officer	per month	Officer to the PFCC	2019
97/19	Fire &	PFCCFRA capital budget carry forward	£540,000	To approve the carry forward of the capital budget	16 th
	Rescue	, , , , , , , , , , , , , , , , , , , ,		underspend relating to vehicles	September 2019
99/19	Police	Pre-Planning Application	N/A	Relating to the utilisation of the Police Estate	3 rd
		The state of the s			September 2019
100/19	Police	Replacement Marine Hulled Inflatable	£30,000	Replacement of engines for the Essex Police Marine	14 th August
		Boat (RHiB) engines		Rigid Hull Inflatable Boat	2019
103/19	Police	PFCC Awards	£2,350	To approve details associated with the PFCC Community	29 th August
				Safety Awards including financials	2019

111/19	Police	Health and Well Being Day for Volunteers - Volunteer Fit Fest	£2,000	To approve the allocation of a Community Safety Fund grant to Essex Police to support a Health and Wellbeing Day for volunteers – Volunteer Fit Fest 2019	29 th August 2019
114/19	Police	2019-21 Horizons project (Tendring)	£90,000	To approve two grants of £45,000 in 2019/20 and 2020/21 from the Community Safety Fund to deliver the Essex Horizon project in Tendring	28 th August 2019
115/19	Police	Southend Ethnic Minority Forum (SEMF) AGM	£400	To approve a Community Safety Fund grant to SEMF to support the Annual General Meeting	10 th September 2019
116/19	Fire & Rescue	PFCCFRA Control Systems Strategic Review	Approx. £3.5m	To allow ECFRS to start a full procurement process for mobilising and control systems; to extend the current contracts to ensure ongoing support, and set aside the previous decision made via decision report 62/18	17 th September 2019
117/19	Police	PFCC Constitution (Policing)	N/A	To approved the updated PFCC Constitution (Policing)	25 th September 2019
118/19	Police	2019/20 Q1 Budget Virements	N/A	To approve the current year effect virements following quarter 1 budget monitoring	29 th August 2019
119/19	Police	Domestic Abuse Board Annual Report	£1,350	To approve a Community Safety Fund grant to support the design and publication of the 2019/20 Southend, Essex and Thurrock Domestic Abuse Board (SETDAB) annual report	29 th August 2019

120/19	Police	CSDF 19-20 Round 1 - Additional	£8,225	To approve a Community Safety Development Fund (CSDF) grant to Thorpe Bay Methodist Church as an additional project to the CSDF Round 1 funding	20 th September 2019
124/19	Police	PFCC Office Restructure	N/A	To authorise the Chief Executive and Monitoring Officer, as the Head of Paid Service, to enter into staff consultation within the PFCC's office	28 th August 2019
125/19	Police	Open Road AGM	£1,100	To approve a Community Safety Fund grant to Open Road which will support a performance by Alter Ego at its AGM	28 th August 2019
126/19	Police	Digital Public Contact Programme - amendments to the Section 22 Collaboration Agreement for Single Online Home	N/A	To accept the changes proposed to the Section 22 agreement relating to Single Online Home	22 nd August 2019
130/19	Police	Violence Reduction Unit Phase 1	£552,800	To approve allocations from the Violence and Vulnerability Fund to various organisations	25 th September 2019
135/19	Police	Police Force and Policing Body collaborative Service Agreement for the Provision of a Regional Disaster Victim Identification Co-Ordinator	N/A	To enter into a collaborative service agreement for the provision of a Regional Disaster Victim Identification Co-Ordinator	16 th September 2019
138/19	Police	Violence Reduction Unit Phase 2	£426,400	To approve allocations from the Violence and Vulnerability Fund to various organisations	25 th September 2019

139/19	Police	Violence and Vulnerability Joint Budget	£399,000	To approve allocations from the Violence and Vulnerability Fund to various organisations	25 th September 2019
140/19	Police	Marine Unit Marine Hulled Inflatable Boat (RHiB) refit	£0*	To approve capital expenditure to refit the current Essex Police Marine Hulled Inflatable Boat	17 th September 2019
141/19	Police	Specialist Equipment Replacement	£0*	To approve capital funding for the Specialist Operations Team	17 th September 2019
142/19	Police	Specialist Equipment Replacement	£0*	To approve capital funding for the Specialist Operations Team	17 th September 2019
88/19	Fire & Rescue	Year End Accounts 2018/19 Earmarked Reserve	£400,000	To formally approve the creation of an earmarked reserve to support one off costs associated with new operational training initiatives in 2019/20	31 st July 2019

^{*}Denotes decision sheet which is pending publication due to commercially sensitive information or not published in full due to sensitive information. Commercial decisions will be published upon completion of contract.

For detailed information on each decision, go to the PFCC website at:

Police - http://www/essex/pfcc/police/uk/decision-making/

Fire - http://www.essex.pfcc.police.uk/finance-reporting/decision-making-fire-rescue/

Please note: This report contains PFCC decisions made following the last PFCP meeting of 25th July 2019 up to and including 4th October 2019 (ahead of submission for the PFCP meeting of 24th October 2019)

Reference number: EPFCP/30/19

Report title: The Police, Fire and Crime Panel's Role in complaints

Report to: Essex Police, Fire and Crime Panel

Report author: Paul Turner, Director, Legal and Assurance, Essex CC

Date: 24 October 2019

For: Agreement

Enquiries to: Paul Turner, Director, Legal and Assurance, Essex CC
paul.turner@essex.gov.uk

County Divisions affected: All Essex

1. Purpose of Report

1.1 This report is an opportunity for the Panel to review the Complaints procedure which was adopted by the Panel in 2016.

2 Recommendation

- 2.1 That the Panel adopts the revised policy and procedure as at appendix 1.
- 2.2 That an annual report be brought to the Panel on complaints.

3. Background

- 3.1 As the Panel will be aware, the Police, Fire and Crime Commissioner has significant influence over how the police operates although he has no right to direct the police operationally. The Commissioner does have operational control over the fire and rescue service.
- 3.2 It is clearly important that the public have confidence that the person elected as the Commissioner observes high standards of behaviour. The Panel is the body to which complaints about the Commissioner or their deputy are to be directed in the first instance. The legislation creating the role of Commissioner also made the role of Commissioner and Deputy subject to the oversight of the Independent Office of Police Conduct (formerly the Police Complaints Authority).
- 3.3 It is important to note that complaints can only be considered if they relate to an act or omission of the Commissioner or Deputy personally. However, such acts or omissions can include acts or omissions relating to how the Commissioner or Deputy has (or has not) dealt with a complaint about the Chief Constable or about the fire service. They can also be about alleged criminal misconduct of the Commissioner or Deputy in their personal life.

4. The process

- 4.1 The Panel is the gateway through which all complaints should be received. If the Commissioner or the Police receive a complaint about the Commissioner they are required by law to pass it to the Panel. If the Panel is the receives a complaint alleging criminal misconduct by the Commissioner or Deputy then they are required by law to refer it to the IOPC. The IOPC may investigate or they may refer it back to the Panel for local resolution. In practice, unless there is a serious allegation, the IOPC are likely to refer the complaint back to the Panel, even if it is alleged that an offence has been committed. If a complaint is not about the conduct of the Commissioner or the Deputy then the complainant would be advised to refer it to the appropriate authority.
- 4.2 The Panel must deal with complaints about the Commissioner or Deputy that are either not referred to the IOPC because the complaint does not allege that offences have been committed or complaints which are referred back from the IOPC. The panel must act in accordance with a set of regulations. In dealing with complaints the Panel has to 'resolve' the complaint but the regulations make it clear that the Panel may not 'investigate' the complaint. The Panel can 'disapply' the regulations in certain circumstances, for example if the complaint is repetitious or vexatious, but it must consult the complainant before doing so. If the regulations are disapplied then the Panel can do what it thinks is appropriate, including taking no action at all.
- 4.3 In order to help the Panel deal with complaints it has adopted a policy. The policy sets out the statutory process and provides four routes for resolving complaints:
 - A period for local conciliation this is effectively a pause where the Commissioner and the complainant can work together to resolve the issue. This might be appropriate if there is willingness on both sides or if, for example the complaint has arisen through something that the Commissioner has not had the opportunity to address. By way of example, if the complaint is that the Commissioner has ignored correspondence but it turns out that the Commissioner hasn't received the correspondence, there is no need for the Panel to become involved. If this fails to resolve the dispute then another of the processes will be needed.
 - Mediation This is a process whereby the parties are assisted to resolve their dispute. This is only appropriate where there is a significant dispute which is worth the resources involved and where both sides are prepared to undertake mediation. In practice this has never been used but it is felt that it is worth retaining it as an option. If mediation were to be used and failed to resolve to dispute then another of the processes will be needed.
 - Monitoring Officer opinion this is where the monitoring officer expresses a
 view on the complaint. This is suitable for less serious matters where there is
 no likelihood of consensual resolution. In recent years this has been the
 process most often followed.
 - Resolution by the Complaints Sub-Committee the policy provides for the
 appointment of a 'reviewing officer' to draw together information on the
 complaint (without investigating it) and writing a report to the Complaints Sub-

Committee. The Sub-Committee then express a view on the complaint and, if they consider it appropriate, make recommendations to the Commissioner or Deputy. This is used for more serious or very complex cases, but no cases involving the current Commissioner have been referred to the Committee. It should be noted that the Commissioner does not have to accept or even respond to the recommendations. The Sub-Committee does have the power to publish its findings, but it has never opted to do so.

- 4.4 We receive very few complaints about the Commissioner or Deputy Commissioner. In 2018-19 we received five complaints, all of which were dealt with by or on behalf of the monitoring officer after consulting the Chairman of the Panel.
- 4.5 At present there is no report made to the Panel on how the complaints process is working.

5. Review of the process

- 5.1 The procedure has been reviewed and a new draft prepared. The changes are minor. The changes take account of changes to the title of the Commissioner and the Panel and a few typographical errors have been corrected. A new paragraph 3.3 has been inserted to make it clear that although most of the policy only refers to the Commissioner, it is equally applicable to the Deputy.
- 5.2 The revised draft is at appendix 1, including a flowchart showing how the process works.

Police, Fire and Crime Panel for Essex

Procedure to be Followed when Considering Complaints About the

Police, Fire and Crime Commissioner or Deputy Police, Fire and Crime Commissioner

1. Introduction

- 1.1 The Police, Fire and Crime Panel for Essex ('the Panel') has responsibility for the initial handling of complaints made about the conduct of the Police, Fire and Crime Commissioner for Essex ('the PFCC') or the Deputy Police, Fire and Crime Commissioner ('the Deputy PFCC'). Complaints are governed by a statutory complaints procedure¹. The panel is required to refer criminal complaints to the Independent Office of Police Conduct (IOPC).
- 1.2 The Panel has authorised the Monitoring Officer of Essex County Council (or another authorised officer of ECC) to make some decisions about complaints under the complaints procedure. Unless the context otherwise requires, any reference to the Monitoring Officer in this policy includes a reference to an officer of ECC authorised by the Monitoring Officer.
- 1.3 The Panel has also created a Complaints Sub-Committee which is authorised to take any action under the Complaints Procedure.
- 1.4 Any decision or action which may be taken by the Monitoring Officer may also be taken by the Panel or by a Complaints Sub-Committee in an appropriate case.
- 1.5 A complaint is about the 'conduct' of the PFCC if it includes an allegation which relates to any act, omission, statement or decision of the PFCC or his Deputy (whether actual, alleged or inferred).
- 1.6 When following this procedure the Panel and those working on its behalf will ensure that they make such adjustments as it is reasonable to have to take in order to accommodate needs arising from the disability of a person involved.

2. Stage 1: Recording the Complaint

- 2.1 When a complaint is received the Monitoring Officer will consider the following questions:
 - (a) Does the complaint relate to the conduct of an office holder (either a PFCC or a Deputy PFCC)?
 - (b) Is the Police, Fire and Crime Panel for Essex the correct panel for the complaint (ie does the complaint relate to the Essex PFCC or Deputy PFCC)? If the Panel is not the correct Panel then the Monitoring Officer will refer the complaint to the correct panel.
 - (c) Has the complaint been withdrawn?

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¹ The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

- (d) Does the complaint relate to a new matter which is a matter which has not been or is not already the subject of criminal proceedings against the office holder?
- 2.2 If the answer to all four questions is 'yes' then the Monitoring Officer will record the complaint.

3. Stage 2: Determining whether the complaint should be referred to the IOPC

- 3.1 The Monitoring Officer will consider whether the complaint includes any allegation which, if proved, would indicate that either the PFCC or the Deputy PFCC is likely to have committed any criminal offence. If the Monitoring Officer, after consulting the Chairman of the PFCP, considers that it does include such an allegation then the matter must be referred to the Independent Office of Police Conduct (IOPC) and the Monitoring Officer will make the referral.
- 3.2 The IOPC may investigate in which case the Panel has no further involvement or it may decline to investigate and refer the complaint back to the Panel, in which case the complaint will move to stage 3.
- 3.3 In the remainder of this document a reference to the PFCC is to be read as a reference to the Deputy PFCC if the complaint is about that officer.

4. Stage 3: Determining the Statutory route to be followed

- 4.1 If the complaint is not required to be referred to the IOPC or if the IOPC refers the complaint back to the PFCP then the next step is for the Monitoring Officer to consider whether or not to disapply the statutory process.
- 4.2 If the statutory process is disapplied then the Panel can respond to the complaint in whatever way it feels fit. This would include deciding not to respond to it.
- 4.3 The Monitoring Officer is not required to disapply the statutory process, but may do so after consulting the Chairman of the PFCP- if and to the extent that one or more of the following criteria apply:
 - (a) The complaint is concerned with the conduct of a relevant office holder in relation to a person who was working in his capacity as a member of the office holder's staff at the time when the conduct is supposed to have taken place.

Complaints relating to the PFCC's alleged behaviour towards his staff will not normally be considered. Complaints about the activities of the PFCC's staff cannot be considered directly. The Panel can consider complaints that the PFCC has failed to respond adequately to complaints he has received about his staff may be considered if the PFCC's response is so in adequate as to amount to misconduct.

- (b) More than 12 months have elapsed between the incident, or the latest incident giving rise to the complaint and the making of the complaint and either—
 - (i) no good reason for the delay has been shown, or
 - (ii) injustice would be likely to be caused by the delay;
- (c) The matter is already the subject of a complaint. Note that the complaint does not have to be from the same complainant.
- (d) The complaint discloses neither the name and address of the complainant nor that of any other interested person and it is not reasonably practicable to ascertain such a name or address.
- (e) The complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints;
- (f) The complaint is repetitious. A complaint can only be regarded as repetitious if all of (a)-(d) below apply:
 - (a) it is substantially the same as a previous complaint (whether made by or on behalf of the same or a different complainant), or it concerns substantially the same conduct as a previous conduct matter;
 - (b) it contains no fresh allegations which significantly affect the account of the conduct complained of;
 - (c) no fresh evidence, being evidence which was not reasonably available at the time the previous complaint was made, is tendered in support of it; and
 - (d) as regards the previous complaint, either-
 - (i) the IOPC dealt with the complaint;
 - (ii) the Panel resolved the complaint in accordance with this process:
 - (iii) the complainant withdrew the complaint; or
 - (iv) the statutory complaint process was disapplied.
- 4.4 If the Monitoring Officer considers that the statutory process should be disapplied, the Monitoring Officer should, before finally deciding to do so, write to the complainant to explain
 - (a) why the Monitoring Officer is considers that the statutory process should be disapplied;
 - (b) how it is proposed to deal with the complaint if the procedure is disapplied; and

- (c) that before making a decision the Monitoring Officer will consider any representations made by the complainant within14 days from the date of the letter.
- 4.5 If, having considered any representations received in response to the letter, the Monitoring Officer then disapplies the process then the Monitoring Officer must write to the complainant and explain why the procedure has been disapplied and how the complaint is to be dealt with (which may include taking no further action). Any such action is beyond the scope of this policy.
- 4.6 There is no right of appeal against any decision to disapply the complaints process although the complainant may ask the Local Government and Social Care Ombudsman to look at whether an appropriate process has been followed.

5. Stage 4: Informal Resolution

- 5.1 At this stage the Panel is required to arrange for the complaint to be subjected to informal resolution. The Monitoring Officer will write to the Complainant and the PFCC (and the Deputy PFCC if the complaint is about the Deputy PFCC) with proposals for informal resolution.
- There are four possible approaches as set out below. Two of them encourage the parties to reach agreement and two of them involve an opinion being reached by the Panel; Unless agreed otherwise by the parties, informal resolution will follow one or more of the following:
 - (a) Period for local settlement: The PFCC (or Deputy PFCC) is invited to consider the complaint and respond to it (for example by apologising or providing the complainant with a detailed explanation of the issues). This is likely to be suitable where the parties have a constructive relationship or where the complaint is minor. This process is unlikely to be suitable where positions have become entrenched or where the PFCC (or Deputy PFCC) does not believe that such a process is likely to resolve the complaint.

If this route is followed then the PFCC (or Deputy PFCC) will be given a fixed period of time (usually a month) to resolve the complaint. At the end of the fixed period the Monitoring Officer will contact both parties and ask if the matter has been resolved. If both parties agree that the complaint has been resolved then the complaint will be closed and the matter recorded as resolved.

(b) Mediation: The Monitoring Officer (either in person or via another person appointed for this purpose) attempts to facilitate a mediation. This is also likely to be appropriate for less serious complaints. It is not suitable unless both parties agree. Any information disclosed by either party to the mediator may be used in any subsequent resolution. At the end of the mediation the Monitoring Officer will contact both parties and ask if the matter has been resolved. If both parties agree that the complaint has been resolved then the complaint will be closed and the matter recorded as resolved.

- (c) Resolution by Monitoring Officer, after Consulting the Chairman of the PFCP. The Monitoring Officer may come to a conclusion about the complaint. As part of this conclusion the Monitoring Officer may, after consulting the Chairman of the PFCP, make recommendations about action the Monitoring Officer considers should be taken by the PFCC (or Deputy PFCC). This is only suitable for less serious complaints where the Monitoring Officer believes that it may be helpful for a person independent of OPFCC and complainant to express a view without convening a meeting of the Complaints Sub-Committee. It may also be suitable for less serious complaints where either of the previous processes have failed to resolve the complaint.
- (d) Resolution by the Complaints Sub Committee The Monitoring Officer may, after consulting the Chairman of the PFCP, decide that a complaint should be referred to the Complaints Sub-Committee. The Complaints Sub-Committee will receive a report of the Monitoring Officer and will hold a meeting. This is suitable for more serious complaints, regardless of whether or not any other process has been followed. The basic process for this is set out at appendix 1 (although this may be varied in any particular case by the Monitoring Officer or by a Complaints Sub-Committee).
- 5.3 The resolution of the complaint must be informal. The parties may agree to follow an approach which is different to those set out in 5.2. The Monitoring Officer will write to the Complainant and the PFCC (or Deputy PFCC) and explain a preliminary view as to how the complaint ought to be subjected to informal resolution. Each party will be given a period of time to respond.
- 5.4 If a period for local settlement or mediation is allowed but does not resolve the complaint to the satisfaction of all parties then the Monitoring Officer will, after consulting the Chairman of the PFCP, adopt one of the processes in 5.2(c) or 5.2(d) instead.

6. Recording and Publishing the Outcome

- 6.1 When a complaint has been subject to informal resolution (whether or not to the satisfaction of both parties) then the Monitoring Officer must make a record of the outcome of the resolution and send a copy to both parties and to the monitoring officer of the Office of the Police, Fire and Crime Commissioner.
- 6.2 The Panel or a Complaints Sub-Committee may, after consulting the complainant and the subject of the complaint, publish part or all of the record referred to in 6.1 (subject to any alterations or redactions which they consider appropriate). Publication will be considered if:
 - (a) Either party asks for the record to be published; or
 - (b) The Sub-Committee considers that the response of the PFCC (or Deputy PFCC) to any recommendations made has not, in their opinion,

been adequate and that it is in the public interest for the record to be published.

- 6.3 Publication may take the form of publishing the record or a written summary and may include a press release.
- 6.4 Publication of the outcome is entirely at the discretion of the Sub Committee.

Process for the Sub-Committee to Review Complaints

- 1.1 The Monitoring Officer may appoint a Reviewing Officer whose role will be:
 - to gather information about the complaint; and
 - to write a report on the Complaint and make recommendations about whether there is any merit in the complaint and, if so, what action the PFCC should take.

2. Process to be followed by the Reviewing Officer

- 2.1 The Reviewing Officer is not permitted to investigate the Complaint, although they may ask for information. The Reviewing Officer will:
 - (a) Send a copy of the complaint to the person complained about and allow them a reasonable opportunity to provide a response and any supporting documents.
 - (b) Send a copy of the response to the complainant to give the complainant a reasonable opportunity to provide any information or documents in response to the evidence.
- 2.2 Further steps may be necessary depending on how the review progresses.
- 2.3 The Reviewing Officer may ask for any further information they consider helpful in order to provide the Sub-Committee with full details about the matters complained of. No party can be required to provide any information if it would be unlawful for them to provide that information.
- 2.4 Any material sent to the Reviewing Officer will normally be shared with all other parties and the Sub-Committee.
- 2.5 Notwithstanding 2.4 a party may apply to the reviewing officer with an application not to share a document or documents, if there are exceptional reasons not to do so.
- 2.6 An application under paragraph 2.5 should clearly set out the nature of the material and why the party does not want it to be shared.
- 2.7 A decision on the application will then be taken by the Reviewing Officer or the Monitoring Officer.
- 2.8 If a party is dissatisfied with the decision under paragraph 2.7 they may appeal to the Sub-Committee.
- 2.9 Other than as agreed in paragraph 2.7 or 2.8 above, material submitted to the Reviewing Officer should not be redacted or altered in any way.
- 2.10 Once the Reviewing Officer is satisfied that all parties have had a fair opportunity to comment on the material submitted by the other party they will produce a report. The report will normally include all material submitted by parties to the complaint.

3. Before the Meeting

- 3.1 The Monitoring Officer will send the parties the final report. The version of the report sent to the parties will not include material where it has been agreed that it will not be shared. The parties may comment on the final report and any comments received by the Reviewing Officer or the Monitoring Officer will be circulated by him or her to the Sub-Committee and to the other party.
- 3.2 The Monitoring Officer, in consultation with the Chairman of the Sub-Committee, will decide whether or not the parties should be invited to attend the meeting. As a general rule the parties will not be invited to attend.
- 3.3 The Reviewing Officer's report will be considered by a Committee of the Panel, comprising the Chairman and Vice-Chairman of the Panel and one other member. The Monitoring Officer may wish to submit a separate covering report clarifying or highlighting certain aspects of the Reviewing Officer's report.

4. Procedure at the meeting

- 4.1 The Chairman will welcome those attending the meeting and introduce everyone. The Chairman will remind everyone that the purpose of the meeting is for the complaint to be informally resolved.
- 4.2 The Committee will consider excluding the press and public.
- 4.3 The Monitoring Officer will present the findings and recommendations of the Reviewing Officer's report and may ask the Reviewing Officer to present all or highlight certain aspects of his or her report.
- 4.4 Members of the Sub-Committee may ask questions of the Monitoring Officer or the Reviewing Officer.
- 4.5 If present, the complainant (or their representative) will be invited to address the Sub- Committee for up to 10 minutes. No new matters may be raised and no new material may be introduced without the permission of the Chairman.
- 4.6 The Sub-Committee may ask questions of the Complainant (if present) to clarify any part of the complaint.
- 4.7 The PFCC or Deputy PFCC (or their representative) will, if present, be invited to address the Sub-Committee for up to 10 minutes. No new material may be introduced without the permission of the Chairman.
- 4.8 The Sub-Committee may ask questions to clarify any information provided by the PFCC (if present).
- 4.9 No witnesses may be called by any person without the prior permission of the Chairman. If permission is given then the other party and the Sub-Committee will each be given the opportunity to ask questions of the witness. Any

witness will be heard as part of the address and an extension of time will be given.

- 4.10 The Monitoring Officer will summarise the issues.
- 4.11 If the parties are present they will be asked to leave while the members deliberate.
- 4.12 The Committee may adjourn a meeting at any time for as long as they think appropriate.
- 4.13 The Sub-Committee will make a decision on the complaint and on how they think that the Complaint should be resolved. This may or may not include expressing a view as to whether there has been misconduct by the PFCC (or Deputy PFCC) and making a recommendation as to whether or not the PFCC should take any action to provide redress. If the Sub-Committee expresses the view that there has been misconduct then it will give reasons for this.
- 4.14 The Sub-Committee may:
 - (a) Make recommendations about any action which the Sub Committee should be taken by the PFCC.
 - (b) Ask the Monitoring Officer to provide an explanation to the complainant if it considers that this may assist to clear up or settle the matter directly with the complainant.
- 4.15 There is no right of appeal or review of the Sub-Committee's decision although the complainant may ask the Local Government and Social Care Ombudsman to look at whether an appropriate process has been followed.

5. After the Meeting

- 5.1 The Monitoring Officer will inform the parties of the outcome of the meeting.
- 5.2 Where the Sub-Committee has made recommendations to the PFCC the Monitoring Officer will ask the PFCC to consider the recommendations and to respond (usually within fourteen days) to say whether or not the PFCC accepts the recommendations and
 - (a) what action the PFCC has taken (or proposes to take); and
 - (b) if the PFCC does not propose to accept any recommendation then to provide detailed reasons as to why this is the case.
- 5.3 The Monitoring Officer may seek clarification of the PFCC's response and may make suggestions as to further actions which may assist with informal resolution of the complaint.
- 5.4 The Monitoring Officer will inform the Sub-Committee of the response to the recommendations received from the PFCC.

5.5 Having considered the PFCC's response, the Sub-Committee may make further recommendations to the PFCC on how it feels the complaint may be resolved informally or ask the PFCC to consider his response.

Record of Outcome

The Monitoring Officer will prepare a record of the outcome of the procedure and will ask the parties whether they would want the record to be published.

The Monitoring Officer will submit the record of the outcome to the members of the Sub-Committee for approval.

The Sub-Committee will consider whether to publish the record of the outcome of the procedure, taking account of the views of the parties if any views were received.

If so determined by the Sub-Committee, the Monitoring Officer will arrange for the record of the outcome so approved by the Sub-Committee to be published on the Council's website and anywhere else which the Sub-Committee directs

Process Flowchart for Complaints about the Police, Fire and Crime Commissioner (or Deputy PFCC)

Complaint received by Police, Fire and Crime Panel. If a complaint is received by the PFCC/DPFCC or the Police then they must forward to Panel The Complaint is recorded on behalf of the Panel unless it is out of scope (ie not about PFCC or deputy relates to a different force). Consider referral to Independent Office for Consideration by IOPC which will either **Police Conduct** The complaint must be referred to deal with the complaint itself or refer back the IOPC if it alleges criminal misconduct. to Panel. **Consider disapplication** The process may be disapplied if the complaint is: Made more than 1 year after the complainant The Panel is not under any obligation first became aware of the matter. to consider a complaint if the Relates to the PFCC's role as employer. procedure is 'disapplied' from it. The same as an existing or previous complaint. Vexatious, oppressive or abusive. **Anonymous** Consult parties on how to resolve complaint. There are four main ways that this could be done 'period for local Informal Informal Resolution Referral for settlement' 'mediation' resolution by by Complaints Sub-May be suitable if it Committee. See Monitoring May be suitable if it is is believed that Officer who will separate flowchart for believed that there is there is a chance express a view on process. a chance that the that the complaint the complaint and complaint may be may be able to be may make able to be resolved by resolved by agreement. Mediation recommendations agreement. A period to the parties. This would involve for local settlement someone acting as is suitable for less would be more mediator. This is not serious cases informal. This is not suitable for all cases. which cannot be suitable for all resolved by agreement. cases. The settlement process will be followed. If the dispute is not resolved then one of the 'informal resolution' processes will be followed. The outcome of the complaint will be recorded, the parties will be notified and the complaint closed. Step taken by external person or body. Page 157 of 161 Step taken by Monitoring Officer

Step taken by Sub-Committee

Step taken by Monitoring Officer in consultation with Chairman of Sub-Committee

Process to be followed for Resolution of Complaints by Complaints Sub-Committee

Committee		
Decision to refer to Complaints Sub-Committee		
Reviewing Officer appointed by Monitoring Officer (Optional)		
Complaint sent to all parties. PFCC/DPFCC asked for response generally and on specific questions.		
treated as confidential (if such a request is made).	The request for information to be withheld could be	mad
Outcome of request notified to applicant (who can appeal to Sub-Committee)	at any time until t draft report is pro	he
(If application to have information withheld is refused) applicant decides whether	and could be mad the PFCC/DPFC0 the complainant.	
PFCC/DFPCC's response (less any agreed withheld information) is sent to the complainant, with an invitation for them to respond if this is in the interests of fairness (not on new matters).		
Consider response from complainant (if any) and send to PFCC/DFPCC (with an invitation for them to respond if this is in the interests of fairness.)		ı
Once all parties have had fair opportunity to respond to points made by the other party, ensure that all material is seen by all other parties (subject to any agreed confidential material).		
Draft Report produced and sent to parties who are given opportunity to comment.		
Report issued to Sub Committee and to parties. Agreed confidential material is not sent to parties.		ı
Sub-Committee make decision on resolution to complaint by considering report and any material sent in by parties, usually in private without any party being present. Consideration of publication of decision (if appropriate).		ı
Decision communicated to parties and recorded		
If recommendation made the response to the recommendations is recorded.		L
If recommendation made then consideration of publication of decision if appropriate and if not already considered.		
Step taken by reviewing officer. Step taken by Monitoring Officer Step taken by Sub-Committee Step taken by Monitoring Officer in consultation with Chairman of Sub-Committee Process for consideration of requests to have in long to 150 sight of 150		

Reference number: EPFCP/31/19

Report title: Forward Look		
Report to: Essex Police, Fire and Crime Panel		
Report author: Victoria Freeman, Senior Democratic Services Officer		
Date: 24 October 2019	For: Consideration	
Enquiries to: Victoria Freeman, Senior Democratic Services Officer victoria.freeman3@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**, **5 December 2019**.
- 1.3 Business proposed to be taken to the meetings is as follows:

Date	Performance for period up to	Other business
5 December 2019		 Police and Crime Plan Performance Measures Fire Service Performance Measures Police and Crime Budget Scene Setting Fire and Rescue Service Budget Scene Setting Home Office Complaints Procedures Essex PFCP 2019/20 Budget (Half-year Outturn) PFCC Decisions Report Annual Report and the Fire and Rescue Statement IT Implementation Projects
January 2020		 Emergency Services Network Proposed Police Precept for 2019/20 Proposed Fire and Rescue Authority Precept for 2019/20
February 2020		 Proposed Police Precept for 2019/20 (if needed) Proposed Fire and Rescue Authority Precept for 2019/20 (if needed)

2. Recommendation

The Panel is asked to identify any other business it would like to consider.

Reference number: EPFCP/32/19

Report title: Dates of Future Meetings Report to: Essex Police, Fire and Crime Panel Report author: Victoria Freeman, Senior Democratic Services Officer Date: 24 October 2019 For: Noting

Enquiries to: Victoria Freeman, Senior Democratic Services Officer

victoria.freeman3@essex.gov.uk

County Divisions affected: All Essex

1. **PURPOSE OF THE ITEM**

To inform Members of the proposed meeting dates for 2020.

2. **MEETING DATES**

2019

5 December

2020

Wednesday 22 January* Thursday 6 February Thursday 4 June Thursday 23 July Thursday 22 October Thursday 10 December

All meetings scheduled for 2:00 pm (*2:30 pm for the 22 January), with a premeeting for Committee Members beforehand, time tbc.