



Essex County Council

Essex Police, Fire and Crime Panel

14:00	Thursday, 14 March 2024	Committee Room 1 County Hall, Chelmsford, CM1 1QH
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For information about the meeting please ask for:

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1	Membership, Apologies and Declarations of Interest	4 - 4
2	Minutes To approve the minutes of the meeting held on 1 February 2024.	5 - 10
3	Questions to the Chairman from members of the Public The Chairman to respond to any questions relevant to the business of the Panel from members of the public. Please note that members of the public wishing to ask a question must email democratic.services@essex.gov.uk by noon on the day before the meeting and that questions must relate to an item on the agenda for the meeting.	
4	High-Level Summary of Progress in Delivering the Police and Crime Plan 2021-2024 and the Fire and Rescue Plan 2019-2024 Report EPFCP/03/24.	11 - 30
5	Police, Fire and Crime Commissioner's Decisions Report Report EPFCP/04/24.	31 - 38

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| 6 | The Police, Fire and Crime Commissioner to update the Panel on any ongoing issues | |
| 7 | National Association of Police, Fire and Crime Panels Update | |
| 8 | Forward Work Plan
EPFCP/05/24. | 39 - 41 |
| 9 | Date of Next Meeting
To note that the next meeting will be held on Thursday 20 June 2024. | |
| 10 | Urgent Business
To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency. | |

Exempt Items

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

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

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

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

Agenda item 1

Committee: Essex Police, Fire and Crime Panel

Enquiries to: Sophie Campion, Senior Democratic Services Officer

Membership, Apologies, Substitutions and Declarations of Interest

Recommendations:

To note

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

Membership

(Quorum: 7)

Representing

Councillor A Hedley
Councillor M Cunningham
Councillor B Aspinell
Councillor R Savage
Councillor D Eley
Councillor M Lilley
Councillor S Patel
Councillor M Platt
Councillor M Garnett
Councillor S Burwood
Councillor L Newport
Councillor J Courtenay
Councillor G Placey
Councillor G Collins
Councillor M Sutton
John Gili-Ross
Sheila Murphy
Councillor A McGurran
Councillor F Ricci

Basildon Borough Council
Braintree District Council
Brentwood Borough Council
Castle Point Borough Council
Chelmsford City Council
Colchester City Council
Epping Forest District Council
Essex County Council
Harlow District Council
Maldon District Council
Rochford District Council
Southend-on-Sea City Council
Tendring District Council
Thurrock Council
Uttlesford District Council
Independent Member
Independent Member
Co-opted Member for Balanced Appointment
Co-opted Member for Balanced Appointment

Minutes of the meeting of the Essex Police, Fire and Crime Panel, held in Committee Room 1 at County Hall, Chelmsford on Thursday, 1 February 2024

Present:

Councillor

Mary Cunningham
Donna Eley
Dave Harris (substitute)
Ross Playle (in the Chair)
Simon Burwood
Lisa Newport
James Courtenay
Gina Placey
Gary Collins
Maggie Sutton
Aidan McGurran
Frankie Ricci

Representing

Braintree District Council
Chelmsford City Council
Colchester City Council
Essex County Council
Maldon District Council
Rochford District Council
Southend-on-Sea City Council
Tendring District Council
Thurrock Council
Uttlesford District Council
Co-opted Member for Balanced Appointment
Co-opted Member for Balanced Appointment

Co-opted Independent Members

Sheila Murphy

Also in attendance

Gemma Bint	Democratic Services Officer
Pippa Brent-Isherwood	Chief Executive, Office of the Essex Police, Fire and Crime Commissioner (OPFCC)
Sophie Campion	Senior Democratic Services Officer, Secretary to the Panel
Neil Cross	Chief Finance Officer, Essex County Fire and Rescue Service
Jane Gardner	Deputy Essex Police, Fire and Crime Commissioner
Ben-Julian Harrington	Chief Constable, Essex Police
Roger Hirst	Essex Police, Fire and Crime Commissioner
Darren Horsman	Strategic Head of Policy and Public Engagement, OPFCC
Rick Hylton	Chief Fire Officer/Chief Executive, Essex County Fire and Rescue Service
Janet Perry	Chief Financial Officer and Strategic Head of Performance and Resources, OPFCC
Emma Tombs	Democratic Services Manager

1 Membership, Apologies, Substitutions and Declarations of Interest

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

1. The membership of the Panel was noted.
2. The following apologies were noted:
 - John Gili-Ross (Chairman)
 - Cllr Mike Garnett, Harlow District Council

- Cllr Tony Hedley, Basildon Borough Council
- Cllr Barry Aspinell, Brentwood Borough Council
- Cllr Mike Lilley, Colchester City Council and the Substitute was Cllr Dave Harris

3. The following declarations were made by Members:

- For the purposes of transparency Councillor Simon Burwood advised that his son was currently a serving Essex Police Officer. Councillor Burwood participated fully in the meeting.
- For the purposes of transparency Councillor Frankie Ricci advised that his step-son was currently a serving Essex Police Officer. Councillor Ricci participated fully in the meeting.

2 Minutes

The minutes of the meeting held on the 7 December 2023 were approved as a correct record and signed by the Chairman.

3 Questions to the Chairman from members of the public

A question, relating to agenda item 5 – 2024/25 Proposed Police Precept, was put to the Chairman by Mr Kieron Franks. The question was:

‘News reports early in the New Year revealed that Essex Police have the lowest response rate of any police force in the country to requests for information under Clare’s Law, which gives people the right to ask police whether a partner or ex-partner has a history of abusive behaviour. In light of this, what are the PFCC’s plans to improve the safeguarding of women in Essex, particularly from domestic violence, through his plans and the precept he wishes to raise to fund them?’

At the Chairman’s request, the Commissioner provided a response, stating that this issue had been addressed and following discussions between the Chief Constable and the Commissioner, Essex Police had undertaken a review. Improvements had been identified and put in place and this had resulted in an improvement in performance. In the period August to December 2023 there had been an increase in the disclosure rate from 5% to 66%.

4 2024/25 Proposed Fire and Rescue Precept

The Panel received report EPFCP/01/24 which set out the overall level of resources in the proposed budget for 2024-25. The budget had been set in line with the objectives included within the Fire and Rescue Plan 2019-2024.

The Commissioner introduced the report setting out the proposed budget and precept for Essex County Fire and Rescue Service (ECFRS) and highlighting the areas of focus linked to the Fire and Rescue Plan priorities. The Commissioner made reference to the difficulties due to inflation and the cost of living. There were also uncertainties particularly with regard to any pay offer

negotiations. The Commissioner also gave some feedback from the precept survey which had been undertaken.

The Panel considered the detailed information provided on the budget and precept proposals. During the discussion members of the Panel asked a number of questions to seek clarification and test the evidence and assumptions, to ensure that they were satisfied that the proposed Precept enabled delivery of the objectives included within the Fire and Rescue Plan 2019-2024 and represented value for money.

During the discussion the following points were made:

- Clarity was sought on the figures for expected additional council tax receipts.
- With regard to the Workforce Succession plan to recruit Firefighters, it was confirmed that there hadn't been any issues in recruiting so far. The funding was sufficient to meet the agreed establishment on all stations which provided resilience for training, holidays, sickness etc. It was confirmed that the scope of the planned recruitment was enough to place staff where they were needed, however it would take time to train any new recruits to.
- It was confirmed that there were no current plans to close any stations. There would be investment to modernise the existing wholetime stations and some resources may be moved around but the overall capability would remain.
- Clarity was provided on the decision to place the new joint fleet workshop in Boreham. The Fire Service's current fleet workshop in Lexden was coming to the end of its useful life. It made financial sense to have a joint fleet workshop with the Police and Essex Police were in a position to secure ownership of the site at Boreham.
- The importance of having inclusive, even-handed and fair training provided to ECFRS was confirmed. There was investment in training and subject matter experts and appropriately qualified people were used to deliver the training. A people impact assessment was undertaken to ensure that there was even-handedness. However if any issues were identified there was a willingness to hear about areas for improvement.
- The potential risks associated with any pay settlement above the assumption of 3% and if inflation did not reduce as expected were raised. The Commissioner confirmed that the budget process worked on economic projections. The pay settlement process was nationally negotiated but it was local settlement. There was a balance to be found between interests of the workforce and the burden on the public to fund it. There was no scope to raise more money through the precept without a referendum and there was no wish to do that. If the settlement was higher than the assumed 3% it would have to be funded through further efficiency gains.
- In terms of fleet investment the Commissioner explained that there was a long-term strategy which resulted in plans for delivery. This included plans for installing charging points across the estate for smaller vehicles.

Opportunities had arisen to upgrade some fleet in line with the plans, earlier and in a more cost efficient way.

- It was confirmed that ECFRS participated, alongside Local Authorities and the Police etc to resourcing a dedicated team in order to optimise collection of Council Tax. A larger amount was collected as a result.

The recommendation that the Essex Fire and Rescue precept be increased by 2.91% equivalent to an increase of £2.34 a year, from £80.28 to £82.62 for a Band D property, was put to the vote by the Panel Chairman. Following consideration of the report and having listened to the Commissioner's justification for the increase, the Panel voted 11 in favour to accept the Commissioner's proposal without qualification or comment, with two abstentions. It was

Resolved:

That the Panel endorsed without qualification or comment, the Police, Fire and Crime Commissioner's decision to increase the Fire precept by 2.91% equivalent to an increase of £2.34 a year, from £80.28 to £82.62 for a Band D property, raising an additional £1.5m of council tax receipts.

5 2024/25 Proposed Police Precept

The Panel received report EPFCP/02/24 which set out the overall level of resources in the proposed budget for 2024/25 and how this would enable continuing to get crime down, protect the vulnerable, support victims and continue the strategic shift to prevention.

The Commissioner introduced the report setting out the proposed budget and precept for Essex Police and highlighting the areas of success, areas of focus and intended investment linked to meeting the priorities of the Police and Crime Plan and retaining the current size and strength of the Service. The Commissioner also gave some feedback from the precept survey which had been undertaken.

The Panel considered the detailed information provided on the budget and precept proposals. During the discussion members of the Panel asked a number of questions to seek clarification and test the evidence and assumptions, to ensure that they were satisfied that the proposed Precept enabled delivery of the objectives included within the Police and Crime Plan 2021-2024 and represented value for money.

During the discussion the following points were made:

- The Commissioner confirmed that there was impartiality within the training provided and each Police Officer took an oath of impartiality. It was done within the context of the guidance of the College of Policing and therefore open to scrutiny. Equality Impact Assessments were carried out on all training. If any instances occurred where this had not been appropriately implemented they would look into through the

police standards process to ensure behaviours were corrected as necessary.

- The Commissioner clarified the various Boards which would be monitoring the implementation of the efficiency and savings plan. It was confirmed that all savings were being achieved through better ways of working and reducing costs through better technology or new interventions. There was no reduction in service. It was further confirmed that whilst there was a vacancy factor taken into account, it was not used to manage the budget.
- A question was raised relating to the challenges associated with having 40% of Police Officers with less than 5 years experience and the mechanisms for ensuring that officers were progressing through to the senior roles. It was explained that there had been no shortage of good quality chief officers, both recruiting externally and progressing up through the ranks within the organisation. There were fast track schemes to encourage and nurture talent. It was reported that there were high quality recruits coming through. Some of the training investment was aimed at first line and second line supervisors and leaders to ensure they understand what the public expects, the priorities and an ability to nurture, train and direct officers.
- It was confirmed that staffing was projected month by month and consider when recruitment was needed. The objective was to end the financial year at around 3755 full time equivalent officers, no change. There were fluctuations throughout the year and the headcount was different to the full time equivalent due to differences in working hours.
- In response to a query the Commissioner confirmed that in Colchester in the 12 month period to December 2023, of the incidents that the Service was aware of, anti-social behaviour had reduced by 36.4% and all crime was down by 8.8%. This was thought to be a reflection of the success of the Safer Streets and Anti-Social Behaviour Hotspot interventions.
- It was clarified that the survey did include a question regarding Police visibility and local neighbourhood policing was one of the priority areas that people were asked to rate.
- In response to a question related to seeing improvement in ways of reporting crime, the Chief Constable explained the plans in place to ensure the Control Room was best equipped to respond, with systemic and personnel changes, ensuring the right calls were going through and improvements for access.
- It was acknowledged that the proposed increase in the precept was significant, however it was considered that in some areas the benefit and result of previous investment were starting to be seen. The Commissioner explained that the proposed increase was about sustaining the current capability and capacity.
- The Commissioner reported that the current funding formula was not fair to Essex, particularly as the population growth had been considerably more in the area. However there were controversies around changing the funding formula to avoid Services losing out in future.

The Commissioner agreed to consider the following points raised by the Panel:

- To further consider how the precept survey can be more widely advertised to achieve a higher response rate, including the suggestion of better utilising local authority partners for a wider reach.
- To provide clarification on the figures relating to male victims of domestic violence within Essex.
- To report back on the success of the plan to improve the 101 reporting service.

The recommendation that the Essex Police precept be increased by 5.55 percent equivalent to an increase of £12.96 a year, from £233.46 to £246.42 for a Band D property was put to the vote by the Panel Chairman. Following consideration of the report and having listened to the Commissioner's justification for the increase, the Panel voted 11 in favour to accept the Commissioner's proposal without qualification or comment, with two abstentions. It was

Resolved:

That the Panel endorsed without qualification or comment, the Police, Fire and Crime Commissioner's decision to increase the police precept by 5.55 percent equivalent to an increase of £12.96 a year, from £233.46 to £246.42 for a Band D property, raising an additional £8.695 million of council tax receipts.

6 Date of Next Meeting

The Chairman confirmed that the reserve meeting date of Thursday 15 February 2024 would not be required due to the Panel's decision to support the proposed precepts.

The Panel noted that the next meeting would take place on Thursday 14 March 2024.

There being no urgent business, the meeting closed at 3:16pm.

Chairman

Report title: High-Level Summary of Progress in Delivering the Police and Crime Plan 2021-2024 and the Fire and Rescue Plan 2019-2024	
Report to: Essex Police, Fire and Crime Panel	
Report author: Police, Fire and Crime Commissioner for Essex	
Date: 14 March 2024	For: Noting
Enquiries to: Emily Bownes (Policy Officer) emily.bownes@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

As we near the end of the electoral term, this report is provided to the Police, Fire and Crime Panel to provide a high-level overview of the successes and key areas for improvement since the publication of the Police and Crime Plan 2021-24 (appendix 1) and the Fire and Rescue Plan (appendix 2). These reports are not intended to be exhaustive. More detailed closure reports are also being prepared which will be finalised after the end of the planning period and presented to the Panel during summer 2024.

2. Recommendations

That members of the Police, Fire and Crime Panel note the high-level output reports relating to the Police and Crime Plan 2021-24 (appendix 1) and Fire and Rescue Plan 2019-2024 (appendix 2).

3. Context / Summary

The output report for the Police and Crime Plan 2021-24 (appendix 1) is focussed around key areas of successes and areas for improvement since the publication of the plan. The report is divided into chapters, with each chapter aligned with priorities and objectives listed in the Police and Crime Plan. The chapters are as follows:

- Further investment in crime prevention
- Reducing drug driven violence
- Tackling violence against women and girls

The output report for the Fire and Rescue Plan 2019-24 (appendix 2) is created in the same format, detailing key areas of successes and areas for improvement since the publication of the plan. The areas are linked to priorities and objectives of the Fire and Rescue Plan. The chapters are as follows:

- Creating a positive culture
- Protection

Across both services there has been a successful strategic shift in focus and activity towards early intervention and prevention. While more is still required, this has seen both policing and fire and rescue move away from being solely reactive. This successful strategic shift has helped drive a sustained long-term reduction in incidents in terms of crime, anti-social behaviour and dwelling fires.

The Police and Crime Plan 2021-24

Further investment in crime prevention

Since the publication of the Police and Crime Plan, there has been significant investment in crime prevention. The chapter details the impact this has had across all crime, anti-social behaviour (ASB), domestic abuse, and violence against the person offences, with data compared over both the short term and benchmarked against the year before the plan was implemented. We have also benchmarked against previous years where necessary to take into account the impact of the pandemic.

There has been additional funding provided to recruit 905 more officers since 2016. 500 of these were recruited prior to the current plan and 405 during the plan period. This is 105 above the 300 officers committed to within the 2021 plan. 2023 marked a milestone in Essex Police's development, with completion of the multi-year growth programme taking Essex Police to 3,755 officers and making it bigger and stronger than it has ever been before. In total, the PFCC has increased the annual investment into Essex Police by £86m since 2016.

Investments in ASB, visible policing, and domestic abuse have achieved significant progress in crime reduction. Combined with national and local funding opportunities, the PFCC has impacted on keeping communities safe, driving down crime, and increasing public confidence.

Reducing drug driven violence

Drug driven violence, exploitation of vulnerable people, and the destructive impact of crime caused by drugs have created hugely negative impacts upon Essex communities. The strategic approach to reducing drug driven violence has seen work undertaken at a national, regional, and local preventative level, creating a strong deterrent to drug driven violence, gangs, and knife crime.

Effective and strong partnerships have been formed to take a public health approach to tackling violence through the Violence and Vulnerability Unit (VUU). As of 2024, we are five years into the ten-year VUU programme, and data has shown a reduction in drug driven homicides, a reduction in knife crime offences and an increase in targeted prevention activity.

Strong progress has been made, although more is yet to be achieved. Drug driven violence is feared in our communities and, while benefits are being realised, there is more yet to accomplish by continuing with the VUU programme.

Reducing violence against women and girls (VAWG) and managing rape and serious sexual offences

Tackling VAWG has been brought into stark focus in recent years, with national coverage around high profile cases, such as the horrific murder of Sarah Everard, and other news stories outside of Essex impacting public confidence in policing across the UK. These individual cases, together with woefully inadequate outcomes in cases of rape and sexual assault, mean the public are rightly calling for a step change in how these cases are dealt with. Although there has been some progress and growth in the way Essex Police tackles VAWG and manages rape and sexual offence investigations, there is still much more that needs to be done.

Essex Police has taken learning from high-profile reviews, such as that undertaken by Baroness Casey of the Metropolitan Police Service, to provide space for reflection to self-assess how well VAWG is dealt with. This has been looked at through the lens of culture within the force, and how this translates into serving the public and understanding the impact on public confidence.

Learning and implementation of best practice has also occurred from Operation Soteria, the pilot to improve rape and sexual assault investigations. The force has adopted the police-academic focus of the programme to provide a victim-centred approach, seeing support from Independent Sexual Violence Advisors (ISVAs) widely used, and strengthening of case files, with early advice from the CPS being sought in order to increase conviction rates.

Tackling VAWG and the management of rape and serious sexual offences remain areas requiring significant further work, with more progress to be made. With the addition of VAWG to the Strategic Policing Requirement in 2023 demonstrating the challenge faced at a national level, it is essential that we continue to work to make stronger progress locally.

The Fire and Rescue Plan 2019-24

Creating a positive culture

Essex County Fire and Rescue Service has worked hard to achieve lasting, meaningful cultural change to create a positive and diverse workforce that is reflective of the communities of Essex. This has seen the creation of a positive culture embedded into the service, with the development of a strong, effective leadership team, and investment in staff training, retention, and recruitment.

The implementation of the national Core Code of Ethics and the local People Strategy 2020-24 have provided promising advancement, resulting in an increased number of female starters, increased starters of an ethnic minority background, and provided needed training and development.

The last HMICFRS Effectiveness, Efficiency and People inspection in 2021/22 graded the service as 'requires improvement' for 'people'. However, the inspectorate has acknowledged the work that had been implemented since the previous inspection in 2018/19 and the service has demonstrated that this

progress has continued.

Protection

Protection is a core activity of the service, with intrinsic links to prevention and the service's Integrated Risk Management Plan. Protection is essential to creating safe communities, linked closely to audit and enforcement. The service has been committed to undertaking audits in line with the Risk Based Inspection Programme to ensure commercial properties are legally compliant and safe.

The service has created and is on track to deliver a refreshed, target driven plan to visit every very high-risk and high-risk premises, with data regularly adjusted to accommodate businesses' needs, recruitment, and other changes. While the service has focused on achieving the target number of audits, this has been implemented alongside a strong, educational focus. The service works with local businesses to educate and provide support to drive up compliance, creating strong community bonds that prioritise safety.

The Protection activity undertaken to date is promising, but we cannot become complacent, and should capitalise on the proactive focus applied to date.

4. Background Papers and Appendices

Background Papers

Police and Crime Plan 2021-24 ([Police and Crime Plan 2021-2024 - Essex Police, Fire & Crime Commissioner](#))

Fire and Rescue Plan 2019-24 ([ECFRS Fire and Rescue Plan 2019-24](#))

Appendices

Appendix 1 – High Level Progress Report for the Police and Crime Plan 2021-24

Appendix 2 – High Level Progress Report for the Fire and Rescue Plan 2019-24

High Level Progress Report for Police and Crime Plan 2021

-24

February 2024

This report is provided to members of the Police, Fire and Crime Panel to provide a high-level summary of activity undertaken throughout the implementation of the Police and Crime Plan that has worked well or shows opportunity for improvement. The report is broken down into chapters aligned with the priorities and objectives specified in the Police and Crime Plan 2021-24.

The Police and Crime Plan 2021-24 can be found here: [Police and Crime Plan - Essex Police, Fire & Crime Commissioner](#)

The chapters are as follows:

- Further investment in crime prevention
- Reducing drug driven violence
- Tackling violence against women and girls

Further investment in crime prevention

“Our objective is to invest in activities and initiatives that prevent crime from happening in the first place to reduce overall crime and keep our communities safe.”

Background

In the 12 months to December 2023 compared to the 12 months prior, all crime is down by 5.7%, anti-social behaviour is down by 37.6%, domestic abuse reduced by 15.2%, and violence against the person reduced by 11.5%. This demonstrates the positive impact felt by the investment in crime prevention achieved since the publication of the Police and Crime Plan 2021-2024 and the successful strategic shift to prevention.

All crime has seen a slight increase compared with the pre-Plan baseline, although this is influenced heavily by the reduction caused by the COVID-19 pandemic. In the 12 months to March 2021 were 148,135 offences compared to 155,537 offences recorded in the 12 months to December 2023. Although this equates to an increase of 5.0%, the figures were heavily influenced by the Government's restrictions on gathering and movement in relation to COVID-19. The restrictions saw a reduction in crime volumes at the time of the pandemic and have influenced patterns seen since, as crime levels increased when restrictions were lifted. The recent reduction of 5.7% of all crime in the 12 months to December 2023 shows how crime is settling and reducing following the COVID-19 pandemic, and through the influence of further crime prevention. This has had a particular impact on the number of anti-social behaviour (ASB) incidents recorded, which stood at 60,329 in the 12 months to March 2021, compared to 14,970 in the 12 months to December 2023 – a 75.2% decrease. For the 12 months to December 2023 compared to the 12 months to

December 2019 (pre-Covid), all crime has reduced by 7.5%, anti-social behaviour has reduced by 64.3%, domestic abuse has reduced by 16.1% and violence against the person offences reduced by 3.9%.

Activity and Progress

From 2016 to March 2021, before the implementation of the 2021-24 Police and Crime Plan, the government Police Uplift Programme (PUP) grant and the local precept provided additional funding for more than 500 officers, growing the force establishment. Since 2021, growth has continued. 2023 marked a milestone in Essex Police's development, with completion of the multi-year growth programme, bringing the total number of additional officers to 905 since 2016, with the force total reaching 3,755, making Essex Police the strongest and biggest it has ever been. It is also above the 300 extra officers committed to within the 2021 Police and Crime Plan.

Since 2016 the PFCC has increased the annual investment into Essex Police by £86m. This has been funded by an increase in central government funding, police precept, and efficiency savings. This has provided necessary investment into community policing teams, local policing, children and young people officers and town centre teams. As well as the uplift in officers, extra staff and equipment have been funded to support officers to be visible in their communities and provided them with the right resources to prevent and tackle crime.

There have been significant investments made in breaking the cycle of domestic abuse by supporting victims and tackling aggressive dysfunctional behaviour early to stop escalation. Using the pre-Covid benchmark of the 12 months to December 2019, there were 29,726 offences recorded, which shows a 16.1% reduction has been achieved comparing to the 12 months to December 2023.

Investment has also occurred in tackling gangs and organised crime, with more officers, efficient use of stop and search, and significant coordinated partnership investment in prevention largely through the Violence and Vulnerability Programme (this is explored in more detail in the Reducing Drug Driven Violence Chapter below). This has seen Education, Health, councils, and police working together to identify the vulnerable and keep them from being exploited into crime.

This broad investment across a number of priorities is part of making a strategic commitment to prevention, a shift in our main effort from rapid response into a model of targeted prevention and early intervention as set out clearly in the Police and Crime Plan 2021-24.

Since 2017, the Commissioner and Chief Constable have commissioned an independent public survey to understand and track public confidence in policing. This survey mirrored the national confidence questions used in the Crime Survey of England and Wales and has surveyed a representative sample of more than 7,000 Essex residents each year. This independent survey provides a detailed district level picture of trust and confidence across our communities, both geographically and by protected characteristics and includes analysis of victims' and non-victims' responses. This data drives localised public engagement strategies which focus on

addressing local concerns, building and maintaining effective relationships and ensuring the public have trust in their force. Since the introduction of the independent public survey for Essex in 2017, the number of people who answered “good” or “excellent” to the question, “taking everything into account, how good a job do you think the police in this area are doing?” has increased from 68.7% in the 12 months to the end of March 2018 to 73% in the 12 months to the end of September 2023. During the Covid pandemic, levels of public trust in Essex Police rose to a record high with 81% of residents stating they were confident or very confident in the force. This has fallen back slightly since the pandemic and this reduction has coincided with increased scrutiny and criticism of policing nationally.

Concerns around ASB and visibility have increased since the pandemic and the force has benefited from several national projects that it has been able to use to address these concerns. The force has been able to successfully contribute to the Government’s ASB Strategy through the PFCC’s office being awarded £1.1 million to deliver hotspot patrol activity by policing and partners in 13 areas across the county through Op Dial. This has been done in partnership with local CSPs, with high levels of public engagement and communications around this activity. This has been successful, with positive feedback from partners and stakeholders and early data showing a positive impact on public trust and a 37.6% drop in ASB recorded in the 12 months to December 2023. Additionally, pilot areas have seen reductions in high-harm crime at a significantly higher level than the force-wide reduction. In short, the force and its partners have been able to show they are addressing an area of significant public concern.

The force, through the PFCC, has also benefited from funding from the Home Office’s Safer Streets Fund. Essex secured £2,626,166 from rounds 2 to 5 inclusive, which was match funded by local authorities. Implemented in Waltham Abbey, Witham, Chelmsford, Grays, Colchester city centre and Greenstead, this has enabled significant progress to be made in tackling areas of concern within communities. The force, working through the Community Safety Partnerships, has played an active part in this work and this has helped local communities, schools and community groups take a proactive role alongside the police in helping to prevent crime.

The success of these nationally funded schemes led in the last year to the creation of a locally funded Safer Streets Fund which has helped address a number of long-term issues within communities. The PFCC has so far administered two rounds of the local fund, with £399,855 and £1,093,866 respectively committed to activities in Harlow, Clacton, Braintree, Brentwood, Chelmsford, Maldon and Rochford. The initiatives have covered locally important issues, from ASB in Maldon, car theft and fly tipping in Navestock, Brentwood, and speeding on country roads.

The allocation of Safer Streets Funding sits alongside other funding routes such as Op Grip funding, the PFCC’s Minerva Fund, ASB hotspot funding and the PFCC’s Community Safety Development Fund (CSDF). Minerva is a flagship project that was commissioned by Essex Police using Home Office Science, Technology and Research (STAR) funding and developed by Nottingham Trent University to use

open-source data, combined with Police and local authority data, to map vulnerable / hot spot locations, particularly for crimes or incidents relating to violence against women and girls (VAWG). These maps were shared with CSPs to consider what may be driving vulnerability, and to develop plans for local activity aimed at improving public confidence and safety in these areas. Success from Minerva has been nationally recognised.

Conclusion

Overall, there has been significant progress made in investment in crime prevention, which is already showing signs of reducing crime. Many of the impacts can be particularly seen in neighbourhood policing and in the reduction of ASB, by providing a strong, visible presence to communities and impacting public confidence in policing. Although policing is reactive by nature, investment in crime prevention has been essential to managing and positively impacting demand, and leaves communities feeling safer. The benefits of crime prevention are often wider than anticipated, with strong neighbourhood policing, local partnerships, and collaborative working fundamental to delivery.

Reducing drug driven violence

“Our objective is to crack down on drug driven violence and gangs, protect the vulnerable people these gangs prey on and deal with the hardened criminals whose criminal activities increase violence in our communities”

Introduction

Drugs and the associated drug driven violence have a hugely negative and damaging impact on our communities. Drug driven violence, exploitation of vulnerable people, and the destructive harm caused is evident, and we have worked hard to address this serious issue. Drugs are inextricably linked with knife crime and gangs and create an increasing cycle of violence if left unchallenged, with harmful consequences.

Framework

Our strategic approach to tackling drug driven violence is based on activity at three levels. At a national and regional level, we work with the National Crime Agency to tackle and reduce the number of gangs and criminals fuelling drug driven violence. We then take a robust approach, through the Essex Police Serious Violence Unit, of identifying and dismantling county lines, providing a strong, visible community deterrent through proportionate use of stop and search and other community-based activities. At the preventative level we work effectively with partners through our Violence and Vulnerability Unit by taking a public health approach and investing in activities proven to divert vulnerable people away from a life of crime.

Activity and Progress

In the 12 months to December 2019, there were 10 drug driven homicides recorded, compared to two in the 12 months to December 2023 – an 80% decrease. In the 12 months to December 2023, there were 1,495 knife crime offences - 185 fewer than

the previous 12 months or an 11% reduction. This is compared to 1,638 offences recorded in the 12 months to December 2019 which, due to the shift in offence numbers and types during the pandemic, is seen as the true benchmark for pre-Police and Crime Plan comparison. Based on this figure, there has been an 8.7% reduction since the plan was published.

Organised Crime Group disruptions have been increasing, with 99 undertaken in the 12 months to December 2019, compared with 387 in the 12 months to December 2022, and 453 in the 12 months to December 2023. Violence with injury offences and knife enabled crimes have fallen by 8.7% and 11% respectively in the 12 months to December 2023 compared to the previous 12 months. Despite this, however, confidence that Essex Police and its partners are dealing with drug crime (from the independent survey jointly commissioned and funded by Essex Police and the PFCC) was at 56.8% for the 12 months to September 2023. This is a deterioration from 61.0% in the 12 months to September 2022 and demonstrates that there is still more to do to assure the public of the work being undertaken in this area.

A key development following the adoption of the 2021 Police and Crime Plan was the publication of the Essex Police Homicide Prevention Strategy 2022-26 which sets out a coordinated approach to tackling homicide and has been endorsed by the PFCC's Strategic Board. The overarching aim of the strategy is "To reduce homicide in Essex by tackling serious violence and the contributing factors that lead to homicide". Key prevention activity is completed as part of the strategy. Essex Police continues to tackle the threat posed by county lines and associated exploitation through the work delivered by the Serious Violence Unit. The Op Raptor and Op Orochi teams investigate, pursue, disrupt, and dismantle county lines that operate in Essex. The Prevent, Protect and Prepare (PPP) Team conducts work to safeguard, prevent and provide diversionary opportunities for those involved in county lines and associated exploitation. The team also delivers measures designed to prevent crime and to safeguard those that are vulnerable to exploitation.

The Serious Violence Unit has continued proactively to tackle serious violence through its Raptor teams in order to contribute to homicide prevention. The expansion of the role of Raptor Safeguarding Officers has seen an increase in those safeguarded, with 92 people safeguarded in the first quarter of 2023, compared to a 2022 quarter average of 24 - a 283.3% increase. The officers now engage with partners prior to executing warrants and conduct more work to identify those that may need safeguarding. The SVU has developed a new pilot with Open Road and Phoenix Futures that is designed to provide a partnership response during police enforcement activity targeting county lines. This pilot ensures that there is immediate access to treatment services for those that are vulnerable or being exploited by county lines. This immediate support is designed to prevent further crimes being committed, and to ensure that those who are vulnerable have an opportunity to be diverted away from criminality.

In 2022, Essex became one of the pilot forces for Op Grip, the three year Home Office programme developed to identify and fund hotspot policing for areas significantly impacted by serious violence. The Op Grip strategy focuses on

identifying and patrolling in hotspot areas within the county which see the highest harm crime being committed. With effect from 1 July 2023, there are 15 harm spots across Essex and the concept is to conduct 15- or 30-minute patrols in the hot spot areas frequently. The pilot has seen the implementation of a problem-orientated policing (POP) approach implemented in the second year and has branched out to create a 'Safe Place' in Southend. Safe Space is an initiative that is carried out within the hotspot area to work with CSPs, police and local charities to create a strong, visible presence from all partners at the same time. Centred around the night-time economy, Safe Space has had positive feedback from residents and creates a visible deterrent to serious violence, allowing them to seek support from agencies if they feel unsafe also. This approach has received positive feedback from the Home Office and has been mirrored in other areas of the country as best practice.

Although Op Grip is derived from tackling violence, including knife crime, the association between drug dealing and violence is often a close relationship. In 2023, Essex became the first force to use Op Grip funding to tackle county lines present in the hotspot areas. With this funding, a decision was made to move from focussing on street-level dealers to target those that control the lines and cause the most harm. Investment within Op Grip has seen opportunities to develop and deliver projects to wider support the objectives of the strategy, maximising our opportunities to target drug driven violence. Formal Home Office evaluation of Op Grip is yet to occur, but the Essex Police evaluation for year one shows a 7% reduction in serious violence within hotspot areas, demonstrating positive movement in the right direction. Additionally, with the shift to use funding in 2023/24 to tackle county lines in hotspot areas, early indications show that compared to the 2022/23 arrests, more individuals have committed previous high harm or serious violence offences. Of the 559 arrested in 2022, 22.2% had two or more high harm indicators from previous offences, compared to 67.8% of 497 arrests made in 2023.

The Essex Violence and Vulnerability Unit, established in 2019, prior to the national drive around violence reduction units, has also been essential to tackling the growing threat of county lines, drug driven violence and knife crime. The VVU has made significant progress by using a multi-agency prevention approach, focussed on positive activities for young people, mentoring programmes and interventions. This is delivered in partnership with the police, councils, health and education partners, criminal justice agencies, faith groups, voluntary organisations, fire and rescue, and the community sector. The Violence and Vulnerability Unit has seen success and improvement, particularly in children and young adults, with the number of under 25 year olds admitted to hospital for assault with a sharp object reduced by 23% in 2022 compared to the year prior. The VVU has implemented a range of successful initiatives, including a community grants scheme, knife crime awareness campaign, a communications plan to share successes, the Fearless Futures project, sharing of learning, the ReRoute project, and the Listening Project, which provided a way to gain a user voice via young people. The Listening Project heard from 1,563 young people in Southend, Essex and Thurrock to understand how safe they felt in their communities. The VVU has been keen to establish evaluation and feedback of the work it has undertaken and to learn from best practice identified by the Home Office

for violence reduction units.

Communication and engagement have been instrumental to the VVU's work to deliver its priorities and seek change. The recent knife harm campaign was timed to coincide with the Knife Angel visiting the county, to stimulate conversation and amplify key messages of the campaign. Evaluation showed that 84% of parents who viewed the campaign felt it was effective at encouraging parents to speak to their children about knife crime, and 80% of parents would be more likely to talk to their children about this.

Prevention underpins the work of the VVU, with Fearless Futures and ReRoute being just two examples of its prevention programmes. Fearless Futures was developed with partners in academia and based on rigorous, independently evaluated research and insight. It relies on an algorithmic model built by Essex Police to identify and assist those individuals who are on the trajectory towards using a knife to commit serious violence. The ReRoute programme works with young people who have been arrested for possession of a knife but who are waiting to be charged. Work is undertaken with the individual to implement support and a positive intervention to prevent further offending.

The coordinated and strong approach of working with police and partners to tackle knife crime, gangs and drug driven violence has underpinned real change within this priority. While prevention can be hard to measure, the evaluation of projects and analysis of data of related offences show the impact this work has made and continues to be felt.

Conclusion

Overall, the strategic approach set out in 2019 and developed in the 2021 Police and Crime Plan is showing positive results. A more robust approach at a national and a county level has been established to tackle those fuelling drug driven violence, exploiting the vulnerable and creating fear in our communities. However, to prevent drug driven violence, we need to continue with the public health approach set out and driven by our Violence and Vulnerability Partnership through the VVU. This is showing strong signs of working, with less people reporting to hospital with knife wounds, less people dying from drug related homicide and a fall in knife crime. However, this is still feared in our communities, and we must continue with this approach to fully realise the benefits. This is a ten-year programme, and we are five years in. Progress is being made but more is needed.

Reducing Violence Against Women and Girls (VAWG) and managing rape and serious sexual offences

“Our objective is to support a cultural change within society and provide strong, consistent, and vocal support for the safety of women and girls whether they report crimes against them or not”

Introduction

Tackling VAWG has been brought into stark focus in recent years, with national coverage around high profile cases and news stories outside of Essex impacting public confidence in policing nationally, and poor levels of positive outcomes recorded. The murder of Sarah Everard by a Metropolitan Police officer in 2021 caused significant damage to public confidence in the police and raised questions about failings that had been made by the Metropolitan Police Service. This devastating event acted as a catalyst for policing to commit to tackling VAWG, examining the link between women's safety and public trust in policing.

Although there have been positive movements made to reduce VAWG and better manage rape and sexual offences throughout the implementation of the 2021-24 Police and Crime Plan, more needs to be done. Without significant progress, it is challenging to address this difficult landscape. High profile reviews, such as that undertaken by Baroness Casey of the Metropolitan Police Service, highlight the failings that policing has made in relation to trust and confidence, particularly surrounding VAWG offences, and has uncovered cultural issues within policing nationally that cannot be ignored.

Activity and Progress

Throughout the implementation of the Police and Crime Plan, work has been undertaken with police and partners to reduce VAWG. However, investigation of rape and sexual offences still sees more opportunity for development. Whilst Essex Police has not been one of the pilot forces for Operation Soteria, the force has implemented learning and guidance from Soteria to improve the investigation of rape and sexual assaults. The programme has a police-academic focus, with a strong research base to provide a framework to contribute to the development of a national operating model. The research has seen a victim-centred approach, support from Independent Sexual Violence Advisors (ISVAs), and strengthening of case files, with early advice from CPS being sought in order to increase conviction rates.

This has been further boosted by the additional ISVA and IDVA (Independent Domestic Violence Advisor) funding the PFCC has secured from the Ministry of Justice during the Police and Crime Plan period. The MoJ funding is part of its plan to deliver an extra 950 ISVAs and IDVAs nationally, and also supports commissioning of other support services for those impacted by domestic abuse and sexual violence. This has seen additional ISVAs and IDVAs introduced alongside specialists who support complex needs, specialist support for the LGBT+ community, and children and young person IDVAs. Funding has also been utilised to provide additional resource for counselling and therapeutic services to support male victims of sexual violence. The MoJ funding, supplemented with PFCC funding, has allowed investment in more counselling services, a boys and young men sexual abuse support worker, DA stalking helpline and advisor, children and young people recovery counselling, adult recovery programmes and counselling, a programmes practitioner, and an enhanced victim offer to support Essex Police's Domestic Abuse Problem Solving Teams. Combined with other funding avenues, this has resulted in 13 ISVAs and 15.5 IDVAs in Southend, Essex and Thurrock currently.

In the 12 months to March 2021, 36,168 violence against the person offences were recorded against females, including stalking and harassment offences. For the 12 months to December 2023, this has stood at 33,030 offences, an 8.7% reduction. However, the number of sexual offences against females has risen, with 3,723 recorded in the 12 months to March 2021, compared to 4,216 recorded in the 12 months to December 2023, a 13.2% increase. The solved rates for sexual offences have increased, albeit not at the level we would like to see, indicating more work needs to be achieved in this area. There were 274 solved sexual offences in the 12 months to March 2021, compared to 312 in the 12 months to December 2023 – a 13.9% increase.

Work has been undertaken within both the PFCC's office and the force to identify opportunities for learning from the Baroness Casey review of the Met and apply these to Essex Police to ensure recommendations are not missed. As such, a Professionalism, Trust and Confidence review was commissioned within the force to assess findings from the Casey report, provide opportunities for reflection, and understand the position of Essex Police, to identify areas of strength as well as those that require improvement. The outcomes have been reported back to the PFCC's office via the Performance and Resources Scrutiny Board, and to the Police, Fire and Crime Panel's Ethics and Integrity Sub-Committee, which has allowed the opportunity for oversight and discussion on findings and recommendations. While the overall findings were positive, there is still more to do, and we cannot become complacent in tackling VAWG.

In July 2023, the force carried out a deep dive on VAWG and rape and serious sexual offences. The deep dive showed that, in Essex, for the 12 months to June 2023, there was a total of 40,923 VAWG offences recorded. This is a reduction of 5,599 offences (12%) from the previous 12 months. 4,057 of the total number of crimes had been solved. This is a decrease of 2.94%. However, rape and other sexual offences have seen an increase in positive outcomes of 61.36% and 14.51% respectively. Good work undertaken by the force has increased the conversion from charge to conviction, with Essex Police being ranked top out of 43 forces across the UK for its 91.3% sexual offences conviction rate. While this shows that those cases going to court are being successfully prosecuted, it also indicates a significant shortfall in the number making it that far. This national problem is acute in Essex and was one of the areas addressed by the Government's End to End Rape Review in 2021 which led to the Operation Soteria pilots. While progress is being made, the step change required in this area has not yet been achieved.

Essex Police takes VAWG seriously, both externally and internally. There is a substantial amount of work ongoing in this area and continual improvements to working practice. Essex Police has gained assurance from an inspection by HMICFRS grading the force as "good" at vetting, IT monitoring and counter-corruption work in November 2022.

There has also been strong investment in Crime and Public Protection (C&PP) through the Police Uplift Programme from 2021-2023. This has seen an increase in both the Child Abuse Investigation Team's (CAIT's) and the Adult Sexual Abuse

Investigation Team's (ASAIT's) establishment. It has also seen the creation of a dedicated historical sexual offences team (QUEST), a Child Sexual Exploitation (CSE) Proactive Investigation Team to tackle complex and organised child sexual exploitation (CSE), and a Case Progression Team to investigate complex and protracted rape and serious sexual offences (RASSO) cases. Retention and recruitment remain challenging for C&PP, but this is a national issue and not one isolated to Essex.

The night-time economy and design of public spaces often affect women's feeling of safety, and a December 2022 survey found that only 41% of females state they feel safe walking alone after dark. Throughout the 2021-24 plan, the PFCC has supported initiatives such as the SOS Bus, Ask for Angela, Purple Flag and Best Bar None to help women feel safer in the night-time economy. Work has also been undertaken along with CSPs to help create safer public spaces, and use of the government's Safer Streets Fund as well as our own local PFCC Safer Streets Fund has helped to achieve this. Our local PFCC Safer Streets fund has helped target areas that have not yet accessed national Safer Streets grants. The fund has been allocated to make communities feel safer and is used to improve street lighting and CCTV, install safety measures and support awareness campaigns in key hotspots across Essex.

Partnership engagement has been essential in tackling VAWG, with collaborative working leading to the development of several projects such as the Essex County Council VAWG Charter, Project Minerva and the Essex County Council VAWG Mapping Programme. During 2022, as part of Project Minerva, Home Office funded work began to analyse Essex neighbourhoods, with Nottingham Trent University working with the PFCC's office, Essex Police, Essex County Council and the Essex County Fire and Rescue Service. The project has resulted in the development of detailed local maps showing every hotspot road in the county where women are at increased risk of violence. Minerva Zones have been shared with the Safer Essex Partnership and Community Safety Partnerships which are working with partners locally to put together bespoke plans to tackle the causes of violence against women and girls in those locations. The PFCC has provided funding for the Minerva zones with areas such as Basildon, Braintree, Brentwood and Rochford, Chelmsford, Colchester, Epping Forrest, Southend, Thurrock, and Uttlesford benefiting.

Conclusion

Tackling VAWG and the management of rape and serious sexual offences remain areas for significant work, with more progress to be made. With the addition of VAWG to the Strategic Policing Requirement in 2023, it is unlikely that this will be an issue easily solved in the near future, and building an established change in the way we police rape and serious sexual offences and reduce VAWG is essential.

Output Report for Fire and Rescue Plan 2019-24

February 2024

This report is provided to members of the Police, Fire and Crime Panel to provide a high-level summary of activity undertaken throughout the implementation of the Fire and Rescue Plan that has worked well or shows opportunity for improvement. The report is broken down into chapters aligned with the priorities and objectives specified in the Fire and Rescue Plan 2019-24.

The Fire and Rescue Plan 2019-24 can be found here: [ECFRS Fire and Rescue Plan 2019-24](#)

The chapters are as follows:

- Creating a positive culture
- Protection

Creating a positive culture

“To have a safe and diverse workforce who we enable to perform well in a supportive culture underpinned by excellent training.”

Introduction

Essex County Fire and Rescue Service has previously been beset by a number of serious incidents that indicated the presence of a troubling and challenging culture, with allegations of bullying and intimidation, and the suicides of two serving firefighters. The then Essex Fire and Rescue Authority (FRA) took the positive and proactive decision to seek independent help to address the issues faced and a Review of Culture by Irene Lucas, CBE was conducted in 2015. Despite the work undertaken to improve culture within the service, at the time the PFCC took on the governance of fire and rescue, there was still a significant way to go. Creating a positive culture was placed at the very core of the Fire and Rescue Plan 2019-24.

The 2018/19 HMICFRS effectiveness, efficiency and people inspection issued a cause for concern against the judgement, ‘How well does the fire and rescue service promote its values and cultures?’. The cause for concern noted a clear intent from senior officers to improve culture, with progression noted. However, despite this, there was evidence of behaviours found at that time that were not in line with the service’s values.

Positive progress has been made since the publication of the Fire and Rescue Plan 2019-24, and the cause for concern was lifted through the HMICFRS effectiveness, efficiency and people inspection 2021/22. While it was acknowledged there was more work to be done, cultural improvements were recognised, alongside a clearly defined set of values. The inspection highlighted the difference between implementation and embedding, recognising that embedding a lasting, positive cultural change takes time.

Essex County Fire and Rescue Service has worked hard under the Fire and Rescue Plan to create a positive culture and diverse workforce that is reflective of the communities of Essex. The PFCC and the service have invested in creating a strong, effective leadership team, and continued to invest in staff with priorities around recruitment, retention, training, and development. The service has seen significant improvement in the development of a positive culture and has, at the heart of its strategy, put people first by consulting, involving, and informing colleagues to support lasting, meaningful change. Cultural change has been embedded in the service's values and behaviours through recognition, communication, continuous improvement, developing manager self-awareness, and increasing diversity.

There is a clear link between culture and the national Core Code of Ethics, with dignity and respect, leadership and equality, diversity, and inclusion (EDI) central ethical principles.

Activity and Progress

The publication and implementation of the Fire and Rescue Plan has seen the service create a People Strategy 2020-2024, a key mechanism for delivering both the Plan priorities and the Integrated Risk Management Plan. The People Strategy describes how the service has continued to develop, value, attract, engage and care for its people so that it has a safe and diverse workforce which is enabled to perform well in a supportive culture, underpinned by excellent training. The Strategy was built on the core values of the service and has been instrumental to implementing positive cultural change. Included within the strategy is a Continued Culture Change Strategy that sets out the approach to continuously developing a positive culture. Detailed reports on the implementation of the People Strategy were presented to the Police, Fire and Crime Panel's Ethics and Integrity Sub-Committee in March and September 2023.

In 2022, HMICFRS published the findings of its 2021/22 Effectiveness, Efficiency and People inspection of Essex County Fire and Rescue Service. In the area of 'People', the inspectorate acknowledged the work the service had implemented to improve culture since the previous inspection in 2018/19. However, a grade of 'requires improvement' was awarded, showing that, although progress had been made, there is still a way to go. The service is awaiting the outcome from the latest 2023/25 tranche of inspections, and we hope to see more progress still.

It is positive to note that, when HMICFRS published a national spotlight report in 2023 on values and culture in fire and rescue services, most of the recommendations that applied to ECFRS were already in place or being actioned as a result of the People Strategy. This is a welcome sign of how far positive cultural change has been instilled in the service. The service has also taken the opportunity for learning further, recognising the impacts other high-profile reviews, such as Baroness Casey's review of the Metropolitan Police Service, the HMICFRS inspection of Vetting, Misconduct and Misogyny in the Police Service, and the Independent Culture Review of London Fire Brigade, have on emergency services generally. This has led to the service identifying themes and recommendations from these reviews that also provide opportunity for improvement within the service.

These recommendations relate to safer recruitment, disclosure and barring, the Cultural Maturity Model, and mapping and managing allegations. Progress has been made against each recommendation and continues to be monitored in line with the People Strategy.

Leadership and development are strong, with growing investment in and opportunities for staff. The Leadership, Resourcing and Succession (LRS) Pool is providing successful candidates for 77% of all roles. The LRS is essential in meeting current and future demand for skills and capacity. Access to the LRS by non-operational colleagues has doubled year on year since 2020.

Keeping the drive for recruitment while striving to attract a diverse workforce is also an area the service has made progress on. The Positive Action Plan 2022 – 2023 has seen an increase in the number of female starters in the service (21%, up from 16% in 2020/21) and starters of a minority ethnic background (6.4%, up from 2.8% in 2020/21). Analysis of our wholetime recruitment information confirms there is no disproportionate drop off for any individual group with a protected characteristic throughout the process (between 2021 and 2023, 11% of applicants were female and 11% of offers were to females, while 8% of applicants were from non-White British ethnicity and 8% of offers were to non-White British candidates). Positive action work is recognised by the Asian Fire Service Association (AFSA) and in 2023 ECFRS won the 2023 AFSA award for Positive Action, providing further confirmation and assurance of the quality and effectiveness of the Positive Action Plan.

Tackling bullying and discrimination has been key to developing a positive culture. An independent review conducted in 2022 of all grievance cases and allegations over the previous 12 months, including those which referenced bullying, harassment, criminal allegations, racism, misogyny, prejudicial and improper behaviour and misconduct, concluded that concerns had been managed appropriately and outcomes of the cases were considered to be broadly reasonable.

Conclusion

Progress made by the Essex County Fire and Rescue Service with developing a positive culture has been consistent and steady since the implementation of the Fire and Rescue Plan. Although activity to create cultural change has been implemented, embedding this cultural change is still a work in progress. Lasting, meaningful cultural change can take years to embed fully, but the service has been committed to achieving this, entrenching core values into activities delivered, and receiving a positive response and real indications of success.

Protection

“We will plan and provide effective and efficient prevention, protection and response activities, so the public continue to have trust and confidence in us.”

Introduction

Protection is fundamental to the Essex County Fire and Rescue Service, being a core activity to the Integrated Risk Management Plan and to deliver the priorities

within the Fire and Rescue Plan. The devastating Grenfell Tower fire in 2017 brought into focus the crucial role fire and rescue services can play in protection and prevention, creating safe communities and preventing tragedy from occurring in the first place. The inquiry that followed provided recommendations for fire and rescue services and saw the introduction of the Fire Safety (England) Regulations 2022. The service is committed to meeting the recommendations from the inquiry and presents action updates to the PFCC via the Performance and Resources Board.

Protection is closely linked to audit and enforcement. Fire and rescue services are responsible for ensuring that commercial properties are compliant with the Regulatory Reform (Fire Safety) Order 2005. This responsibility discharged by the Protection Department educating Responsible Persons on their responsibilities, and then carrying out audits in line with our Risk Based Inspection Programme (RBIP). The service then has powers to take appropriate action where required, to get premises compliant and to get them safe. Through utilising the enforcement options available to us, we have seen buildings made safer throughout the county, undertaking vital work to keep Essex safe.

The PFCC and the service have continued to invest in Protection in challenging times such as those experienced through the COVID-19 pandemic, continuing to play a role in keeping communities safe. During the pandemic, the team quickly and confidently adapted to government guidelines to ensure vital prevention and protection activity could continue. The Protection team completed 7,202 jobs in 2020/21. This included 319 full audits and 2,293 desktop audits against premises. 99.6% of statutory consultations received were responded to within 15 working days by the team, demonstrating the service's ability to adapt and deliver.

The service holds an important role within enforcement, ensuring protection is carried out and keeping Essex a safe place to live, work and visit.

Activity and Progress

In the 2019, HMICFRS issued ECFRS a Cause of Concern for Protection, indicating that the service had insufficient resources to meet its risk-based inspection programme (RBIP), with partially skilled operational staff carrying out high risk visits. The service implemented work to revise the RBIP and understand how it could address the issues raised. In September 2022, ECFRS commissioned Cambridgeshire Fire and Rescue Service and the Police, Fire and Crime Commissioner to carry out a Peer Review of the Protection Cause of Concern ahead of the HMICFRS re-inspection in November 2022. The PFCC's office was instrumental in the review, providing feedback on progress made against the Cause for Concern and understanding what was yet to be delivered, and identifying evidence where required. The Inspectorate revisited the service in 2023, and while it did not discharge the Cause of Concern, it was pleased to see progress being made and the service's commitment demonstrated.

The implementation of the Protection Strategy 2020-24 supports delivery of this priority by creating a more integrated approach to fire safety, with work carried out by operational personnel. The strategy enables the service to use all its powers enabled

by legislation to minimise risk within regulated premises. The Protection Strategy has also supported work within the prevention and response strategies and has enabled the service to work collaboratively with partners, building public trust and confidence and maximising effective use of resources. This is essential to further identify and mitigate risk within our communities and to deliver against the priorities in the Fire and Rescue Plan.

The service has continued to review and refresh its approach to protection to ensure activities remain effective. In particular, the service has kept its Risk Based Inspection Programme (RBIP) under review as one of the key tools to achieve the strategy. The RBIP is designed to be data led, enabling the service to understand which premises pose the greatest level of risk and to target resources accordingly. To be able to deliver against the IRMP, the service has continually reviewed its inspection programme and regularly refreshed it to enable strong decision making, target resources effectively, and ensure delivery targets are met. During 2022-2023, the service also restructured its Fire Protection team to support the additional resource requirements of new legislation and national Fire Standards. This enabled the service to identify and deliver more inspections than in previous years, with 1,974 risk-based inspection audits completed. This is up significantly from 824 inspections conducted in 2019/2020, a 139.6% increase.

As outlined in the RBIP, the commitment is to ensure that all high-risk premises are visited by 31/03/2028, and all very high-risk premises are visited by 31/03/2026. To support these objectives, a scenario planning tool has been developed for the Protection team to help it strategically plan future visits. The tool considers anticipated staffing levels and activity, and projects that high-risk visits will be completed significantly ahead of the RBIP target (by 31/07/2026), and very high-risk premises will also be completed ahead of the target date (by 31/01/2026). The plan assumes that each inspecting officer will perform a minimum of six visits per month. When the average number of visits completed by inspecting officers over the past three months (which is 6.9) is factored in, the revised forecast indicates that both high-risk and very high-risk premises will be completed well within target.

The service has demonstrated proactive avenues of working, engaging with businesses and Essex business forums such as the Essex Chamber of Commerce. Protection teams look to reduce the impact of fire in commercial premises, working closely with businesses, supporting them to meet their fire safety responsibilities, guiding them on how to meet regulations, and making sure protecting people from fire is their priority. Positive engagement has allowed the service to share specialist advice and knowledge with businesses, actively share learning, and enhance safety. These relationships have been crucial to ensure a helpful environment, where businesses actively engage with the service on new and emerging risks, allowing collaborative working to find a satisfactory solution.

As referenced above, the ECFRS Risk Based Inspection Programme identifies those premises which will be subject to a pre-planned visit by ECFRS personnel in order to check compliance with the requirements of the Order. With over 82,000 properties that currently fall within the scope of this work within Essex (as of November 2022), it

is recognised that attending all these properties to carry out audits or inspections is unrealistic. As such, a Business Engagement Team and Business Engagement Strategy 2023/24 have been implemented. The team has been working with Community Fire Risk Management Information System (CFRMIS) data to ensure that all Responsible Persons (RPs) are aware of the new regulations that came into force on January 23rd, 2023. All RPs received multiple letters from the service informing them of the changes in the regulations and what they would be required to do under these changes. The team has run several impact days, with 2,000 business engaged with between September and December 2023. Key Performance Indicators (KPIs) around all activities under the Business Engagement Strategy are being developed so the Service can understand the pressures and demands of the team to allow for forward planning and progress tracking.

In 2022, the Essex County Fire and Rescue Service created a dedicated area of its website to provide guidance to property owners and an easy-to-follow form to allow information to be shared with the service easily and securely. This area also provides advice from the Business Engagement Team to encourage businesses to seek additional help.

Conclusion

Throughout the Fire and Rescue Plan implementation, Protection activity has been dedicated and positive, remaining a priority to the service even at challenging times. It is vital that work continues to build on the successful movements made, and so that the service can continue to deliver protection in the face of any future challenges.

Report title: Police, Fire and Crime Commissioner (PFCC) Decisions	
Report to: Essex Police, Fire and Crime Panel	
Report author: Police, Fire and Crime Commissioner	
Date: 14 March 2024	For: Noting
Enquiries to: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer) (01245) 291613 pippa.brent-isherwood@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

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

2. Recommendations

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

3. Context / Summary

- 3.1 This report contains information about decisions made and published since 22 November 2023, up to and including 1 March 2024.

4. Appendices

Appendix A: PFCP Meeting 14 March 2024: PFCC Decisions Detailed
Appendix B: PFCP Meeting 14 March 2024: PFCCFRA Decisions Detailed

Ref	Decision On	Value	Outline	Date approved
063-23	SEERPIC Motor Insurance	£*	This paper seeks approval from the Police, Fire and Crime Commissioner to award contracts for motor insurance, the details of which are commercially sensitive.	13/12/2023
070-23	Replacement of Breath Tests across the Force	£*	This decision report recommends that the Police, Fire and Crime Commissioner invests capital funding to purchase handheld breathalysers and associated consumables. Details are commercially sensitive.	14/12/2023
081-23	SETDAB 2023-24 Funding	£120,000	This report seeks approval from the PFCC to allocate an annual grant of £120,000 from the 2023-24 Victims' budget to the Southend, Essex & Thurrock Domestic Abuse (SETDA) partnership as a contribution to the costs of running the SETDA Board which includes staffing, training, delivery of an annual conference, and SETDA Board secretariat functions.	21/12/2023
095-23	Contact Management Command: Workforce Management Tool	£*	This decision report requests that the PFCC: • Notes the anticipated requirement to alter the balance of funding for the project from capital to revenue and makes the appropriate budgetary provision, and • Approves the contract to enable 7 Force Commercial to award the contract to the successful bidder. The details are commercially sensitive.	14/12/2023
134-23	Harlow Rest Area Contract Award	£402,984	The first recommendation to the PFCC is to increase the capital budget from £400,000 to £402,984, an increase of £2,984. This will enable the contract to be awarded at a value of £402,984. The second recommendation is for the PFCC to award the contract at a cost of £402,984 and enter into a JCT intermediate Building with contractors design 2016 Edition with the main contractor to undertake the project.	14/12/2023
136-23	Brake Funding 2023-24	£7,055	This report seeks approval for the allocation of an annual grant of £7,055 to the road safety charity, Brake, for the provision of victim information packs and a contribution to the costs of their helpline and central caseworker team	21/11/2023
157-23	Access to Information Policy	N/A	A decision report to approve the PFCC's revised Access to Information Policy	19/01/2024

Ref	Decision On	Value	Outline	Date approved
158-23	Minerva Fund Allocations 2023	£101,044	This report seeks approval to allocate up to £101,044 from the PFCC's Minerva Fund to 10 CSPs across Essex.	19/01/2024
160-23	SARC Contract 2024-2029 (PFCC)	£571,257 over 4 years	This decision report seeks the PFCC's endorsement of the new SARC service contract with Mountain Healthcare from April 2024 for an initial term of four years, with the option of three 12-month extensions.	21/12/2023
163-23	Essex Probation HGV Training Project (Supplementary)	Costs of £10k. Match funding of £35k.	This report supplements DR 121-23 for the delivery of an HGV driver training pilot for people on probation. This additional report seeks approval for the PFCC to act as lead commissioner for the project, receiving funds from the Probation Service and allocating funding to two delivery partners.	19/01/2024
164-23	Updated Staff Code of Conduct	N/A	This decision report proposes an updated Staff Code of Conduct for approval and adoption	19/01/2024
165-23	Laptop Replacement Programme	£580,010	It is recommended that the Essex Police, Fire and Crime Commissioner signs the contract appended to this report to provide 683 laptops for Essex Police at a cost of £580,010 one-off capital	21/12/2023
167-23	Budget amendment relating to the Provision of Policing Services at Stansted Airport by Essex Police for the period 1st April 2023 to 31st March 2024	£*	Decision report 008-23 secured the PFCC's agreement to an amended Police Services Agreement (PSA) for the period of 1st April 2022 to 31st March 2027. This decision report sets out the first of the annual updates to this agreement that will require PFCC approval. The details are commercially sensitive.	30/11/2023
170-23	Zero Emissions Infrastructure – Stage C Capital Bid	£430,500	The recommendation to the PFCC is to agree that Dunmow, Chelmsford, and Rayleigh Police Stations are the pilot sites, and approve £430,500 of capital funding for the installation of 36 electric vehicle charging units and associated infrastructure.	21/12/2023
172-23	Technical Refresh Server Contract	£221,640	The Technical Refresh programme replaces all servers and storage hardware at the end of their five-year warranty period and, at the time of writing, the oldest of these storage arrays are now just over their five-year expected lifespan and due to be replaced.	21/12/2023
176-23	General Patrol Body Armour	£*	The purpose of this decision report is to request the approval of the Police, Fire and Crime Commissioner for Essex for an increase of £291,800 in approved capital funding for the body armour project for this	21/12/2023

Ref	Decision On	Value	Outline	Date approved
			financial year (2023/24). The details are operationally sensitive.	
180-23	Laindon Chemical Enhancement Laboratory (CEL) Phase 2	£2,078,040	Decision report PFCC/088/23 approved the allocation of £2,078,040 of capital investment into the refurbishment and development of Durham House in Laindon to deliver the Chemical Enhancement Laboratory (CEL) Phase 2 Project. This decision report is seeking approval to award the contract to undertake delivery of the project.	04/01/2024
182-23	Safer Streets Allocations 2023	£2,093,835	This report seeks approval to allocate the first tranche of funding from the PFCC's Local Safer Streets Fund Round 2 and the Home Office (HO) Safer Streets Fund (SSF) Round 5. Grants up to the value of £1,093,868 will be allocated from the Local Safer Streets Fund Round 2 to the Community Safety Partnerships (CSPs) detailed in the report. Grants to the value of £999,967 will be allocated from the Home Office SSF Round 5 to the three CSPs detailed in the report.	29/11/2023
184-23	Chelmsford Business Crime Liaison Post	£37,500	That the PFCC approves the allocation of up to £37,500 from the annual Community Safety Development Fund to the Chelmsford BID as a match funded contribution towards the recruitment of a business crime liaison role.	14/12/2023
186-23	LQC Appointments and Reappointments	£1,132	This report sets out the decisions required to appoint Legally Qualified Chairs to hear Police Misconduct Hearings from January 2024. This includes the appointment of new LQCs and the reappointment of several LQCs currently on the Eastern Region list.	19/12/2023
187-23	Phase 5 of the 2023-24 Essex Violence and Vulnerability Joint Budget	£185,100	This report seeks approval for the allocation of £185,100 from the 2023-24 Essex Violence and Vulnerability Joint Budget to the organisations detailed in the report for delivery against the objectives set out in the Essex Violence and Vulnerability Work Programme 2023/24	19/01/2024
190-23	SARC Contract 2024-2029 (Essex Police)	£571,257 over 4 years	This report seeks PFCC endorsement of the new SARC service contract with Mountain Healthcare from April 2023 for an initial term of four years, with the option of three 12-month extensions	21/12/2023
191-23	Homicide Prevention Winter Campaign	£*	This decision report seeks the PFCC's endorsement for the application for funding made available by the Home Office as part of an initiative trying to reduce a specific demographic of homicides. The details are	14/12/2023

Ref	Decision On	Value	Outline	Date approved
			operationally sensitive.	
194-23	PFCC Annual Conference	£20,000	The PFCC Annual Conference is a large partner event which is the cornerstone of the PFCC's annual engagement programme. This decision report seeks approval for the allocation of up to £20,000 to stage the conference in February 2024. This is funded from the PFCC's communication and engagement budget.	19/01/2024
195-23	Public Perception Survey Contract Extension	£41,800	To seek approval for the allocation of £41,800 from the Community Safety Fund to Social Market Strategic Research (SMSR) Ltd for the extension of their contract to deliver an ongoing public perception survey. The original contract was agreed through decision report 001-2021.	19/01/2024
196-23	Phase 6 of the 2023-24 Essex Violence and Vulnerability Joint Budget	£335,508	This report seeks approval for the allocation of £335,508 from the 2023-24 Essex Violence and Vulnerability Joint Budget to the organisations detailed in the report for delivery against the objectives set out in the Essex Violence and Vulnerability Work Programme 2023/24.	19/01/2024
197-23	Appointment of an Independent Chair of the PFCC's Audit Committees	N/A	The purpose of this report is to seek the PFCC's approval to appoint a new Independent Chair of the Joint Audit Committee (JAC), Fire and Rescue Audit Committee and Auditor Panels, following an open and transparent recruitment process.	14/12/2023
201-23	Home Office Serious Violence Duty Funding 2023/24	£338,985 funding	To seek approval to receive £338,985 from the 2023-24 Home Office Serious Violence Duty (SVD) Fund to use to deliver the work programme for the Essex Violence and Vulnerability Partnership for 2023-24, for activity from 1st April 2023 to 31st March 2024	19/01/2024
202-23	Additional MoJ IDVA / ISVA Funding 2023-25 (Supplemental)	£22,640 funding in 2023-24 and £78,618 funding in 2024-25	This decision report seeks approval to accept additional funding from the Ministry of Justice (MoJ) to bring forward the recruitment of additional Independent Domestic Violence Advisors (IDVAs) and Independent Sexual Violence Advisors (ISVAs) originally approved via decision report 085-23.	08/01/2024
203-23	7 Force IT Licencing Partner	£50m over five years	To approve the award of a contract to Phoenix Software Limited for an initial term of four years from 16th January 2024 to 15th January 2028, with the option to extend for a further year.	16/01/2024
206-23		£155,780		19/01/2024

Ref	Decision On	Value	Outline	Date approved
	Phase 7 of the 2023-24 Essex Violence and Vulnerability Joint Budget		Recommends that the PFCC approves the total allocation of £155,780 to deliver against the priorities within the Essex Violence and Vulnerability Work Programme 2023/24.	
007-24	BlueLight Commercial Funding 2024/25	£15,000	That the PFCC for Essex authorises their Chief Financial Officer to make the requested contribution of £15,000 towards the costs of BlueLight Commercial for 2024/25.	19/01/2024
008-24	Revised Grant Agreement	N/A	This decision report seeks agreement for a revised standard grant agreement following a legal review. It includes the addition of a variation protocol and a series of standardised data protection clauses which would be used in this grant agreement and other third-party agreements as appropriate.	22/02/2024
010-24	Leigh Police Station – Property Surrender	N/A	This decision report recommends to the Police, Fire and Crime Commissioner (PFCC) to proceed with the issuing of a ‘Notice to Quit’ and returning the former Leigh Police Station to Southend-on-Sea City Council.	21/02/2024
016-24	Police Property Act Fund and CSDF Grants 2023-24	£56,236	Decision report seeks approval for the allocation of Police Property Act (PPA) funding and the allocation of PFCC small grants to the projects outlined in the report. It also proposes reopening the PFCC’s Community Safety Development Fund and outlines the process of allocating that funding this financial year	14/02/2024
019-24	Local Safer Streets Fund – Round 2 Tranche 2	£628,775	This report seeks approval to allocate the second tranche of funding from the PFCC’s Local Safer Streets Fund (Round 2). The majority of funding supports local Safer Streets projects in 2024-25. The proposal also includes an allocation to cover a shortfall in Home Office funding.	22/02/2024
022-24	Chelmsford Late Night Levy 2024	N/A	This decision report seeks PFCC approval for the police portion of late-night levy funding generated by Chelmsford City Council to continue to be reinvested into the Community Safety Partnership (CSP) to support community safety activity in the local night-time economy.	21/02/2024

*Denotes decision report which is pending publication due to commercially sensitive information or not published in full due to otherwise sensitive information. Commercial decisions will be published upon completion of the contract.

Decisions previously reported and published since the December 2023 meeting of the Police, Fire and Crime Panel

078-23 – Short Term Communications Support (signed 09/06/2023)

083-23 – Essex Restorative and Mediation Service Case Management System (signed 28/07/2023)

119-23 – Deed of Variation to Modify the Contract for the Sale of the Former Harlow MIT & Transport Workshop (signed 03/08/2023)

123-23 – Sale of 28 La Plata Grove, Brentwood (former Police House) (signed 22/08/2023)

128-23 – Recruitment to Temporary Posts (signed 15/09/2023)

140-23 - Phase 7 of the 2023-24 Essex Violence and Vulnerability Joint Budget (signed 05/10/2023)

141-23 – Mobile Phone Replacement Programme (signed 27/10/2023)

142-23 - Council Tax Sharing Agreement with Essex Districts for 2023/24 (signed 06/10/2023)

145-23 – Budget Setting Timetable 2024/25 (signed 21/11/2023)

152-23 – Domestic Abuse Commissioning Project Management (signed 03/10/2023)

154 -23 - Delayed Notice – Statement of Accounts 31 March 2023 (PFCC Group & PFCC) (signed 03/10/2023)

For detailed information on each decision, go to the PFCC website at [Decision making - Essex Police, Fire & Crime Commissioner \(pfcc.police.uk\)](https://pfcc.police.uk) Decisions can be sorted by reference number and date on the PFCC website.

Please note: This report contains PFCC decisions made after 22 November 2023, up to and including 1 March 2024 (ahead of submission for the PFCC meeting of 14 March 2024).

Ref	Decision On	Value	Outline	Date approved
048-23	Annual Insurance Renewal 2023 for the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority	£751,109.27	The purpose of the report is to approve the payment of the annual insurance renewal premium for the Authority.	21/12/2023
003-24	Internal Audit Contract Extension	c.£55,000	In 2021, Essex County Fire and Rescue Service undertook a collaborative procurement with Bedfordshire and Cambridgeshire Fire and Rescue Services for the appointment of an internal auditor. A three-year contract was awarded to RSM Risk Assurance Services LLP which has a contract end date of 28 April 2024. The contract has an option to extend by a further two 12-month periods. For the reasons set out in this report, it is recommended that the contract is extended for a period of one year, to 28 April 2025.	21/02/2024

*Denotes decision report which is pending publication due to commercially sensitive information or not published in full due to otherwise sensitive information. Commercial decisions will be published upon completion of the contract.

Decisions previously reported and published since the December 2023 meeting of the Police, Fire and Crime Panel

None

For detailed information on each decision, go to the PFCC website at [Decision making \(Fire and rescue\) - Essex Police, Fire & Crime Commissioner \(pfcc.police.uk\)](https://pfcc.police.uk) Decisions can be sorted by reference number and date on the PFCC website.

Please note: This report contains PFCC decisions made after 22 November 2023, up to and including 1 March 2024 (ahead of submission for the PFCP meeting of 14 March 2024).

Report title: Forward Work Plan	
Report to: Essex Police, Fire and Crime Panel	
Report author: Sophie Campion, Senior Democratic Services Officer	
Date: 14 March 2024	For: Approval
Enquiries to: Sophie Campion, Senior Democratic Services Officer sophie.campion2@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of report and background

- 1.1 To plan the business of the Panel.
- 1.2 The next Meeting of the Panel is scheduled for **Thursday 20 June 2024**.
- 1.3 Business proposed to be taken to the meetings is provided in the work programme at Appendix 1.
- 1.4 At each meeting, except the February meeting at which the proposed precepts are considered, the following standard items are also on the agenda in addition to the matters listed on the work programme:
 - PFCC Decisions Report
 - PFCC Update
 - NAPFCP Update
 - Forward Work Plan

2. Recommendation:

- 2.1 The Panel is asked to note the Forward Work Plan and identify any other business it would like to consider.

Appendix 1

Provisional Date	Topic Title	Lead Contact	Purpose and Target Outcomes
20 June 2024	- Election of Chairman and Vice-Chairman - Appointment of Members to Ethics & Integrity Sub-Committee - Complaints Sub-Committee membership - Review of Balanced Appointment Objective - Essex PFCP Grant Claim and Outturn Report – 2021/22 - Appointment of Members to Appointment Sub-Committee - Essex Police, Fire and Crime Panel Annual Report - Police and Crime Plan Performance Measures – Quarter 4 - Budget-setting Process	Senior Democratic Services Officer SDSO SDSO SDSO Democratic Services SDSO SDSO OPFCC OPFCC	Annual meeting Annual meeting Annual Meeting Annual meeting To note To establish an Appointments Sub-Committee to consider applications and conduct the interviews of potential co-opted independent member candidates. To provide an overview of the Panel's activities during the 2021/22 municipal year Statutory Duty to review the Police and Crime Plan and monitor performance To receive a report to the budget-setting process and appoint a working group

25 July 2024	• Fire and Rescue Plan Quarterly Performance Update • Biennial Review of the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority's Constitution	OPFCC OPFCC	Statutory Duty to review the Fire and Rescue Plan and monitor performance To review changes to the PFCCFRA Constitution
3 October 2024	• ECFRS Annual Report and Statement of Assurance • PFCC Annual Report • Budget Scene-Setting	OPFCC OPFCC OPFCC	Statutory Duty to review the Annual Report and Statement of Assurance Statutory Duty to review the Annual Report Update on the Budget-Setting process
5 December 2024	• Essex PFCP Budget Half Year Outturn Report • Police and Crime Plan Performance Measures (Quarter 2 2021/22) • Fire and Rescue Plan Quarterly Performance Update • Budget Update • Report on Annual Complaints 2022-23	SDSO OPFCC OPFCC OPFCC SDSO	To note Statutory Duty to review the Police and Crime Plan and monitor performance Statutory Duty to review the Fire and Rescue Plan and monitor performance Update on Budget-Setting process To note
Future work Date TBC	• A review of the issues relating to E-Scooters – expected Autumn 2024 • HMICFRS Report on the Fire and Rescue Service - TBC	TBC	As agreed at the Panel's meeting on 22 March 2022 Proactive information gathering to inform statutory duties