



Essex County Council

## Essex Police, Fire and Crime Panel

14:00	Thursday, 22 October 2020	Online Meeting
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The meeting will be open to the public via telephone or online. Details about this are on the next page. Please do not attend County Hall as no one connected with this meeting will be present.

**For information about the meeting please ask for:**

Victoria Freeman, Senior Democratic Services Officer

**Telephone:** 03330 321512

**Email:** democratic.services@essex.gov.uk

### Essex County Council and Committees Information

All Council and Committee Meetings are held in public unless the business is exempt in accordance with the requirements of the Local Government Act 1972.

In accordance with the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020, this meeting will be held via online video conferencing.

Members of the public will be able to view and listen to any items on the agenda unless the Committee has resolved to exclude the press and public from the meeting as a result of the likely disclosure of exempt information as defined by Schedule 12A to the Local Government Act 1972.

#### How to take part in/watch the meeting:

**Participants:** (Officers and Members) will have received a personal email with their login details for the meeting. Contact the Democratic Services Officer if you have not received your login.

#### Members of the public:

##### Online:

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## Accessing Documents

If you have a need for documents in, large print, Braille, on disk or in alternative languages and easy read please contact the Democratic Services Officer before the meeting takes place. For further information about how you can access this meeting, contact the Democratic Services Officer.

The agenda is also available on the Essex County Council website, [www.essex.gov.uk](http://www.essex.gov.uk) From the Home Page, click on 'Running the council', then on 'How decisions are made', then 'council meetings calendar'. Finally, select the relevant committee from the calendar of meetings.

Please note that an audio recording may be made of the meeting – at the start of the meeting the Chairman will confirm if all or part of the meeting is being recorded.

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<b>1</b>	<b>Membership, Apologies, Substitutions and Declarations of Interest</b>	<b>5 - 5</b>
<b>2</b>	<b>Minutes</b>	<b>6 - 12</b>
<b>3</b>	<b>Questions from the public</b> The Chairman to respond to any questions relevant to the business of the Panel from members of the public. As this will be an online meeting you will need to register in advance of the meeting if you want to ask a question. Details of how to do this will be published in the 'joining instructions' document published at <a href="https://tinyurl.com/OCT20EPFCP">https://tinyurl.com/OCT20EPFCP</a> shortly before the meeting.	
<b>4</b>	<b>2021/22 Budget Scene Setting</b>	<b>13 - 16</b>
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<b>7</b>	<b>PFCC Decisions</b>	<b>87 - 91</b>
<b>8</b>	<b>The Police, Fire and Crime Commissioner to update the Panel on any ongoing issues</b> The Police, Fire and Crime Commissioner to give a verbal update.	
<b>9</b>	<b>National Association of Police, Fire and Crime Panels update</b> John Gili-Ross as Chairman of the NAPFCP to update the Panel.	
<b>10</b>	<b>Budget Working Group Update</b> To receive a verbal update from Cllr Malcolm Maddocks on the work of the Budget Working Group.	
<b>11</b>	<b>Forward Look</b>	<b>92 - 93</b>
<b>12</b>	<b>Dates of Future Meetings</b>	<b>94 - 94</b>
<b>13</b>	<b>Date of next meeting</b> To note that the next meeting will be held on Thursday 10 December 2020.	
<b>14</b>	<b>Urgent Business</b> To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.	

### **Exempt Items**

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

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

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

**15**

**Urgent Exempt Business**

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

## Agenda item 1

**Committee:** Essex Police, Fire and Crime Panel

**Enquiries to:** 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)

Councillor A McGurran  
Councillor W Schmitt  
Councillor C Hossack  
Councillor G Isaacs  
Councillor J Lager  
Councillor M Lilley  
Councillor H Whitbread  
Councillor M Maddocks  
Councillor F Mason  
Councillor M Helm  
Councillor M Webb  
Councillor I Shead  
Councillor L McWilliams  
Councillor J Redsell  
Councillor C Day  
John Gili-Ross  
Sheila Murphy

#### **Representing**

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

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Minutes of the meeting of the Essex Police, Fire and Crime Panel, held virtually  
on Thursday, 23 July 2020

**Present:****Councillor****Representing**

Wendy Schmitt (Chairman)	Braintree District Council
Maria Pearson	Brentwood Borough Council
Aidan McGurran	Basildon Borough Council
Godfrey Isaacs	Castle Point Borough Council
Jeremy Lager	Chelmsford City Council
Mike Lilley	Colchester Borough Council
Malcolm Maddocks	Essex County Council
Michael Helm	Maldon District Council
Mike Webb	Rochford District Council
Ian Shead	Southend-on-Sea Borough Council
Lynda McWilliams	Tendring District Council
Joycelyn Redsell	Thurrock Council
Colin Day	Uttlesford District Council

**Co-opted Independent Members**

Kay Odysseos  
John Gili-Ross

**Also in attendance**

Gemma Bint	Democratic Services Officer
Pippa Brent-Isherwood	Chief Executive, Office of the Essex Police, Fire and Crime Commissioner
Moira Bruin	Director of Operations
Victoria Freeman	Secretary to the Police, Fire and Crime Panel
Jane Gardner	Essex Police, Fire and Crime Deputy Commissioner
Roger Hirst	Essex Police, Fire and Crime Commissioner
Darren Horsman	Strategic Head of Policy and Public Engagement
Emma Tombs	Democratic Services Manager
Jo Turton	Chief Fire Officer

## **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 Chris Hossack, Brentwood Borough Council (substituted by Councillor Maria Pearson)
- Councillor Frances Mason, Harlow District Council

Due to technical issues, Councillor Joycelyn Redsell joined the meeting part way through Agenda Item 4.

2. Councillor Lynda McWilliams declared a Code Interest in that her son is a police officer. Councillor McWilliams participated fully in the meeting.

The Chairman expressed her thanks to Kay Odysseos for her service as an Independent Member on the Panel over the past seven years and had personally written to her to relay her appreciation. Fellow members of the Panel took the opportunity to echo the comments of the Chairman and thanked Ms Odysseos for her invaluable contribution to the Panel and for her work outside of the Panel. The Commissioner addressed the Panel and expressed his gratitude to Ms Odysseos for her challenge and for bringing a different perspective to the Panel.

## **2 Minutes**

The minutes of the meetings held on 4 June 2020 were approved as a correct record and would be signed by the Chairman, subject to an amendment to include reference to the Commissioner's response to the re-commencement of Community Speed Watch following lock down.

## **3 Questions from members of the public**

There were none.

## **4 Essex County Fire and Rescue Service End of Year Performance Report 2019-2020**

The Panel received report EPFCP/15/20, which provided an overview of the Essex County Fire and Rescue Service's progress in delivering the priorities set out in the Fire and Rescue Plan 2019 – 2024 and the Integrated Risk Management Plan 2016-2020, based on data and other information for the year April 2019 to March 2020.

Introducing the item, the Commissioner explained that although there had been a decline in demand for the Service across Essex, demand remained relatively high compared with other Fire and Rescue Services nationally. He drew attention to certain areas that had shown improvement and

confirmed that efforts were being made to address those that had not done so. There had been continued progress in the cultural change process, with a small improvement being seen in the diversity of the workforce and the extent to which it reflected the local community. There continued to be challenges with attendance time, total pumping appliance availability, home safety visits and sickness absence. In response to a request from a Member, the Commissioner agreed to present, in context, the long term sickness data.

Members asked some questions about the report, relating to a number of issues, including the delivery of road safety activities and events during Covid-19; sickness absence and in particular mental health; on-call availability; the impact of electric cars and reduction in road traffic accidents involving pedestrians; workforce diversity; special services; complaints; the Thematic Inspection Programme and the percentage of incidents attended within 15 minutes.

The Chief Fire Officer explained that during Covid-19 a number of road safety activities were withdrawn and although public facing work was not currently possible, the time had been utilised to ensure the infrastructure was in place; a Community Speed Watch Co-ordinator and Road Traffic Collision Reduction Officer had been appointed; training was up to date; risk assessments completed; permission had been received from the Ministry of Defence for the Fire Bike Team to have access to the Weatherfield site and the virtual reality Rider Safety Course had been launched. The provision of consistent advice on fire safety to businesses that operated premises in different counties across the UK was welcomed by Members.

The Commissioner provided an update on Community Speed Watch, during which he was optimistic that this would return to normal, however in the meantime gradual steps would be needed to ensure social distancing is maintained, and there was a recognition of the impact of high visibility roadside presence on reducing speed.

Members unanimously agreed the recommendation as contained within the report. It was noted that Cllr Redsell refrained from voting on the item as she was not present for the duration of the item.

**RESOLVED:**

**That the report was noted.**

**5 Integrated Risk Management Plan 2020-2024**

The Panel received report EPFCP/16/20, which provided the Panel with the final version of the Essex County Fire and Rescue Service's Integrated Risk Management Plan (IRMP) 2020-2024.



Councillor Maddocks, Chair of the Integrated Risk Management Plan Sub-Group addressed the Panel, during which he brought attention to some recommendations not having been incorporated, following which he thanked Members and officers for their co-productive working.

Members requested that they receive a hard copy of the Plan when available.

Members unanimously agreed the recommendation contained within the report.

**RESOLVED:**

**That the Panel noted the IRMP, along with the contribution of the Police, Fire and Crime Panel Sub-Group formed to work with the Commissioner's office in developing the IRMP.**

**6 2021/22 Budget Setting Process**

The Panel received report EPFCP/17/20, which provided the panel with an outline of the 2021/22 budget setting process for the Police Fire and Crime Commissioner Fire and Rescue Authority (PFCCFRA) and the Police, Fire and Crime Commissioner (PFCC) for Essex (Essex Police).

The Commissioner introduced the report, following which Members thanked him for the invitation to participate in the budget process and requested that once established, that the Budget Working Group provide regular updates to the Panel.

Members unanimously agreed the recommendations as contained within the report, with an amendment to replace references of 'Sub-Committee' to 'Working Group'.

**RESOLVED: That**

**i) The Panel noted the report and considered the PFCC's invitation to participate in the process through the creation of a 2021/22 Budget Working Group.**

**ii) The Panel accepted the PFCC's invitation as set out above, appropriate dates for the working group meetings would be considered by the PFCC and the Panel Chair.**

**7 Essex PFCCP Grant Claim and Outturn Report - 2019/20**

The Panel received report EPFCP/28/20, which provided an update on the outturn position against the grant to be filed with the Home Office prior to the deadline of 31 July 2020.

Members unanimously agreed the recommendation contained within the report.

**RESOLVED:**

**That the report was noted.**

**8 Essex Police, Fire and Crime Panel Annual Report 2019-20**

The Panel received report EPFCP/19/20, which provided an overview of the Essex Police, Fire and Crime Panel's activities during the 2019/20 municipal year.

In reference to paragraph 3.1 of the report, it was noted that in July 2012, a shadow Panel was formed with the Essex Police and Crime Panel subsequently being established in 2013.

Members unanimously agreed the recommendation contained within the report.

**RESOLVED:**

**That the report was noted.**

**9 PFCC Decisions**

The Panel received report EPFCP/20/20, which provided the Panel with information about financial and strategic decisions made by the Police, Fire and Crime Commissioner.

The Commissioner introduced the report and the Panel reviewed the information provided.

Members unanimously agreed the recommendation contained within the report.

**RESOLVED:**

**That the report was noted.**

**10 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.

Response to Covid-19: The Commissioner took the opportunity to thank officers and staff for their exceptional service. During Covid-19, neither Safe and Well visits or home visits had been possible, however the Fire and Rescue Service had assisted other services during this time. Although the night-time economy had reduced, sexual abuse, sexual violence and

child exploitation had continued unabated. There had been an Adopt, Adapt, Abandon approach and a focus on preparation in case of a resurgence in the virus over the coming months.

Tilbury Grain Fire: Was a significant threat which was dealt with exceptionally well by the Fire Service who used inventive techniques to control the fires.

Operation Venetic: There had been in excess of 700 arrests nationally in relation to the encrypted telephone based drug gang.

The Essex Restoration and Mediation Service Annual Report: Members were asked to view the 2019/20 annual report that had recently been published.

In response to questioning, Members were reassured that there was a serious commitment to road policing and the Rural Engagement Team; and received an update on the special home funding bid in relation to the Tilbury incident.

#### **11 National Association of Police, Fire and Crime Panel Survey Report**

The Panel received the National Association of Police, Fire and Crime Panels survey report and findings dated 28 June 2020.

Mr Gili-Ross informed the Panel that twenty Panels had responded to the survey and their responses would be used to drive the work programme of the National Association. During his presentation, Mr Gili-Ross highlighted the themes which were Commissioner related.

Members unanimously agreed the recommendation contained within the report.

#### **RESOLVED:**

**That the report was noted.**

*Cllr McGurran left the meeting at this point.*

#### **12 National Association of Police Fire and Crime Panel Update**

The Panel received a verbal report from John Gili-Ross which provided an update on the activities of the National Association of Police, Fire and Crime Panels.

#### **RESOLVED:**

**That the verbal report was noted.**

#### **13 Forward Look**

The Panel received report EPFCP/22/20, setting out the business proposed to be taken to meetings up to December 2020.

The Panel received an update on the timeframe in respect of a Confirmation Hearing.

The Panel requested that a review of ENS be included in the forward look. If Members were minded, a report on the impact of complaints in the PFCCs Office could be presented at the end of Quarter 4 / beginning of Quarter 1.

It was requested that the Budget working group meet to discuss the budget process.

The Panel **noted** the report.

#### **14 Dates of Future Meetings**

The Panel received report EPFCP/23/20, setting out the proposed Panel meeting dates for 2020.

The Panel **noted** the report.

#### **15 Dates of the next meetings**

The Panel will next meet at 2.00pm on Thursday, 22 October 2020. There will be a pre-meeting for Panel Members only, commencing at 12.30pm.

#### **16 Urgent Business**

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

The meeting closed at 16:32 pm.

**Chairman**  
**22 October 2020**

## 2021/22 Budget Scene Setting

### Agenda Item 4

Reference number: EPFCP/24/20

<b>Report title:</b> 2021/22 Budget Scene Setting	
<b>Report to:</b> Essex Police, Fire and Crime Panel	
<b>Report author:</b> Police, Fire and Crime Commissioner for Essex	
<b>Date:</b> 22 October 2020	<b>For:</b> Noting and comment
<b>Enquiries to:</b> Elizabeth Helm (Interim Head of Finance & S151 Officer to the PFCC) E-mail: <a href="mailto:elizabeth.helm@essex.police.uk">elizabeth.helm@essex.police.uk</a>	
<b>County Divisions affected:</b> All Essex	

#### 1. Purpose of Report

This report lays out the background issues on setting the 2021/22 budget.

#### 2. Recommendations

Note the background issues on setting the 2021/22 budget.

#### 3. Context

- 3.1. The 2021/22 budget is being set against the difficult backdrop of the COVID-19 pandemic. The impact of a period of lockdown and resultant increase in unemployment across the county means that the pressure to balance the budget is particularly challenging in light of the impact on the Council taxbase.
- 3.2. The Comprehensive Spending Review (CSR) is anticipated in the Autumn. While it is not known whether this will be a further one-year review, the current assumption is that it will be a multi-year offer.
- 3.3. It is anticipated that the funding settlement and level of government grant will not be known until January 2021.

#### 4. Council Tax

- 4.1. Throughout the financial year, an adverse impact has been seen on council tax collection rates across the county (in line with those seen nationally), these include:
  - i. Increasing number of claims for Local Council Tax Support (LCTS), primarily arising from unemployment whereby the household becomes entitled to significant reduction (circa 75%) to their council tax bill;
  - ii. Cancellation of existing payment methods, e.g. direct debits where households are uncertain of their current or future income levels; and
  - iii. A pause on recovery action, with reminder notices being issued later in the year than would otherwise have been sent.
- 4.2. The billing authorities across Essex have been submitting monthly estimates to the Ministry of Housing, Communities and Local Government (MHCLG) estimating their loss of 2020/21 council tax income arising from the COVID-19 pandemic. These

## 2021/22 Budget Scene Setting

have been shared with the PFCC and are being used to inform the medium-term financial strategy (MTFS).

- 4.3. Each year, billing authorities are required to provide the preceptors with an estimate of the taxbase for the coming year. Then once the precepts have been agreed, the billing authority must pay over that value as determined by that taxbase.
- 4.4. All council tax received is processed through the Collection Fund, which is where the payments to the preceptors are made. Dependent on levels of collection, this fund may be in surplus or deficit.
- 4.5. Historically, the trend in Essex has been for the billing authorities to have a surplus on this account, which is then paid over to the preceptors in the following financial year. As such, the PFCC have previously forecast to receive a surplus each financial year in the MTFS.
- 4.6. As a result of the above, the current MTFS assumes no growth in the taxbase (previously growth was in excess of 1% due to additional housing developments across the county). Further, a collection fund deficit is forecast, although following MHCLG guidance, this has been budgeted over three financial years.
- 4.7. The MTFS assumes a 2% precept increase in 2021/22.
- 4.8. Billing authorities will provide an estimate of the 2021/22 taxbase in December, with the position confirmed by the statutory deadline of 31<sup>st</sup> January 2021. With the Coronavirus Job Retention Scheme (furlough scheme) ending at on 31<sup>st</sup> October, there is a risk that unemployment will rise after that point, thus reducing the taxbase between current estimates and the December returns.

## 5. Medium Term Financial Strategy (MTFS)

### Essex Police

- 5.1. The Essex Police MTFS that was presented to the PFCC Panel in February 2020, showed the following position as laid out in figure 1 below:

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Annual growth/ (savings) required	(4.7)	(2.8)	(3.5)	(4.5)	(3.1)
Cumulative savings	(4.7)	(7.5)	(11)	(15.5)	(18.6)

Figure 1 Essex Police MTFS February 2020

## 2021/22 Budget Scene Setting

5.2. The MTFS that was presented to the September 2020 Strategic Board showed the position as laid out in figure 2 below

Medium Term Financial Strategy 2021/22 - 2025/26 - Precept Increase 2.0% 2021/22 and 2.5% Annually Thereafter						
	2021/22	2022/23	2023/24	2024/25	2025/26	5 Year Total
	£m	£m	£m	£m	£m	£m
Budget Requirement - before Savings & Efficiencies	322.6	327.4	333.2	338.1	343.0	1,664.3
Strategic Change Savings & Efficiencies Plan (S&EP) - <u>cashable</u>	(2.3)	(1.3)	(0.8)	(1.1)	0.0	(5.5)
Net Budget Requirement	320.3	326.1	332.4	337.0	343.0	1,658.8
Total Funding	(315.5)	(319.2)	(324.9)	(331.3)	(337.6)	(1,628.5)
Annual (Shortfall)/Surplus	(4.8)	(6.9)	(7.5)	(5.7)	(5.4)	(30.3)

Figure 2 Essex Police MTFS September 2020

5.3. The movement between the February and September MTFS, is mainly due to the adverse impact of council tax related to COVID-19. This has been mitigated by the identification of further savings, which are spread across a number of efficiency and productive plans.

5.4. Other issues which are being factored into the MTFS are:

- i. The pay settlement
- ii. Cost pressures and investments (1% to 2%)
- iii. Invest to save (up to 2%)
- iv. Technology
- v. Force growth
- vi. Increase in service demand
- vii. Expectation of further cash and non-cash savings
- viii. Affordability of capital over the medium term

5.5. During 2020/21 Police Officer growth, as can be seen in figure 3 below, was above target until August, then the position went below target but will return to nearly on target once the next cohort of Officers complete their training in November. The Police Officer numbers will be on target by the end of the financial year, which will feed into the 2021/22 budget.

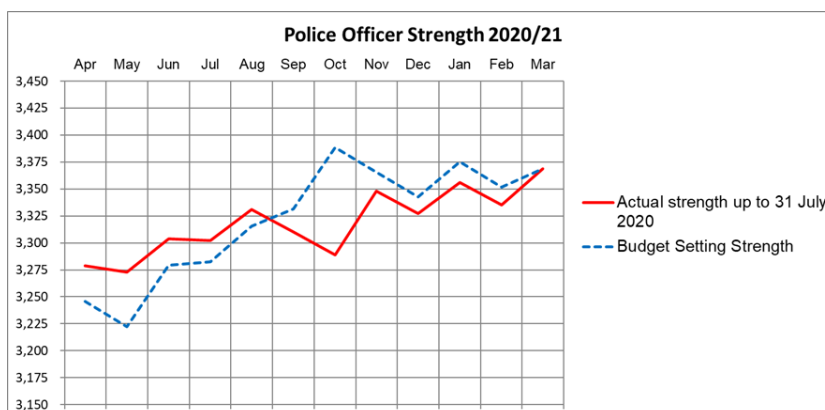


Figure 3 Essex Police Officer Growth 2020/21

## 2021/22 Budget Scene Setting

### Essex Fire and Rescue Services

5.6. The Essex Fire and Rescue Services MTFS presented to the PFCC Panel in February 2020 showed the following position as laid out in figure 4 below

	2019/20	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000
Net expenditure	73,797	74,973	76,423	77,820	79,140
<b>Total resources</b>	<b>73,797</b>	<b>74,853</b>	<b>73,637</b>	<b>74,198</b>	<b>74,785</b>
Savings Required		120	2,666	836	733
<b>Cumulative Savings Required</b>		<b>120</b>	<b>2,787</b>	<b>3,623</b>	<b>4,355</b>

Figure 4 Essex Fire and Rescue Services MTFS February 2020

5.7. The Essex Fire and Rescue Services MTFS in September 2020 showed the position as laid out in figure 5 below

Medium Term Financial Strategy 2020/21-2023/24					
	2020/21	2021/22	2022/23	2023/24	Total
	£m	£m	£m	£m	£m
Budget Requirement - before Savings & Efficiencies	74.9	76.4	77.8	79.1	308.2
Strategic Change Savings & Efficiencies Plan (S&EP) - cashable	(0.8)	(0.8)	(0.8)	(0.8)	(3.2)
Net Budget Requirement	74.1	75.6	77.0	78.3	305.0
Total Funding	(74.8)	(73.6)	(74.1)	(74.8)	(297.3)
Annual (Shortfall)/Surplus	0.7	(2.0)	(2.9)	(3.5)	(7.7)

Figure 5 Essex Fire and Rescue Services MTFS September 2020

5.8. Again, the adverse movement from the February position to September is due to the adverse impact of council tax relates to COVID-19.

5.9. Other issues which are being factored into the MTFS are:

- i. The pay settlement
- ii. Day crew conversion
- iii. Cost pressures and investments (1% to 2%)
- iv. Expectation of further cash and non-cash savings
- v. Productivity and broadening the role
- vi. Affordability of capital over medium term
- vii. Impact of business rates on funding position

## 6. Next steps

6.1. Further iterations of the MTFS for both Essex Police and Essex Fire and Rescue Services continue to be developed as savings plans are agreed and further information on the taxbase is known. An update on the MTFS will be shared with the Panel in December.

6.2. As, the funding settlement is anticipated in early January, which will confirm the level of government grant to be included in the budget, therefore flexibility may be needed around the PFCC Panel meeting date to confirm the precept.



<b>Report title: Annual Report and Statement of Assurance 2019-2020</b>	
<b>Report to:</b> Essex Police, Fire and Crime Panel	
<b>Report author:</b> Darren Horsman (Strategic Head of Policy and Public Engagement)	
<b>Date:</b> 22 October 2020	<b>For:</b> Noting, commenting and endorsing
<b>Enquiries to:</b> Darren Horsman, Telephone: 07967 821067 Email: Darren.Horsman@essex.police.uk	
<b>County Divisions affected:</b> All Essex	

### 1. Purpose of Report

This report provides the Panel with the draft Annual Report and Statement of Assurance 2019-2020. The draft report is attached at Annex A.

The Police, Fire and Crime Panel has a statutory duty to review and provide feedback on the draft Annual Report and Statement of Assurance 2019-2020.

### 2. Recommendations

That Panel members note the draft Annual Report and Statement of Assurance 2019-20 and either endorse this version or provide comment on the content.

### 3. Context/Summary

The Fire and Rescue National Framework for England sets out the priorities and objectives for fire and rescue authorities in connection with the discharge of their functions. Every Fire and Rescue Authority must publish an annual statement of assurance of compliance with the Framework.

For 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 of Assurance'.

The statement outlines the way 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 (most notably the Fire and Rescue Plan). The authority must also provide assurance to their community and to government on financial, governance and operational matters.

The document attached at Annex A includes further information to help our communities understand the work undertaken and the performance achieved by the Essex County Fire and Rescue Service during 2019-2020.

## **Annual Report and Statement of Assurance 2019-2020**

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

### **4. Appendices**

Appendix A - Annual Report and Statement of Assurance 2019-2020.



# Annual Report and Statement of Assurance 2019/20





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

The report covers the financial year 2019/20, and includes highlights of the year, how we spent your money, performance against our targets and how we are working to improve our service to you.

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



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# Fire and Rescue Statement

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

It says the statement should:

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

The authority must also provide assurance to their community and to government on financial, governance and operational matters. For Police Crime Commissioner Fire and Rescue Authorities (PCC FRA), this statement is subject to scrutiny by

the Police, Fire and Crime Panel. The name of this statement differs across governance models. In the case of PCC FRAs it is called the ‘Fire and Rescue Statement’.”

## 2019/20 Fire and Rescue Statement of Assurance

Essex Police Fire Crime Commissioner Fire and Rescue Authority (EPFCCFRA) is satisfied that its business during the financial year 2019/20 was conducted in accordance with the law and proper standards and that public money was properly accounted for and used economically, efficiently and effectively.

The Authority is further satisfied that the requirements of the Fire and Rescue National Framework for England have been met. Evidence to support this judgement can be found within this report, specifically:

Governance matters - page 5  
Integrated Risk Management Plan - page 36  
Financial Matters - page 44

Signed:

Roger Hirst  
Police Fire and Crime Commissioner



# Governance

Essex Police, Fire and Crime Commissioner Fire and Rescue Authority

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

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

## Responsibilities regarding Essex County Fire and Rescue Service

The PFCC must:

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

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

## Our Police Fire and Crime Commissioner is Roger Hirst.

Roger took on governance of Essex County Fire and Rescue Service in 2017 following approval from the Home Secretary and wide spread support from the public and partners across Essex. As the first Police, Fire and Crime Commissioner in the Country Roger has helped to establish the role and developed the first Fire and Rescue Plan. The Plan set out an ambitious programme of change and development for the Service, increasing efforts to keep vulnerable people safe, prevent fire, work collaboratively with partners and ensure an efficient and effective fire and rescue service.

The Police Fire Crime Commissioner election were due to take place in May 2020. Due to the COVID9 public health crisis the elections have been postponed for a year and the government passed emergency legislation to ensure existing Police Fire and Crime Commissioners continue in post until the elections can

# Police, Fire and Crime Commissioner's Report

## Roger Hirst

Since becoming the Police, Fire and Crime Commissioner for Essex in 2017 it has been a pleasure to see how the Service has grown and developed, improving the value it delivers for the people of Essex and way it manages risk across our county.

This report is important not only because it records the Service's performance during the 2019-2020 year but because it is the first report to do this against the priorities set out in the Fire and Rescue Plan 2019-2024. The Plan was developed with considerable public and partner engagement and has led this year to the development and publication of a new Integrated Risk Management Plan (IRMP) that will help the Service deliver against its strategic priorities.

The Fire and Rescue Plan marks an important shift in the priorities for the Service with increased focus on working together with partners to reduce harm in Essex. Wherever possible we need to reduce the risk to the public and prevent incidents happening in the first place and this report shows clear, early signs of this shift taking effect.

It is encouraging to see the work undertaken by the Service around prevention. From the 191,000 children reached by the joint education team, the great work being done with young drivers in partnership with Safer Essex Roads Partnership and the continued success of Safe and Well visits the Service is making a real difference. This is good work and I know there is more that we all want to achieve so it is exciting to see these early signs of progress.

During the year the Service also underwent its first inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services. This was a welcome inspection which showed that real progress is being made and that where improvement needs to be made the Service is aware of this and have plans in place.

One area that was picked up in the Inspection, as it has been picked up by the Inspectorate in fire and rescue services across the country, was the fire safety inspection programme which sits as part of our protection work. Since the visit we have developed and approved a new protection strategy, implemented a new risk-based inspection regime, increased the size of the team and improved the IT available.

This year the Service has also continued to develop the work it does with other services, increasing the number of fire stations available for use as police drop in centres to eleven and further developing its joint procurement work.



The culture of collaboration and partnership working really shone through towards the end of this financial year as the Service took a leadership role in responding to the COVID-19 pandemic. As the joint chair of the Essex Resilience Forum the Service played a central role in bring together partners, managing the emergency response and protecting our communities and in particular the vulnerable in our county.

The contribution the Service made came from all levels of the organisation from the Chief Fire Officer, Deputy Chief Fire Officer and their senior leadership team to the many firefighters and staff who volunteered to drive ambulances, deliver food and medicine to the vulnerable or help our colleagues in the NHS set up new intensive care beds.

This was done at a time when the Service was also under its own operational pressure. This ability to continue to deliver an excellent Service, make a significant contribution to our county-wide response efforts and provide expert planning and leadership is what makes our Service so special.

I would like to thank all of those involved not just in the response to COVID-19 but in keeping our communities safe throughout the year. This year has been a good year where real progress has been achieved and we have laid a solid foundation for continued progress in the future.

**Roger Hirst**  
Police, Fire and Crime Commissioner



# Review of the Year

## Chief Fire Officer/ Chief Executive

### Jo Turton

I am delighted to share with you Essex County Fire and Rescue Service's annual report and statement of assurance. This report has been developed to help our public understand our Service, and how we manage our budgets and spend our money.

As an organisation, we have been through some major changes in the last few years, but one thing that has remained constant is the passion and professionalism that our staff and volunteers display.

Our vision is that safe and secure communities are the bedrock on which we build well-being and prosperity for all. To do this, our Service needs to be efficient and effective across all the services we provide, preventing incidents wherever possible and making sure we're embedded in our communities across Essex.

But none of this can be achieved if we don't have the right financial support, or manage our budgets in the correct way. Our statement of accounts outlines some of the key financial issues in areas such as revenue and capital spending, ensuring that we are investing in the key areas that help drive change, Page 26 of 94

reduce risk and ensure that we can continue to provide a first-class emergency response service.

### **We're there when you need us**

Essex County Fire and Rescue Service (ECFRS) attended 15,033 incidents from April 2019 to March 2020; that's down from 15,513 the previous year, with the total number of incidents attended by the Service decreasing consistently over the last four years.

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

Our performance data highlights August 2019 as our busiest month, as the Service attended 1,612 incidents, with both July and September 2019 also seeing us attend a high number of incidents. This is a typical trend for us, along with other fire and rescue services, where the summer period sees the most incidents. This is due to outdoor barbecues, garden bonfires, and also grass field fires – or wild fires – as a result of the hot and dry summer. Wildfires typically require a lot of fire engines to attend the incident, which has an impact on the cost and resources needed from our Service.

There were 4,580 fires attended by ECFRS in 2019/2020, that's the lowest number attended per year since 2016/2017.

Of course, our work focuses on more than just responding to fires; we want to prevent them from happening in the first place. We are passionate and committed to ensuring the people of Essex get the best possible fire and rescue service – it's what our public expect and deserve. This means we need a service that continues to drive down the number of incidents, has effective and efficient prevention, protection and response activities in place, works well within communities and with its partners and is transparent, open and accessible, as well as being a great place to work.

## **Keeping our residents safe and well**

When I meet people and speak about our organisation, I find that sometimes they can be surprised that our role as a fire and rescue service is more than putting out fires. We are a Service that is also focused on preventing fires and harm from happening in the first place; and that takes continuous improvement and work behind the scenes.

Our staff and volunteers undertake Home Safety and Safe and Well visits across Essex, reaching and engaging with those most vulnerable to fire in our communities.

The vast majority of home safety visits in 2019/2020 were with people aged 65 and over. We also conducted over 3,000 visits to people that live alone or have a disability. Reaching these communities is an incredibly important part of the work and

service that we deliver, as we know that these people are at the highest risk of dying in a fire.

We know that safe children become safe adults, and that's why our community safety work focuses on reaching and engaging with children across the county. In 2019/2020, our education team engaged with 191,401 children across Essex. Additionally, our bespoke Firebreak courses – targeted intervention programmes for people aged 10-12, 13-17 and 18 onwards – aims to promote a culture of safety by providing a range of vital and transferable life skills. In 2019/202, 87% of the 269 participants completed the courses.

## **HMICFRS**

In 2019 we were inspected by Her Majesty's Inspectorate of Constabulary and Fire and Rescue (HMICFRS) – a first for all fire and rescue services across the country. We went into it with an open and positive mind-set, welcoming the process and seeing it as a helpful addition to our existing improvement and transformation programme.

For us, there were no surprises in the Inspectorate's findings; the feedback echoes what we told the inspectorate, and reassures us that we are self-aware and that our focus is in the right areas.

Although HMICFRS stated they were satisfied with some aspects of the performance of Essex County Fire and Rescue Service, the inspectorate graded the Service overall as "requires improvement".



The Inspectorate recognised the Service is good at responding to fires and emergencies and responding to national risks; a reflection of our hard work. They noted that we were good at:

- Responding to fires and other emergencies
- Responding to national risks
- Making the fire and rescue service affordable now and in the future
- Managing performance and developing leaders

The report also highlighted where we still have more to do, in particular around protection, especially technical fire safety, prevention and above all getting the culture of the Service to where it needs to be, including better recruitment and retention of our on-call firefighters. These are areas where the Service is already taking actions to address.

We will continue to invest in these areas that require improvement, and these areas are already recognised as priorities within our Fire and Rescue Plan.

## **Our people make our Service**

From a record number of nominations submitted for our staff People Awards, to celebrations of 50 years and 45 years in service – our people are our greatest asset, and they’ve continued to shine in this last year.

Over the last year we have welcomed new staff across our Service, including new wholetime firefighter squads, Deputy

Chief Fire Officer, Corporate Services Director and Chief Financial Officer (Section 151). We know that new staff bring with them different experiences and a fresh outlook, and it’s fantastic that we continue to attract high calibre individuals. We’ve also introduced some new roles to support our Service priorities, including our Assistant Chief Executive of People, Culture and Values, as well as four On-Call Liaison Officers.

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

In 2019 we ran a listening exercise for all of our people, this was called ‘Everyone Matters’. What we heard from Everyone Matters informs how we lead our Service - developing our culture one conversation at a time. This feedback was invaluable in influencing the content of our People Strategy 2020-2024.

## **Medium Term Financial Plan**

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

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

You can read more, and read our MTFP here: [https://www.essex-fire.gov.uk/documents/Medium\\_Term\\_Financial\\_Plan\\_2020-24](https://www.essex-fire.gov.uk/documents/Medium_Term_Financial_Plan_2020-24)

## **COVID 19**

And finally, as I write this, we're in a global pandemic, that has affected each and every one of us in some way. I am incredibly proud of our response to this as a Service. We have been united in kind, and have adapted, responded and volunteered, helping to keep our residents safe and informed.

Throughout the pandemic, we have continued to provide a full emergency fire and rescue service response for our public and fulfil our duties under the Fire and Rescue Services Act 2004. In addition to delivering our responsibilities to respond to risk within our communities through our prevention and legislative fire safety functions, we made sure our staff were provided with the PPE and equipment to enable them to undertake their duties safely. We also made sure our duty to secure water supplies for the use of firefighting was maintained.

Our priorities have been to help stop the spread of this virus with the support of our public sector and emergency service partners, protect our public, our colleagues and safeguard our resilience.

Though the situation involving coronavirus (COVID-19) is unprecedented, ECFRS has a robust operational and business continuity plan which we regularly update and test, so that in events such as this, we are prepared and confident in meeting these challenges. Because of this we have maintained a good level of service, despite the challenges that Covid-19 has and continues to present.

As always, ECFRS is working hard to maintain communication and engagement with the public. While it has been necessary to postpone events such as car washes and station visits, we have continued to deliver safety messages and updates through our website, social media channels and via local media.

We changed the way we carried out our home fire safety and safe and well visits, prioritising them for people who are particularly vulnerable to the risk of fire. During that time we continued to provide home safety advice over the phone, deliver smoke alarms and fitting instructions where needed and ensured more staff than ever were available to reassure, educate and advise anyone who needs this information. In terms of business safety, we have a legal duty to enforce the regulatory reform fire safety order, and have done this the best we can in this situation.

As this situation developed, and more people were staying at home, we saw an increase in garden and outdoor fires. In fact, in March 2020 outdoor fires doubled in Essex, and house fires were also higher than the same time the previous year. We responded to this and increased our safety messaging around

these types of incidents, and we were keen to embrace new ways of engaging with our public. Our staff recorded selfie-style home fire safety videos that we then used on social media.

Our most recent wholetime firefighter recruitment has seen our squad complete their training despite the difficulties that have arisen during these unique and unprecedented times, and their trainers have been full of praise for the squad's professionalism, adaptability, hard work and dedication during the pandemic.

In response to the Covid-19 pandemic, colleagues offered to give their time during evenings and weekends, volunteering to help move hospital beds between Braintree, Brentwood and Thurrock community care hospitals.

Additionally, our staff delivered food and medicine to those residents who were vulnerable and self-isolating. Others have given up their Saturday mornings to litter pick at beaches so families can enjoy the county's coastlines.

This is in addition to our Service's work with the East of England Ambulance Service Trust, which has seen 19 of our on-call firefighters driving ambulances, and our Service driving instructors training 27 student paramedics and army volunteers to drive ambulances.

**That just leaves one last thing left to say, and that's thank you.**

Thank you to everyone who continues to support us. For some, your support has shifted from attending our station events and open days, and instead you may be supporting us through engaging with us on our social media channels, following our safety advice, or passing on details of a vulnerable neighbour or person for us to visit. However you have supported us this year, thank you.

**Jo Turton**  
**Chief Fire Officer/ Chief Executive**



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# Our Service

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

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

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

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



## Our Vision

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

## Our mission

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

## Our Values

**We are open, honest and trustworthy**

**We are courageous in everything we do**

**We work as one team**

**We are always professional**

**We value the contribution of all**

## Our Service Leadership Team

### **Jo Turton**

Chief Fire Officer/ Chief Executive

### **Rick Hylton**

Deputy Chief Fire Officer

### **Dave Bill**

Assistant Chief Fire Officer  
Innovation and Change

### **Karl Edwards**

Director of Corporate Services

### **Colette Black**

Assistant Chief Executive  
People, Values and Culture

### **Moir Bruin**

Assistant Chief Fire Officer  
Prevention, Protection, Response

### **Neil Cross**

Chief Finance Officer  
Section 151 Officer

### **Emily Cheyne**

Assistant Director  
Corporate Communications and Marketing



# Our strategic priorities

## Fire and Rescue Plan

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

Working with the public and alongside our partners, we created the plan to make sure we provide efficient and effective prevention, protection and response activities.

This report focuses on our achievements and actions against each of these Fire and Rescue Plan priorities:

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

## Integrated Risk Management Plan

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

Our plan covers four years and will:

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

# Our year at a glance | April 2019 - March 2020



April | Leigh-on-Sea Fire Station celebrates its 50 year anniversary.



June | Technical Fire Safety Team's Andre is recognised for his work to support the Fire Fighters Charity.



August | Passing out Parade for seven new wholetime firefighters.



May | Head of Technical Services, Steve, celebrates 40 years of service.



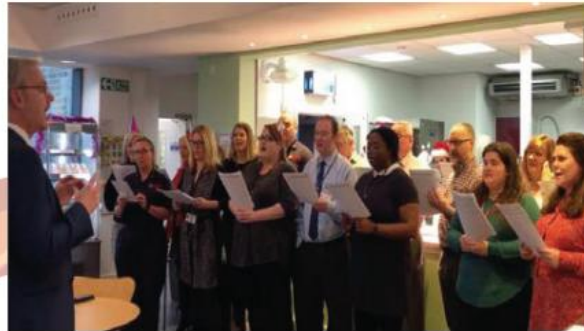
July | Halstead and Brentwood Fire Stations named in top four in country in energy saving competition Green Action. Both stations reduced their energy consumption by 17%.



September | Colleagues who have dedicated more than 20 years' service were presented with Long Service and Good Conduct medals at a special ceremony.



October | Road Traffic Collision extrication team are named Best Overall Extrication Team in UK Rescue Organisation competition.



December | Essex Fire Choir spreads cheer at Service Volunteer Recognition event and during the Christmas lunches at Service HQ.



February | Community Builder Les is recognised in a special event for celebrating 50 years in service.



November | ECFRS organises and hosts biggest of its kind, two-day exercise for search and rescue dogs from fire services and police forces across the UK.



January | Community Builder Les and Disability and Impairment Officer Paul are both to be awarded British Empire Medals (BEM) in the New Year's Honours.



March | Remote smoke alarm repair success - the Service responds to COVID and makes changes to our home safety offering, keeping our residents safe in their homes.



# Priority 1 | Prevention, protection and response

## Prevention

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

- There is a joint understanding of risk, and that the most appropriate intervention from all partners is identified and agreed
- Our approach is intelligence led and targeted to individuals who are deemed vulnerable from:
  - Risk of fire
  - Risk of being killed, seriously injured on our roads
  - Risk of injury or death in the water
- Our prevention strategy and focus aligns with the National Fire Chiefs Council (NFCC) and HM Government campaigns
- There is effective safeguarding of adults and children

- That we review and continuously improve delivery of our activities to ensure high quality, effective interventions
- We evaluate the work we deliver to ensure that we can demonstrate that we prevented an event from occurring

### Accidental Dwelling Fires

We are focused on continuing to reduce the number of Accidental Dwelling Fires (ADFs), keeping our most vulnerable and communities in Essex safer. This number has been declining since 2017, but we know there is more work to do:

<b>2019/2020</b>	<b>783</b>
2018/2019	829
2017/2018	837

## Education Programmes

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

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

- The Education Team instructed 191,401 children across the county between April 2019 and March 2020.
- The Education team now cover all year 3, year 6, year 7, year 8 and year 9 children in the County: approximately 3580 classes (107,400 children).
- As part of the police collaboration, the Education team offers a Cyber Safety programme to all year 6 children in the county and a healthy relationship programme to all year 9 children. It also delivers knife crime prevention, gangs awareness and hate crime awareness across several year groups.



## Fire Cadets and Duke of Edinburgh

The Community Development and Safeguarding Team currently supports 147 cadets at 18 Cadet Units. These units are based at six locations – Clacton, Dovercourt, Great Baddow, Harlow, Orsett and Southend.

Fire Cadets have the opportunity to earn a Duke of Edinburgh award as part of their cadet programme. After successfully applying to come back for second and third years, students have the opportunity become volunteer instructors, helping the course instructors with next year's recruits, demonstrating drills and supporting training delivery.

**In 2019/20 154 students successfully completed a Duke of Edinburgh award. 74 Bronze, 45 Silver and 35 Gold.**





## The Firebreak Programme

Essex County Fire and Rescue Service have been working with organisations and charities for more than 15 years to deliver life changing Firebreak courses to thousands of people in Essex.

Firebreak courses are run by a specially trained firefighters and uses many of the main firefighter training skills to boost the confidence, self-esteem and communications skills of it's participants.

## case study

### Extra 21 Firebreak

The courses are run thanks to sponsorship by charities and organisations, including long standing partners like Down Syndrome Extra 21. The fire service hosted a Firebreak course with them in August 2019, which funded by the Worshipful Company of Firefighters.

The students on the course were a group of young people with Down Syndrome and their siblings who took part in the four day course held at Maldon Fire Station.

The students, aged between 13-24 years old, were guided through a series of challenging firefighting tasks by a team of firefighter mentors. Activities included using the powerful water hoses and ladders. The students were also taught a variety of life skills to help develop their communication, self-confidence and discipline as well as important fire safety lessons for independent living.

The Firebreak courses have a proven record of improving communication, confidence, and self-esteem in the students. The skills learned at the courses also have long-lasting effects. The Firebreak team check in with the students six months after the courses, and the feedback shows that the students continue to see improvement long after the courses finish.

### Parent feedback

"This course has been great for the children taking part; it has given them a chance to show themselves and everyone else exactly what they are capable of. The determination they have shown during a week which is completely out of the ordinary for them has been incredible.

"Just over the course of the week I have seen him grow up and become more responsible. Every day he came home excited about going back the next day and learning even more.

"This was the best thing that has happened to our son in the past few years. In our opinion, the course has built his self confidence and self worth which will be very important in his future life. "

# Protection

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

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

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

As with all fire and rescue services, we are now reviewing our policies and procedures in line with the outcomes of the Grenfell Tower Inquiry reports. This will undoubtedly have an effect on fire safety nationally. We will make sure our organisation is in a position to be able to respond quickly and effectively to any recommendation made by the inquiry.

Our teams are involved in a number of activities to make sure our communities are safe. These include the following:

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

## Statutory Consultations

As well as auditing premises to check compliance with fire safety regulations, experienced team members are involved at the design stage of new buildings through planning where ECFRS are consulted by local authorities on access and water supplies to new premises. **In 2019-20 Inspecting officers received 506 planning consultations.**

In addition to planning consultations the Inspecting Officers also receive consultations on new build premises and other premises where there is to be a material alteration to that building.

**In 2019-20, Inspecting Officers dealt with 1315 Building Regulations consultations.**

Licensing applications are also processed by the Protection Team as the Service are a statutory consultee. Premises require a licence for a number of reasons, for example the sale or supply of alcohol, to provide regulated entertainment, or to provide late night refreshment. **In 2019-20 Inspecting Officers received 506 licensing applications.**



# case study

## Bolton Student Accommodation Fire Response

Following on from the large fire in a student accommodation Block in Bolton in November 2019. The TFS Department implemented a thematic audit programme of student accommodation and buildings within Essex.

During this audit programme TFS Officers engaged with those responsible for premises providing Higher Education to ensure that the premises were safe and give advice as appropriate.

It was clear that external cladding was an issue for the Fire Service in Bolton, in particular High Pressure Laminate (HPL) cladding.

Some premises in Essex had already been identified as having this type of cladding and the Service had been liaising with those responsible for the buildings to ensure steps were being taken to mitigate the risk and ultimately replace the cladding.

During the thematic audit programme over a hundred buildings were audited within a 4 week period.



## Think Sprinkler Strategy

In 2013, the Service agreed to pledge £250,000 per year to match fund sprinkler installations across buildings and accommodation in Essex, and that match funding continues today.

The money we invest in this scheme is used to provide funding for local authorities, housing associations and charities to fit sprinkler systems and protect the most vulnerable people in our county.

Since it started, we have invested over £600,000 in this scheme and we are committed to continuing this valuable work.

### Did you know?

There is a common belief if a fire starts in a property that has sprinklers fitted, that every sprinkler head will activate, flooding a property. **This is untrue.** Individual sprinkler heads will only activate when the room temperature reaches a certain point.

The heads operate as individual heat sensors – water is only released in the area where there is a fire. In 60% of cases, fires are controlled by the spray from four sprinklers or fewer.

Firefighters often use 15 times more water from hoses to do the same job as a sprinkler does alone.



## Parkside Tower - saving lives with sprinkler installation

Parkside Tower in Chelmsford was the first building in Essex that we awarded funding to for a sprinkler system.

Two years after the system was installed, a fire started in a flat and the sprinkler system activated. The fire was quickly extinguished, there were no injuries and there was so little damage that the occupant did not need to be rehoused.

Comparing this to a property without sprinklers, residents would need to evacuate, possibly along with the other flats on that floor, the fire would continue to develop until fire service intervention.

A spokesperson for the housing provider for Parkside said:

“The safety and well-being of our customers is always our top priority. The sprinkler system at Parkside Tower is a key part of the building’s fire safety and prevention measures, and has already proven to be an effective in preventing the spread of fire and protecting our customers. We would like to thank ECFRS for working in partnership with us on the installation of the sprinkler system and other fire safety measures at Parkside.”

The total cost of the retrofitting project at Parkside Tower was £187,000 this also included other works to the flats such as replacement lighting, and ECFRS made a contribution of £50,000 to the retrofitting of sprinklers.

## Think Sprinkler

There is clear evidence that sprinklers can be effective in stopping fires spreading and putting them out.



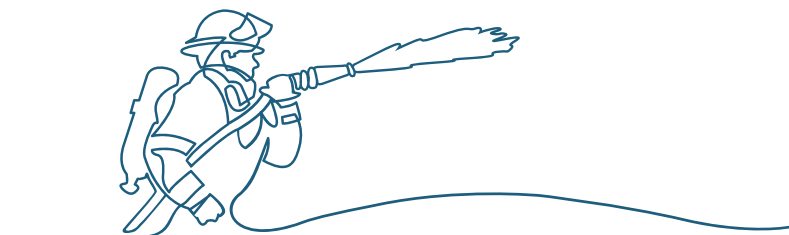
# Response

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

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

## Incident numbers across Essex over the last five years

	2019/20	2018/19	2017/18	2016/17
Total	15,033	15,513	15,570	15,645
Fires	4,580	4,935	4,771	4,973
Special services	4,502	4,283	4,485	4,626
False alarms	5,951	6,295	6,314	6,046



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

### First attendance to potentially life-threatening incidents Target - average of 10 minutes

2019/2020	10 minutes 6 seconds
2018/2019	10 minutes 26 seconds
2017/2018	10 minutes 7 seconds

### First attendance to 90% of all incidents within 15 minutes

2019/2020	87%
2018/2019	87%
2017/2018	87%

## Injuries and fatalities

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

	Primary fire fatalities	Primary fire injuries
2019/2020	2	65
2018/2019	4	67
2017/2018	7	74
2016/2017	7	88

## Appliance availability

We maximise the availability and utilisation of resources within our operational response model. **During 2019/20 our fire appliances had availability of 81%.**

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

Total pumping appliance availability   Target - 94%	
	Average
2019/2020	81%
2018/2019	84%
2017/2018	85%

## Operational assurance and lessons learned

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

We have a robust monitoring and debriefing process which allows us to analyse all the operational work our crews carry out. This reassures us that we are continually improving the safety and effectiveness of our crews. Where appropriate, we share learning nationally through the joint operational learning and national operational learning platforms. **In 2019/20 there were 142 debriefs carried out by our Service.**

## Control

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

### 999 call volumes

Year	Calls	Incidents
2019/20	30,542	15,033
2018/19	32,595	15,513
2017/18	31,909	15,570

Another vital part of this role includes liaising with our blue light partners including Essex Police and East England Ambulance Service, as well as contacting third party providers such as National Rail, Highways Agency, energy companies and water companies.

Control are also responsible for answering and dealing with administrative calls from across the Service from Stations and Support services.

To ensure we can respond to 999 calls and incidents as efficiently and effectively as possible, Control also hold the responsibility for ensuring the Service maintains its fire cover throughout the county, which simply means making sure we have appliances distributed across Essex in such a way that we can reach all incidents within our agreed response times.

## case study

### **Every year, thousands of people across Essex find themselves involved in or witnessing an emergency.**

Instinctively, they all dial 999.

But who are those reassuring, ever-present voices on the other end of the line? Well, they're our Control Operators. Based in our Control Room at our Service Headquarters, they're there 24 hours a day, 365 days a year.

They're people like Julie, who manages Red Watch, and Jason, who oversees our Control training. With more than 30 years of experience in Control between them, they've been part of responding to thousands of incidents in what is a truly unique part of our Service.

"Every response to an emergency starts in the Control room, so if we can get our bit right, we know that we can help to make sure there's a positive outcome," Jason said.

"One of our biggest strengths is our ability to stay calm," added Julie. "We see things on a county-wide basis, so we understand the bigger picture of what resources we have available, how things are developing and what actions we need to take."

But it isn't always easy. The cliché that no two days are the same is never truer than when it comes to Control – and together, as a close-knit team, they overcome a range of challenges.

"We tell people to never assume we're aware of an incident and to always call 999, but naturally that means we end up with lots of callers when there is a traffic collision or fire on a busy road," Julie said. "It's not unusual for us to get 40 calls for the same car fire on the M25, for example."

"The bit that you then don't see or hear is what happens away from the phones," Jason added. "It's not just the volume of calls we receive, but the background and supporting of every incident that we have to do as well. Incident Commanders, crews and partner agencies all need to share and receive regular updates - at a big incident, that can be a lot of people that need information: all at exactly the same time."

Larger incidents naturally need more support – and attract more public attention. But, while a large fire or serious road traffic collision takes place, other emergencies continue happening across Essex, which also need Control's support.

"There are always other incidents. Just because we're managing an incident with 15 or 20 crews and its high-profile, it doesn't mean we can let other calls go without a response," said Julie. "Every incident has to be handled efficiently – regardless of what else is happening."

"It's like plate-spinning when it comes to managing several incidents at once," Jason explains.

"You're constantly going backwards and forwards keeping everyone up to date as things progress, which can often mean



repeating yourself: but that regular supply of accurate and timely information is essential.”

**So what can you do to help Control if you need them in an emergency?**

“One of our biggest challenges can be establishing where you actually are when you call us, which is obviously essential before we can help,” Julie said.

“What3Words has been brilliant in helping us do that quickly and accurately – sometimes an address just isn’t helpful, particularly if the person is in a remote area.”

The app, which is now used internationally and is available on all mobile devices, groups the world into billions of locations that are three metres squared. Each one has a unique three word combination, meaning it can easily be explained over the phone – and crews can then reach the right location.

“Once we know where you are, the best thing you can do to help us is stay calm and give us the information we need. If you panic, that’s when it starts to become difficult,” Julie added. “We’ll do everything we can to re-assure you but, when you dial 999, you become our eyes and ears for the emergency – so we need you to try and get across what’s happening so we can respond appropriately.”

Our Service responds to more than 15,000 emergencies each year – and every single one of them starts with people like Julie and Jason.



## Priority 2 | Improve safety on our roads

In 2019/20, 828\* people were killed or seriously injured on the roads in Essex (\* provisional Essex Police figure). While the number of casualties has been falling over time, the number of people killed or seriously injured on our roads remains unacceptably high.

Road safety is therefore a key priority for ECFRS; it is included as such in the Fire and Rescue Plan 2019-2024, and the current and emerging Integrated Risk Management Plan. This also aligns with the road safety priority in the Essex Police and Crime Plan 2016-2020.

As a key partner of the Safer Essex Roads Partnership (SERP) we are working to reduce the number of people killed or seriously injured on the roads in Essex. We have a range of initiatives designed to help all road users, including:

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

In 2019/20 our Road Safety and RTC Reduction Team attended and delivered 392 separate events, engaging with 39,000 road users on various aspects of road safety risk and consequence.



## case study

### **FireBike team helps to reduce motorcycle KSIs to lowest in six years**

The number of motorcyclists who were killed or seriously injured on Essex roads in 2019 has fallen to a six-year low. In 2019, there were 176 incidents, a 33% decrease compared to the highest number in six years at 263 incidents in 2016.

Our partnership with the Safer Essex Roads Partnership has seen us working closely with motorcyclists to reduce their risk on the roads. One way our Service has worked to achieve a lower risk to motorcyclists is through our FireBike courses, a series of free courses from our Road Traffic Collision Reduction team to promote motorcycle safety.

In 2019, the FireBike team delivered 36 FireBike courses to 282 motorcyclists who learned about the risks and consequences of riding on the roads as well as advanced riding techniques. The course promotes safe riding, the benefits of protective equipment and the benefits of advanced rider training.

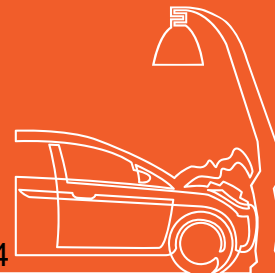
One FireBike course attendee said: “I just wanted to drop you a note to say a massive thank you for having me on your courses this summer as what I learnt on them has not only improved my riding generally but also certainly saved me from a nasty crash tonight.”

As well as delivering our FireBike courses, the FireBike team also attends events across the county to promote safer riding with motorcyclists. In 2019, the team attended 38 events across Essex and promoted safer riding to almost 2,500 motorcyclists.

Andy, RTC Reduction Team Manager said: “Motorcyclists are very vulnerable out on the roads and they are sadly over-represented in road traffic collisions. FireBike is our way of engaging with riders and encouraging them to undertake further training to improve their skills.

“Our Better Biking Course seeks to get riders thinking differently about the risks and consequences of riding out on the roads and why collisions happen. While our Advanced Machine Skills Course teaches key machine handling skills that every biker needs.

“What we teach on our courses can make a real difference in the ability of bikers to reduce and control the risks they face and to be able to respond effectively to emergency situations and thus help avoid injury collisions”





## Priority 3 | Help the vulnerable stay safe

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

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

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

We offer two types of visit:

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

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

### Number of Home Safety/Safe and Well Visits

	Total Number of Visits	Safe and Well Visits	% of visits that were Safe and Well
<b>2019/2020</b>	<b>7,718</b>	<b>5,288</b>	<b>69%</b>
2018/2019	8,401	5,992	71%
2017/2018	8,600	5,992	70%

The vast majority proportion of home safety visits in 2019/2020 were with persons ages 65 and over. There was also over 3,000 visits conducted for persons that lived alone as well as those that had a disability.

	Over 65 years old*	Lived alone	Has a disability	Lived in social housing
<b>2019/2020</b>	<b>5278</b>	<b>3248</b>	<b>3053</b>	<b>525</b>
2018/2019	5023	2814	2363	465
2017/2018	5087	3127	2727	680

People who have receive a Home Safety intervention from ECFRS have the option to fill out an evaluation form.



The responses to date are summarised in the following table:

Number of evaluation forms returned to ECFRS	621
Percentage of evaluations that scored their experience of Home Safety at 9 or 10 (out of 10)	93%
Percentage of evaluation respondents that learned something that would help them to stay safe from fire or crime in the future	92%

## case study

### Helping the vulnerable stay safe in their homes

Through her partnership with a local authority, Community Builder Di was informed of hoarding in a three bedroom mid-terrace house. Knowing this was a fire hazard for the occupants and their neighbours, Di arranged a home safety visit.

With every room almost unusable and full of items dating back decades, Di talked the couple through the risks of hoarding and encouraged them to open up about the issue.

Di performed a full fire and home safety visit throughout the house, and as well as giving fire safety and home security advice, she spoke on contacting organisations for finance advice emotional support.

As there were no smoke alarms, Di installed one on each level of the house, immediately making the couple safer in their home.

On a revisit a couple of months later the couple showed Di how they had already started clearing the house and were ecstatic to report they had been able to invite family over and enjoy Christmas dinner together in their home.



# Priority 4 | Promote a positive culture in the workplace

**Our people are at the heart of making sure that involving the community is one of our main priorities, helping relationships and trust to build and strengthen over time.**

## People and Leadership

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

## Fair, kind and inclusive workplace

Every one of our people has the right to be treated fairly, inclusively, with kindness, equality, dignity and respect.

	Female	Majority age band	LGBTQ+	Ethnic minority	Disabled
Wholetime FFs	6.4%	46-55	1.7%	2.3%	1.4%
On-call FFs	1.4%	25-35	0.2%	2.3%	1.4%
Control	83.8%	25-35	5.4%	2.7%	0.0%
Support staff	52.8%	56-65	2.8%	3.7%	4.0%
<b>Overall</b>	<b>16.5%</b>	<b>46-65</b>	<b>1.6%</b>	<b>2.6%</b>	<b>1.9%</b>

The figures for gender, sexual orientation & ethnicity reflects the % of those who have completed the apprenticeship

## Dignity at work

We have 52 Dignity at Work Supporters, who provide peer support and are a route for colleagues to seek support, education and signposting. The sessions provide a space to discuss bullying and harassment by exploring the natural behaviours that enable unacceptable behaviour in the workplace to occur, continue and thrive. **We have delivered 39 of these sessions 2019/20.**

## Well-being, health and safety

Investing in well-being helps us to live our commitment to better working lives. Delivering Mental Health Awareness training has been part of living this commitment.

## Resourcing and talent management

We know we need to have the right people and skills to deliver the best service to our communities in Essex. In 2019-2020 we recruited 83 on-call firefighters, and 58 wholetime firefighters (Source: Annual Workforce Report).

All of our wholetime firefighters in 2019 have been trained using the apprenticeship route. This is part of our commitment to maintaining professional standards and to fulfilling the Public Sector Apprenticeship Targets.

## Engaged and valued

We know that rewarding and recognising our people is part of a positive, kind culture. In 2019 we ran our third ***Celebrating our People*** annual award event, and continue to run our monthly recognition awards.

**Over the course of 2019/2020, 56 people have been recognised through our monthly awards.**

We asked our people to have their say in helping us choose the award categories for the 2019 Celebrating our People Awards. Using a short survey we introduced three new categories, one was Outstanding Contribution to the Service. This award was for an individual or team who exceeded target/expectations or met targets/expectations in the face of adversity/challenge.

It recognised employees that offer innovation, outstanding and mutually beneficial solutions that have made our Service better. Our 2019 winner had been experiencing extremely challenging circumstances in relation to accuracy of data within the Incident Recording System.

Not only did these challenges and inaccuracies affect our winner but also our stations and the people we serve. To help tackle the issue, the winner implemented a training and awareness programme for stations on using IRS – in doing so developing positive working relationships with fire station watches and crews.

## Training

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

In 2019/20 we invested heavily in our Operational Training resources and facilities and budget was agreed for:

- A new Safe Working at Heights rig
- Increased capacity to deliver hot fire training
- Refurbishment all of our breathing Apparatus chambers

We completed the first phase of a Core Skills Assurance Programme, launched a new set of online operational training products and provided enhanced casualty care training to 602 firefighters.

# case study

## Leadership Succession Pool

**"Persevere, keep positive and use the support available to you". Station Manager Nick says the support he received from our Service's leadership succession pool was invaluable in helping him to achieve his promotion goals.**

Nick joined our Service as an on-call firefighter in Frinton in 2003 and became a wholetime firefighter based in Clacton four years later and then our Training Centre.

Having gained some insight into other opportunities on offer, he was interested in progressing his career.

He said: "I really enjoyed the roles I had and, as I was exposed to more roles, I got the appetite to move on to the next level. I appreciate it isn't for everyone, but I was interested in the new roles and really had a go at it."

Nick was involved in the On-call Liaison Officer pilot in 2016 before becoming Watch Manager at Chelmsford Fire Station two years ago.

Last month, he was promoted to Station Manager for Operational Risk and Community Risk in North Essex.

Nick joined our Service's leadership succession pool in 2018. This process works with colleagues with the potential to take on greater responsibilities when opportunities become available.

Nick's application was supported by his line manager and his line manager's manager and he was accepted onto the leadership succession pool process. He was invited to an assessment centre where he had to complete activities, which were assessed against a number of competencies.

Nick said: "What I liked about the assessment was the roles and scenarios were very practical.

"I was so impressed with assistance I got on the day of the assessment. I knew exactly what to expect right from the start. They added new bits to the Station Manager assessment from the Watch Manager assessment, but they kept the routine the same, so the process was consistent."

It wasn't all plain sailing for Nick. He failed one of his job interviews, but he was able to use the feedback he received to prepare for his next attempt.

He said: "I wasn't very good at interviews and I didn't pass. Jane and Vicki looked at feedback and gave me a development plan where I could improve and give me a better chance next time.

"I got support with my PQAs (Personal Qualities and Attributes) applications, briefings and coaching sessions to plan for my assessment.



"The leadership succession pool makes sure there is consistency with promotions; you know exactly what you need to do."

Nick says the whole process has been a positive experience and he would encourage colleagues considering a promotion to get involved.

He says the leadership succession pool will help you to overcome disappointments and develop your skills - as long as you stick with it and stay positive.

He said: "I really had a go at it and despite, some setbacks, I kept on going."

"Some people might get disheartened but I kept positive and concentrated on my personal development. I knew exactly what I had to do, and the leadership succession pool really helped me to keep that focus."



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

## Integrated Risk Management Plan (IRMP) 2016 to 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 2016-2020 IRMP considered four key elements:

1. What are the existing and potential risks in Essex?
2. How effective are our current community risk management measures?
3. What standards should be set for the Fire and Rescue Service's activities?
4. 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.

## Our 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



## IRMP 2016 to 2020

### How did we do?

IRMP performance measure	Target	Performance	
		2019/20	2018/19
Average time to attend a potentially life threatening incident	10 mins	<b>10 min 6 secs</b>	10 min 26 secs
Percentage of incidents attended within 15 minutes	90%	<b>87%</b>	87%
Total pumping appliance availability	94%	<b>81%</b>	84%
No. of people killed or seriously injured in road traffic collisions <small>* KSI figured are provisional police data, therefore subject to change</small>	Fewer than 977*	<b>828*</b>	888*
The number of schools who received safety messages	100% (by 2020)	<b>75%</b>	82%
The percentage of Essex homes with a working smoke alarm	100% (by 2020)	<b>Not measured</b>	91%
Rate of accidental dwelling fires per 10,000	10.3	<b>10.1</b>	10.7
Wholetime & Day Crew pumping appliance availability	98%	<b>96%</b>	97%
On-Call pumping appliance availability	90%	<b>74%**</b>	76%

\*\* On call availability continues to be a focus for the Service, and we continue to explore new ways of recruitment, speeding up recruitment processes, working with partners to identify potential firefighters and developing ways to attract new recruits as well as retaining and improving conditions for current on call members of staff. The commitment our On-Call staff provide is monitored and developed to recognise good practice and develop ways of updating and improving conditions of Service, this includes learning from previous ideas and campaigns and improving them.

We have seen a reduction in recent years of availability of staff, so we have developed new methods and targeted recruitment opportunities at selected stations, developed local courses and assessments and provided resources to stations to support and develop community understanding and acknowledgement of the on call stations that serve them.

## Integrated Risk Management Plan 2020-2024

Throughout the financial year 19/20 we have been undertaking work to formulate our new IRMP for the period 2020 to 2024. This process included two public consultation exercises. It is important to us to seek views from the communities that we serve to ensure that the plans we are making for our Service will deliver the Services to the public that they expect to ensure we make Essex a safe place to live work and travel.

The new IRMP was approved by the Authority, and came into effect on 1 June 2020. Our plan covers four years and will:

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

## **Change and Innovation**

### **On-call Liaison Officers**

The On-Call Liaison Officer team has worked with stations to help increase focus on recruitment promotion and publicity, develop partnerships and engagement with local businesses and employers.

Working with Corporate Communications, the OCLO team have driven and supported innovative approaches to the ways in which we recruit, train and support on-call employees, including targeted recruitment campaigns for the day crew stations converting to on-call, the wider use of social media, and adopting the use of advanced video techniques to promote the role of on-call firefighters and opportunities.

The work of the On-Call Liaison Team has directly contributed to an increase in the number of new on-call firefighters, increased operational availability, and have become a well-established and highly valued part of the Service.

### **Day Duty Officers Riding**

The Day Duty Officers Riding Project was initiated to support the availability of on-call stations and wider service delivery, and ensure that employees working the Day Duty System were able to maintain required operational competence and fitness levels.

Since the start of the project there have been an additional 267 days covered by day duty officers, enabling additional availability of on-call stations.

### **Mobile Data Terminals and Devices on appliances**

The Devices for Appliances project over the course of five months planned and managed 193 installations into 110 different Service vehicles. The upgraded Mobile Data Terminals and Devices on appliances sought to improve front line crews access to risk information and operational policy and procedure. The Devices on appliances have also delivered a platform for data capture.

### **HR and Payroll system**

2019 saw the introduction of a new HR and Payroll system. The new system provided end-users with a more detailed self-service offering within a modern looking interface. The new system was successfully integrated with our existing applications and provided our administrators with a comprehensive set of reporting tools. The decommissioning of the previous system has resulted in annual savings in excess of £100,000 due to reduced infrastructure, maintenance and licensing costs.

### **Technology**

New technology is the key to developing our Service and the way in which we protect the public. In order to support how we manage risk, it is important that our ICT infrastructure is modern and effective and makes the best use of new technologies. An example of how we are using technology is the app 'What 3 Words', which allows our control room to pinpoint a caller's location within an area of 3 square metres. This means we can respond more quickly and more precisely to an emergency call, and so maybe improve the outcome.



## Priority 6 | Be transparent, open and accessible

### Statutory Request

We have responsibilities to process and respond to statutory requests made under the Freedom of Information Act (FOI), Environmental Information Regulations and Data Protection Act. We have a statutory deadline to respond to 90% of those requests in 20 days. In 19/20 we replied to 95% of statutory requests within the statutory deadline.

#### 2019/2020 statutory requests

- 163 FOIs - topics included HR/Recruitment, Fleet, ICT, Policy and Finance. All responses to FOIs can be viewed on our transparency pages on our website.
- 370 Environmental Information Requests which were primarily requests for fire reports following an incident.
- 30 Subject Access Requests were processed in 19/20

### Performance measures

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

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

These are the measures we will report to the public on, telling them whether we have met our target (our current targets are in brackets).

- Rate of accidental house fires
- Number of primary fire injuries
- Fires in non-residential properties
- First fire-engine attendance to a potentially life-threatening incident (within an average of 10 minutes)
- Percentage of incidents attended within 15 minutes (90%)
- Reduction in the number of people killed or seriously injured on Essex roads (40% reduction over 10 years)
- Percentage of accidental house fires affecting vulnerable groups
- Increase in staff confidence
- Average number of days or shifts lost per person per year (6.9 days)
- Percentage of year-end appraisals completed (100%)
- Percentage of freedom of information enquiries responded to within 21 days (90%)
- Percentage of complaints responded to within 21 days (90%)
- Reduction in the number of false alarms



## Open and accessible with our public

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

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



## Performance monitoring and management framework

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

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

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

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

All 45 fire and rescue services are monitored for efficiency, effectiveness and how they manage their staff. HMICFRS also provides an overview of the performance of fire and rescue services in England and Wales. We were inspected in July 2019. Our report was published in December 2019 and is available by visiting [www.essex-fire.gov.uk/hmicfrs](http://www.essex-fire.gov.uk/hmicfrs)

## Priority 7 | Collaborate with our partners

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

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

Alongside Essex Police and East of England Ambulance Service NHS Trust, we are exploring how our skills and resources are used in the most effective way for the people of Essex. Leaders from all three organisations have signed up to the Emergency Services Collaborative vision:

***Working together, we will deliver safe and secure communities to enable people to thrive.***  
**Collaboration with emergency service partners**

- Joint Procurement initiatives have been agreed and implemented including Temporary Agency Recruitment and replacement of printers (estimated saving of £359K)
- Shared use of estates - 11 on-call stations are now available for Police to use as a drop-in facility, and the police rural engagement team also have access to these.
- Safe Well and Secure visits to our communities include fire safety and crime prevention messaging
- 15 classrooms available via ECFRS headquarters for use by Essex Police. This financial collaboration benefits of sharing classrooms is currently £62K over ten years
- Operational collaboration - A procedure has been developed to reduce the number of phone calls between the two control rooms, resulting in a reduction of 70% of calls between Police and Fire.
- Essex Fire attends calls from EEAST to gain entry to properties. This has been operating since May 2016 and on average fire attend 30 to 40 calls per month in place of operational police officers, which returns on average 60 hours to policing per month.
- Station Managers attended Firearms Training days to observe and undertake multi-agency training including Marauding Terrorist Attack (MTA) scenarios to help increase development and collaboration between services.

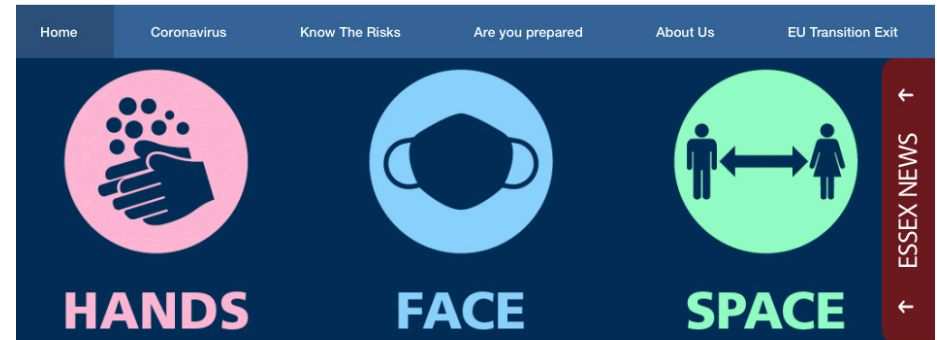


## The Essex Resilience Forum (ERF)

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

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

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



## Priority 8 | Make best use of our resources

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

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

The Authority has also established a local pensions board to support it on scheme governance and administration. The former Essex Fire 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 2020 was published June 2020.

**In 2019/20, the Authority's total planned net expenditure was £74.1m.**

66% 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.

Overall employment costs were £0.7m under budget for the year. The Authority continued to process the recruitment of wholetime firefighters and during the financial year a cohort of 47 wholetime firefighters joined the Service.

The underspend on premises and equipment is due to two main factors:

1. Property and building maintenance is underspent by £251k as some works have been rescheduled:
2. Information technology costs are £272K underspent, this is mainly as a result of supply delays for a significant ICT project.

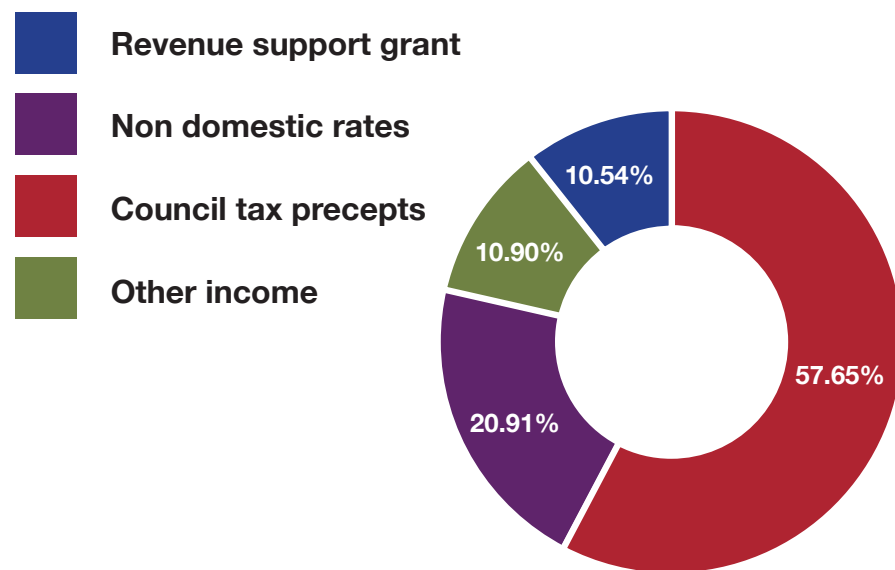
2018/19		2019/20		
Actual £000	Net Revenue Expenditure	Latest approved budget £000	Actual expenditure £000	Variance overspend/ (underspend) £000
30,037	Wholetime firefighters	34,251	33,308	(943)
5,636	On call firefighters	6,692	6,782	90
1,422	Control staff	1,438	1,365	(73)
13,330	Support staff	13,914	14,176	262
<b>50,425</b>	<b>Total Employment Costs</b>	<b>56,295</b>	<b>55,631</b>	<b>(664)</b>
2,010	Support costs	2,196	2,336	140
10,250	Premises and equipment	10,717	10,163	(554)
3,248	Other costs and services	3,443	3,248	(195)
2,320	Ill health pension costs	2,250	2,261	11
1,380	Lease and interest charges	1,393	1,301	(92)
4,973	Revenue provision for Capital Financing	5,100	4,781	(319)
<b>24,181</b>	<b>Total other costs</b>	<b>25,099</b>	<b>24,090</b>	<b>(1,009)</b>
<b>74,606</b>	<b>Total Gross Expenditure</b>	<b>81,394</b>	<b>79,721</b>	<b>(1,673)</b>
(4,239)	Operational income	(7,305)	(8,878)	(1,073)
<b>70,367</b>	<b>Total net expenditure out turn</b>	<b>74,089</b>	<b>71,343</b>	<b>2,746</b>
	<b>Funding</b>			
9,347	Revenue support grant	8,337	8,337	-
16,697	Non domestic rates	16,196	16,569	373
702	Council tax collection account	643	643	-
44,079	Council tax precepts	46,233	45,695	(538)
213	Collection fund adjustment account	-	731	731
(671)	Contribution (to)/ from reserves	2,680	(632)	(3,312)
<b>70,367</b>	<b>Total funding</b>	<b>74,089</b>	<b>71,343</b>	<b>(2,746)</b>

## Financial governance

Each year we publish sets of accounts for public consumption. These documents explain our financial performance over a given financial year which always runs from April 1 to March 31.

Recent versions of these documents are available on our website: [www.essex-fire.gov.uk](http://www.essex-fire.gov.uk)

## Funding



## Capital expenditure

We invested £1.2m in our property portfolio mainly on fire stations and training facilities. The main project was £0.4m on the refurbishment of Ongar Fire Station.

In addition there was spend of £0.7m on ICT and operational equipment and £0.9m on vehicles, which included £0.7m invested on four specialist off road vehicles.

At 31 March 2020 the Authority had capital expenditure commitments of £0.4m.

2019/20	Approved capital expenditure	Actual capital expenditure	Variance over spent/ (underspent)
	£000	£000	£000
Property	2,600	1,193	(1,407)
Vehicles	1,480	863	(617)
Information systems and equipment	1,810	741	(1,069)
<b>Total capital payments</b>	<b>5,890</b>	<b>2,797</b>	<b>(3,093)</b>
Internal resources	5,890	2,797	(3,093)
<b>Total capital funding</b>	<b>5,890</b>	<b>2,797</b>	<b>(3,093)</b>







# HMICFRS inspection

## Our results



In summer 2017, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) began inspecting the efficiency and effectiveness of all fire and rescue services in England.

HMICFRS independently assesses fire and rescue services on how we prevent, protect against and respond to fires and other emergencies as well as how well we look after our staff.

**In summer 2019 HMICFRS inspected ECFRS for the first time, and in December 2019 it published a report of its findings.**

The three areas they looked at can be summarised as:

- How effective are we at keeping people safe and secure from fire and other risks?
- How efficient are we at keeping people safe and secure from fire and other risks?
- How well do we look after our people?

There are four possible outcomes in the judgement criteria:

- Outstanding
- Good
- Requires Improvement
- Inadequate

**HMICFRS graded ECFRS as “requires improvement”.**

Effectiveness - requires improvement	
Understanding the risk of fire and other emergencies	Requires Improvement
Preventing fire and other risks	Requires Improvement
Protecting the public through fire regulation	Requires Improvement
Responding to fires and other emergencies	Good
Responding to national risk	Good
Efficiency - requires improvement	
Making best use of resources	Requires Improvement
Making the fire and rescue service affordable now and in the future	Good
People - requires improvement	
Promoting the right values and culture	Inadequate
Getting the right people with the right skills	Requires Improvement
Ensuring fairness and promoting diversity	Requires Improvement
Managing performance and developing leaders	Good

The report recognised good areas of performance, and concluded that the Service is particularly good at:

- Responding to fires and other emergencies
- Responding to national risks
- Making the fire and rescue service affordable now and in the future
- Managing performance and developing leaders

The report has also highlighted that ECFRS requires improvement in preventing fires and other risks, protecting the public through fire regulation and ensuring fairness and promoting diversity. These are areas where the Service is already taking actions to address.

Inspectors highlighted good examples of the Service's prevention work, including how it is contributing to making the County's roads safer as part of partnership working with Safer Essex Roads Partnership, and how it understands the needs of its local communities.

The report also recognises that ECFRS is good at managing performance and developing leaders.

Since the inspection, the HMICFRS team has revisited ECFRS to review the building inspection action plan and approach. They welcomed the Service's action plan and were encouraged by the improvements that have already been made.



# Statutory responsibilities

As a Fire and Rescue Service we have legal responsibilities under multiple pieces of legislation. We aim here to explain what responsibilities fall under which piece of legislation.

## Fire and Rescue Services Act 2004

The Act replaced the Fire Services Act 1948 with a new legislative framework to ensure fire and rescue services were better able to meet the particular challenges of the 21st century.

The Act clarifies the duties and powers of fire authorities to:

- Promote fire safety
- Fight fires
- Protect people and property from fires
- Rescue people from road traffic incidents
- Deal with other specific emergencies, such as flooding and terrorist attacks
- Do other things to respond to the particular needs of their communities and the risks they face.

## Civil Contingencies Act 2004

Under Part One of the Act, emergency services and local authorities (defined as Category One responders) have a legal obligation to assess risk, plan and exercise for emergencies and undertake business continuity management

## Fire and Rescue National Framework for England

The Fire and Rescue National Framework sets out the Government's priorities and objectives for fire and rescue authorities in England. It was updated in May 2018.

The priorities within the framework are for fire and rescue authorities to:

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
  - Identify and assess the full range of foreseeable fire and rescue risks their areas face
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide
- Be accountable to communities for the services they provide
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

## Regulatory Reform (Fire Safety) Order 2005

The Regulatory Reform (Fire Safety) Order 2005 replaces most fire safety legislation with one simple order. It means that any person who has some level of control within a premises must take reasonable steps to reduce the risk from fire and make sure people can safely escape if there is a fire. The Order applies to virtually all buildings, places and structures other than individual private dwellings, for example a family home or individual flats



## **Fire and Rescue Services (Emergencies) (England) Order 2007**

This outlines the additional statutory duties of the Fire and Rescue Services Act 2004 for fire authorities.

The duty requires authorities, where provision of resources has been made by central government, to respond to incidents both within and outside the authority area involving Chemical, Biological, Radiological and Nuclear hazards (CBRN) and Urban Search and Rescue (USAR).

## **Localism Act 2011**

The aim of the Localism Act was to devolve more decision making powers from central government back into the hands of individuals, communities and councils. The Act covers a wide range of issues related to local public services, with a particular focus on the general power of competence, community rights, neighbourhood planning and housing.

The key measures of the Act were grouped under four main headings:

- New freedoms and flexibilities for local government
- New rights and powers for communities and individuals
- Reform to make the planning system more democratic and more effective
- Reform to ensure decisions about housing are taken locally.

## **Fire and Rescue National Framework for England**

The Fire and Rescue National Framework sets out the Government's priorities and objectives for fire and rescue authorities in England. It was updated in May 2018.

The priorities within the framework are for fire and rescue authorities to:

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
- Identify and assess the full range of foreseeable fire and rescue risks their areas face
- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide
- Be accountable to communities for the services they provide
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

## **Equality Act 2010**

Under the Public Sector Equality Duty, the Service must have due regard to eliminate discrimination, advance equality of opportunity and foster good relations between people of different protected characteristic groups.

Our objectives, published in-line with The Public Sector Equality Duty (PSED) of the Equality Act 2010, are:

To improve the recruitment, retention, progression, development and experience of the people employed by Essex County Fire and Rescue Service to enable the organisation to become an inclusive employer of choice.

To promote and encourage employees to voluntarily declare their self-classification diversity data to ensure ECFRS actions as an employer are evidence led and improvement focused.

To improve the mapping, quality and extent of equality information in order to better facilitate compliance with the public sector equality duty in relation to service delivery including IRMP additional activities.

To review the equality impact of key organisational policies for differential impact in areas such as recruitment and selection, learning and development, absence management, modified duties, talent management, appraisal, disciplinary and grievance.

To ensure that all staff are treated with dignity and respect and have a workplace that is free from harassment and bullying by changing the culture of the organisation to one that is genuinely inclusive. All employees are high performing because we value their differences, which includes gender or gender identity, race, or religion, ethnic origin, sexual orientation, disability, age, marital status, pregnancy, caring responsibilities or membership of a trade union.

To seek external review, challenge and accreditation of ECFRS' actions as an employer by actively participating with relevant

equalities standards and benchmarks including the Fire and Rescue Service Equality Framework.

These objectives were adopted on 1 March 2018. They were approved by the Inclusion and Diversity Steering Group and are in place until 28 February 2022. We last reviewed these as part of creating our People Strategy 2020-24. The objectives are reflected in our People Strategy.

## **Data Protection Act 2018**

The Act is a complete data protection system, so as well as governing general data covered by the GDPR, it covers all other general data, law enforcement data and national security data.

Furthermore, the Act exercises a number of agreed modifications to the GDPR to make it work for the benefit of the UK in areas such as academic research, financial services and child protection.

The Act aims to:

- Make our data protection laws fit for the digital age in which an ever increasing amount of data is being processed
- Empower people to take control of their data
- Support UK businesses and organisations through the change
- Ensure that the UK is prepared for the future after we have left the EU

## Health and Safety at Work Act

Our Service recognises and accepts the responsibility for the health, safety and welfare of our employees and undertakes to protect people, assets and the communities in which we work.

To achieve this, we meet all relevant requirements of the Health and Safety at Work Act 1974 (together with all other statutory provisions associated with it) and supports staff in meeting their obligations under the act.

Detailed health, safety and welfare specific arrangements, based on the Health and Safety Executive's methodology, are set out in our Health and Safety Policy and associated framework of policies, which 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.

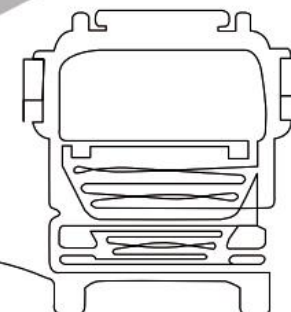
A productive relationship has been established between the Health and Safety Trade Union Safety Representatives and the Health and Safety Team.

### Health and Safety statistics

Over the last four years, there was a 11% reduction in accidents across the Service.

	Accidents	Attacks on FSP	RIDDOR *
2019/2020	109	18	22
2018/2019	118	19	28
2017/2018	121	20	30
2016/2017	123	20	17

\*RIDDOR - Reporting of injuries, diseases and dangerous occurrence regulations



# Feedback and recognition

## Feedback

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

In 2019/20 we reviewed and updated our compliments and complaints and whistle-blowing policies. This in part was to adapt our policy to incorporate our new Governance arrangements but also to ensure that members of the public had clear information on how they could complain to us and what level of service they could expect when they did.

## Getting in touch

If you would like to send us your feedback please email: [compliments.complaints@essex-fire.gov.uk](mailto:compliments.complaints@essex-fire.gov.uk) or call: 0300 303 5555.

## Compliments

We love to know when you have received especially good service from us.

This feedback is useful because it helps us to learn about the things we are doing right, so we can make sure we carry on doing those things in the future.

## Complaints

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

In 2019/20 we received 50 complaints, and responded to 81% of those within the 20 day target.

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







### Helpful links

Essex County Fire and Rescue Service website: [www.essex-fire.gov.uk](http://www.essex-fire.gov.uk)

ECFRS and Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS): [www.essex-fire.gov.uk/hmicfrs](http://www.essex-fire.gov.uk/hmicfrs)

Fire and Rescue National Framework for England:  
[www.gov.uk/government/collections/fire-and-rescue-national-frameworkfor-england](http://www.gov.uk/government/collections/fire-and-rescue-national-frameworkfor-england)

IRMP – more information from ECFRS: [www.essex-fire.gov.uk/irmp](http://www.essex-fire.gov.uk/irmp)

Fire and Rescue Plan:  
[www.essex.pfcc.police.uk/what-we-are-doing/fire-rescue-strategy](http://www.essex.pfcc.police.uk/what-we-are-doing/fire-rescue-strategy)



[essex-fire.gov.uk](https://www.essex-fire.gov.uk)

## Annual Complaints Report 2019-20

### Agenda Item 6

Reference number: EPFCP/26/20

<b>Report title:</b> Annual Complaints Report 2019-20	
<b>Report to:</b> Essex Police, Fire and Crime Panel	
<b>Report author:</b> Paul Turner, Director, Legal and Assurance, Essex CC	
<b>Date:</b> 22 October 2020	<b>For:</b> Noting
<b>Enquiries to:</b> Paul Turner, Director, Legal and Assurance, Essex County Council paul.turner@essex.gov.uk	
<b>County Divisions affected:</b> All Essex	

### 1. Purpose of Report

The purpose of this report is to provide the Essex Police, Fire and Crime Panel (PFCP) with an update on the handling of complaints made against the Essex Police, Fire and Crime Commissioner (PFCC) since 25 October 2020.

### 2. Recommendations

That the information contained in the report be noted.

### 3. Context/Summary

- 3.1 The Panel has a statutory responsibility under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 for handling complaints regarding the non-criminal behaviour of the PFCC and for resolving such complaints. The PFCP is also required to forward any 'serious' complaint it receives against the PFCC to the Independent Office for Police Conduct. The definition of a 'serious' complaint is 'a qualifying complaint about conduct which constitutes or involves, or appears to constitute or involved, the commission of a criminal offence'.<sup>1</sup>
- 3.2 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.
- 3.3 The Panel's complaint procedure, which was adopted in October 2019 can be found attached as Appendix A.

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<sup>1</sup> Paragraph 2(6) of Schedule 7 of the Police Reform and Social Responsibility Act 2011  
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## **Annual Complaints Report 2019-20**

### **4. Summary of Complaints Received during period 1 October 2019 – 30 September 2020**

- 4.1 Five complaints against the PCC have been recorded during this period. Three have been and taken through the Panel's complaints process to informal resolution by or on behalf of the monitoring officer. Two of these were considered to have been based on a misunderstanding of the role of the commissioner and the third disclosed no evidence of any misconduct.
- 4.2 The other two complaints are still being considered in the system.

### **5. Appendices**

Appendix A – Essex Police, Fire and Crime Panel Complaints Procedure



## **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 procedure<sup>1</sup>. 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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<sup>1</sup> 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 inadequate 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 within 14 days from the date of the letter.
- 4.5 If, having considered any representations received in response to the letter, the Monitoring Officer then disappplies the process then the Monitoring Officer must write to the complainant and explain why the procedure has been disappplied 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.
  - 5.2 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

<b>Report title:</b> PFCC Decisions	
<b>Report to:</b> Essex Police, Fire and Crime Panel	
<b>Report author:</b> The Police, Fire and Crime Commissioner for Essex	
<b>Date:</b> 22 October 2020	<b>For:</b> Noting
<b>Enquiries to:</b> Pippa Brent-Isherwood (Chief Executive and Monitoring Officer) (01245) 291613 <a href="mailto:pippa.brent-isherwood@essex.police.uk">pippa.brent-isherwood@essex.police.uk</a>	
<b>County Divisions affected:</b> All Essex	

**1. Purpose of Report**

- 1.1 The purpose of this report is to provide the Panel with information about financial and strategic decisions made by the PFCC.

**2. Recommendations**

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

**3. Context / Summary**

- 3.1 This report contains information about decisions made from 15 July 2020 up to and including 12 October 2020.

**4. Appendices**

Appendix A: PFCP Meeting 22 October 2020: PFCC Decisions Detailed  
Appendix B: PFCP Meeting 22 October 2020: PFCCFRA Decisions Detailed

Ref	Decision On	Value	Outline	Date approved
062/20	Central Referral Unit Relocation	£100,000	To approve capital investment into upgrading accommodation at County Hall to facilitate relocation of Essex Police's Central Referral Unit with the Multi Agency Risk Assessment Team.	3 September 2020
063/20	Refurbishment of Faith Rooms	£100,000	To seek approval for capital investment into upgrading and standardising the provision of faith rooms across the county.	21 September 2020
067/20	Volunteer Policy	N/A	To seek approval and publication of the updated PFCC Volunteer Policy.	28 July 2020
071/20	Ministry of Justice Extraordinary Funding – Assessment Process	N/A	To seek approval of the process to assess and distribute the additional grant from the Ministry of Justice to organisations following the impact of Covid-19.	28 September 2020
073/20	Sale of the former Southminster Police Station	£*	Relates to the sale of police estate.	25 September 2020
074/20	Ministry of Justice Extraordinary Funding – Outcomes	£613,993	To seek approval to allocate up to £613,993 of the 2020-21 Victims Fund made available by Ministry of Justice following the impact of Covid-19.	3 September 2020
076/20	Children's Society CARE Manager	£40,000	To seek approval for the allocation of £40,000 in the form of a crime and disorder reduction grant from the 2020-21 Community Safety Fund to The Children's Society (East) for its Children at Risk of Exploitation (CARE) project.	2 September 2020
077/20	Festival of Rice and Spice	£2,000	To seek approval for the allocation of £2,000 in the form of a crime and disorder reduction grant from the 2020-21 Community Safety Fund to Essex Police as a contribution to the annual festival of rice and spice.	2 September 2020
078/20	Equality, Diversity and Inclusion Strategy	N/A	To approve the PFCC's updated Equality, Diversity and Inclusion Strategy.	6 October 2020
080/20	CrimeStoppers Hate Crime Campaign	£3,000	To seek approval for the allocation of £3,000 in the form of a crime and disorder reduction grant from the 2020-21 Community Safety Fund to CrimeStoppers to deliver a hate crime campaign.	2 September 2020



Ref	Decision On	Value	Outline	Date approved
081/20	Unauthorised Encampment Leaflet	£494.25	To seek approval for the allocation of £494.25 to print 5,000 copies of a leaflet giving information about Unauthorised Encampments.	2 September 2020
082/20	Restorative Engagement Forum intrafamilial domestic abuse training	£600	To seek approval for the commissioning of a one-day training course for 15 facilitators.	17 August 2020
083/20	Property Management System	£*	To seek approval to move certain technology to a new platform, the details of which are sensitive.	11 August 2020
084/20	Legacy Digital Data Store	£*	To seek approval to procure and implement a new data repository to hold legacy data, the details of which are sensitive.	11 August 2020
085/20	Digital Interview Recording system	£*	To seek approval for procurement of a replacement digital interview recording system, the details of which are sensitive.	24 July 2020
086/20	Sale of the Former Limes Farm Police Post	£*	Relates to the sale of police estate.	21 September 2020
087/20	Operational Transformational Reserve	N/A	To agree proposed changes to previously agreed bids to the Operational Transformational Reserve.	9 September 2020
088/20	Sexual Violence Additional Funding Award	£531,970	To seek approval of the allocation of funding to the Synergy Rape Crisis Partnership.	7 August 2020
090/20	Website Accessibility Assessment and Compliance	£5,860	To seek approval to appoint a company to carry out an audit of the PFCC website to meet legal regulations.	3 September 2020
091/20	Extension to the Police and Crime Plan 2016-2020	N/A	To agree the additional commitments and performance measures added to the Police and Crime Plan as a result of the postponement of the 2020 PFCC election.	6 October 2020
094/20	Public Sector Equality Duty Annual Report	N/A	To seek approval for publication of the annual report.	31 July 2020
095/20	Home Office Vulnerable Children (Emergency) Fund	£98,101	To seek approval of the allocation of up to £98,101 to organisations to mitigate impact of Covid-19.	3 September 2020
100/20	Amendments to a Police Services Agreement	£*	To approve amendments to a Police Services Agreement, the details of which are sensitive.	3 September 2020

Ref	Decision On	Value	Outline	Date approved
101/20	Covert Communications Data Capture	£*	To seek approval for the purchase of technical covert communications equipment for use in covert investigations, the details of which are sensitive.	3 September 2020
102/20	Employer Supported Policing Scheme	N/A	To seek approval for the PFCC to join Essex Police's Employer Supported Policing Scheme.	23 September 2020
106/20	Change to Domestic Abuse Contracts	N/A	To seek approval for the execution of a deed of novation and variation of the Essex domestic abuse support service contract.	28 September 2020
109/20	Violence and Vulnerability Joint Budget Funding – Phase 2	£9,800	To seek approval to allocate £9,800 to support delivery of the Violence and Vulnerability Communications and Marketing Strategy.	23 September 2020
110/20	UK Mediation Accredited Training	£1,795	To seek approval of the allocation of £1,795 for the delivery of mediation training to one of the PFCC's Restorative Justice Coordinators.	23 September 2020
112/20	Treasury Management Strategy 2020/21	N/A	To approve the PFCC's Treasury Management Strategy for 2020/21.	5 October 2020
113/20	Treasury Management Outturn 2019/20	N/A	To approve the Treasury Management Outturn 2019/20 report prior to publication on the PFCC's website.	6 October 2020
114/20	Sale of the former Harlow Dog Kennels	£*	Relates to the sale of police estate.	5 October 2020

\*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 the contract.

**For detailed information on each decision, go to the PFCC website at <http://www.essex.pfcc.police.uk/decision-making/>** Decisions can be sorted by reference number and date on the PFCC website.

**Please note:** This report contains PFCC decisions made after 14 July 2020 up to and including 12 October 2020 (ahead of submission for the PFCP meeting of 22 October 2020)

Ref	Decision On	Value	Outline	Date approved
011/20	Day Crewed Housing – Surplus Assets	£*	Relates to the disposal of PFCCFRA assets.	24 August 2020
012/20	Principal Officers' Lease Car Schemes	N/A	To seek approval to incorporate latest tax changes into the schemes.	16 July 2020
013/20	Learning and Development 2020-24	£1.4m	To seek approval to increase the training spend over a period of four years using funding from reserves.	28 September 2020
014/20	Integrated Risk Management Plan	N/A	To seek approval of the Integrated Risk Management Plan prior to publication	31 July 2020
016/20	Risk Management Strategy	N/A	To seek approval of the Risk Management Strategy 2020	2 September 2020
017/20	Annual Plan 2020-21	N/A	To seek approval of the Annual Plan.	28 September 2020
019/20	Supply of temporary staff	N/A	To seek approval of a contractual agreement with Randstad as the sole supplier of temporary staff.	6 October 2020
020/20	Utilities provision	£*	To seek approval to enter into a procurement contract for the supply of gas and electricity – the details of which are commercially sensitive.	21 August 2020
021/20	Day Crewed Housing	£*	Relates to the disposal of PFCCFRA assets.	9 September 2020
024/20	Reserves Statement 2020/21	N/A	To seek approval of the Reserves Statement 2020/21 prior to publication.	6 October 2020

For detailed information on each decision, go to the PFCC website at <http://www.essex.pfcc.police.uk/finance-reporting/decision-making-fire-rescue/>

Decisions can be sorted by reference number and date on the PFCC website.

**Please note:** This report contains PFCC decisions made after 14 July 2020 up to and including 12 October 2020 (ahead of submission for the PFCCP meeting of 22 October 2020).

## Forward Look

### Agenda Item 11

Reference number: EPFCP/28/20

<b>Report title:</b> Forward Look	
<b>Report to:</b> Essex Police, Fire and Crime Panel	
<b>Report author:</b> Victoria Freeman, Senior Democratic Services Officer	
<b>Date:</b> 22 October 2020	<b>For:</b> Consideration
<b>Enquiries to:</b> Victoria Freeman, Senior Democratic Services Officer victoria.freeman3@essex.gov.uk	
<b>County Divisions affected:</b> 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 10 December 2020**.
- 1.3 Business proposed to be taken to the meetings is as follows:

Date	Business
10 December 2020	<ul style="list-style-type: none"><li>• Police and Crime Plan Performance Measures (Quarter 2)</li><li>• Policing and Crime Budget Update</li><li>• Budget Working Group Update</li><li>• Fire and Rescue Service Budget</li><li>• PFCC's Annual Report</li><li>• Essex PFCC 2020/21 Budget (Half-year Outturn)</li><li>• PFCC Decisions Report</li> <li>• Confirmation Hearing – Head of Finance</li></ul>
4 February 2021	<ul style="list-style-type: none"><li>• Proposed Police Precept for 2021-22</li><li>• Proposed Essex Fire and Rescue Service Precept for 2021-22</li> <li>• Fire and Rescue Plan Performance Measures (Quarter 2)</li><li>• Impact of Complaints Reform on PFCC's office</li><li>• PFCC Decisions Report</li></ul>

## Forward Look

18 February 2021 (Reserve Date)	<ul style="list-style-type: none"><li>• Proposed Police Precept for 2021-22</li><li>• Proposed Essex Fire and Rescue Service Precept for 2021-22</li></ul>
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## 2. Recommendation

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



## Dates of Future Meetings

**Agenda item 12**  
**Reference number: EPFCP/29/20**

<b>Report title: Dates of Future Meetings</b>	
<b>Report to:</b> Essex Police, Fire and Crime Panel	
<b>Report author:</b> Victoria Freeman, Senior Democratic Services Officer	
<b>Date:</b> 22 October 2020	<b>For:</b> Noting
<b>Enquiries to:</b> Victoria Freeman, Senior Democratic Services Officer victoria.freeman3@essex.gov.uk	
<b>County Divisions affected:</b> All Essex	

### 1. PURPOSE OF THE ITEM

To inform Members of the meeting dates for 2020-21.

### 2. MEETING DATES

Thursday 10 December 2020  
Thursday 4 February 2021  
Thursday 18 February 2021 (reserve date)

All meetings scheduled for 2:00pm with a pre-meeting for Committee Members beforehand, commencing at 12.30pm.