



Essex County Council

Essex Police, Fire and Crime Panel

14:00	Thursday, 24 January 2019	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, Substitutions and Declarations of Interest To note the report from the Secretary of State.	4 - 4
2	Minutes To approve the minutes of the meeting held on 6 December 2018.	5 - 11
3	Questions to the Chairman from Members of the Public The Chairman to respond to any questions relevant to the business of the Panel from members of the public.	
4	The Proposed Essex Police Precept for 2019-20 Appendix B to follow	12 - 36
5	The Proposed Essex Fire and Rescue Service Precept for 2019-20	37 - 59
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- 8 **The Police, Fire and Crime Commissioner to update the Panel on any ongoing issues**
- 9 **Forward Look** 85 - 86
To consider and note report ECFCP/05/19.
- 10 **Date of Next Meeting**
To note that the next meeting will be held at 2.00 pm on Thursday 7 February 2019, in Committee Room 1, County Hall.
- 11 **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)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

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

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Committee: Essex Police, Fire and Crime Panel

Enquiries to: Robert Fox, Senior Democratic Services Officer

Membership, Apologies, Substitutions and Declarations of Interest

Recommendations:

To note

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

Membership
(Quorum: 5)

Councillor A Hedley
Councillor W Schmitt
Councillor C Hossack
Councillor G Isaacs
Councillor B Shepherd MBE
Councillor M Lilley
Councillor S Kane
Councillor M Maddocks
Councillor C Vince
Councillor P Channer
Councillor J McPherson
Councillor A Holland
Councillor L McWilliams
Councillor J Redsell
Councillor S Barker
John Gili-Ross
Kay Odysseos

Representing

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

Minutes of the meeting of the Essex Police, Fire and Crime Panel, held in Committee Room 1 County Hall, Chelmsford, CM1 1QH on Thursday, 6 December 2018

Present:

Councillor	Representing
Anthony Hedley	Basildon Borough Council
Chris Hossack	Brentwood District Council
Godfrey Isaacs	Castle Point Borough Council
Bob Shepherd	Chelmsford City Council
Tim Young	Colchester Borough Council
Sam Kane	Epping Forest District Council
Malcolm Maddocks	Essex County Council (Chairman)
Chris Vince	Harlow District Council
Penny Channer	Maldon District Council
Lesley Butcher	Rochford District Council
Ann Holland	Southend-on-Sea Borough Council
Lynda McWilliams	Tendring District Council
Joy Redsell	Thurrock Council
Susan Barker	Uttlesford District Council
John Gili-Ross	Independent Member

Apologies for Absence

Wendy Schmitt	Braintree District Council
Mike Lilley	Colchester Borough District Council
Jo McPherson	Rochford District Council
Kay Odysseos	Independent Member

1 Membership, Apologies, Substitutions and Declarations of Interest

The report of the Membership, Apologies and Declarations was received and it was noted that

1. Councillor Wendy Schmitt, Braintree District Council; Councillor Mike Lilley, Colchester Borough Council; Councillor Jo McPherson, Rochford District Council and Kay Odysseos, Independent Member had sent their apologies.
2. Councillor Tim Young, Colchester Borough Council substituted for Councillor Lilley; and Councillor Lesley Butcher substituted for Councillor McPherson.
3. Councillors declared Code Interests as follows:

Name	Nature of Interest
M Maddocks	In receipt of a Police Pension

C Hossack	Chairman of local Community Safety Partnership
V Ranger	Chairman of local Community Safety Partnership
S Kane	Chairman of local Community Safety Partnership
L McWilliams	Chairman of local Community Safety Partnership and her son is a serving Police Officer
G Isaacs	Vice-Chairman of local Community Safety Partnership
J Redsell	Member of the Essex, Southend and Thurrock Safeguarding Committee
A Holland	Her son is a serving Police Officer
L Butcher	In receipt of a Police Widows' Pension

2 Minutes

The minutes of the meeting held on 17 October 2018 were approved as a correct record and signed by the Chairman following the agreed amendments below:

Minute 1 (item 1): should read S Kane not M Kane

Minute 2 (item 4): should read nearly 500 Special Constables

3 Questions from the public

There were none.

4 Police, Fire and Crime Commissioner's Fire and Rescue Plan Update

The Commissioner stated good progress was being made on the Plan which has now gone out to public survey which is open until 15 January 2019. Hard copies are available from Council buildings and libraries throughout the county. The Commissioner encouraged the Panel to get involved with robust feedback.

Councillor Maddocks thanked Councillor Hedley and John Gili-Ross for forming the small working group of the Panel which is continuing to look at the Plan.

The Commissioner added that the survey is not a formal statutory consultation, therefore, responses are not being restricted.

The recommendation was noted.

5 Police, Fire and Crime Commissioner's Finance Update (Policing)

The Commissioner, accompanied by Pippa Brent-Isherwood, Chief Executive and Monitoring Officer of the Office of the PFCC, introduced this item and stated over 4,000 responses had been received on the policing precept survey.

With regard to the 2017/18 budget there is likely to be a minor overspend at the end of the financial year; however, the current level of overspend is expected to be narrowed in forthcoming months.

Recruitment is complete with all 150 new police officers appointed and due to be deployed in local and community policing teams in January and February next year.

Upcoming pressures on the budget include the pensions valuation directions received in September 2018 whereby central government has changed the incremental pensions discount rate for all of the public sector. This will impact Essex policing by in excess of £3m. The Commissioner informed the Panel he had been vocal in Westminster as there would be an impact upon front-line policing. Discussions are ongoing with regard to central government making good this shortfall in the upcoming settlement (which was due on 6 December but is delayed).

A further pressure is the cost of vehicle insurance, which is true of all south-east England. This will add additional pressures of around £1m.

In answer to a question the Commissioner reminded the Panel that the former Chief Constable had reported at a previous meeting that Essex was operating 288 Police Officers short. The 150 new appointments have narrowed that gap. More precept freedom has been lobbied for and a precept increase of between £12-24 on a Band D property is anticipated, depending upon the settlement. The Chief Constable has been asked to put together deployment scenarios based upon various levels of additional officers.

In response to a question, the Commissioner explained that third-party payments are largely incurred through collaboration in projects such as Athena and the ICT seven-forces project. Regarding the Athena programme the Commissioner stated the additional costs are no longer cost overruns but enhancements to make the programme more flexible. The £800k overspend on staffing relates to overtime payments; however, the deployment of the new officers will go some way to mitigating this as the force is currently asking a great deal of officers and staff. Councillor Vince expressed his concern over police officers and staff being overworked.

Following a question from Councillor Hedley related to authorities grant-funding front-line policing the Commissioner stated 16 parish/town/district councils have agreed to fund such, and front-line Special Constables fully grant-funded had been deployed in five of these areas to date. He stated the willingness of non-precepted authorities to put community safety to the forefront is not a large expense and is a proactive approach without the imposition of additional taxes. As Special Constables they are fully controlled and supported by Essex Police as warranted officers. The Commissioner did not accept that other authorities are funding officers which the PFCC is failing to fund. He stated it is constructive partnership working to support the police with funding fixed-term; but, he stated, those

appointed are not on fixed-term contracts and these officers would be re-deployed were the funding arrangements withdrawn.

Councillor Young stated Colchester BC funds PCSOs and Special Constables and argued the funding issues are down to central government cuts. Councillor Redsell stated Thurrock Council works together with communities to fund additional police officers. Councillor Kane praised the work undertaken by those officers funded by Epping Forest DC.

Councillor Susan Barker left the meeting at 2.40 p.m.

The Commissioner informed the Panel that investment in technology has enabled police officers to work in new ways so the number of officers required is not at the level that would previously be needed. For example, the former Chief Constable often quoted a figure of 800 new officers. More realistically a figure of around 450 additional officers would now be the ideal scenario. As such, with the precept the Commissioner stated he will be looking at the deployment of new officers again in the new year.

6 2018/19 Budget and Precept Scene Setting: Essex Fire and Rescue Service

The Commissioner, accompanied by Glenn McGuiness, Acting Chief Finance Officer, introduced the report and highlighted the most significant variance as the reduction in capital financing requirements following a review of capital expenditure. Other variances referred to were in relation to the underspend on retained fire officers which is offset by an overspend on full-time fire officers, which is due to the difficulties in recruiting retained officers, therefore, full-time officers have been required to work more.

There is an impact of new pension regulations but 88% of this will be funded by HM Treasury in relation to the Fire and Rescue Service. The Commissioner informed the Panel that there is no resolution to the national FBU pay claim presently, and he could offer no further details at this stage. In response to a question from Cllr. Holland, the Commissioner advised that progress is being made in Essex with mixed-crewing. However, it is not, as yet, at the ideal level of flexibility as there are training issues to be resolved, but progress is being made.

The Commissioner explained the Home Office is keen to explore the Incident Recording System being expanded onto a national platform. There would be no financial impact on Essex. In relation to ICT procurement the Commissioner is looking at local business cases so that joint-procurement with Essex Police on systems can occur.

Following a question from the Chairman the Commissioner stated the pooling of capital budgets is possible between Essex Police and the Fire and Rescue Service. However, he does not envisage service delivery budgets coming together, and this would also require central government to issue Statutory Instruments. The complexities involved significantly outweigh the simplification of pooling budgets. Councillor Hedley stated the

rationalisation of physical assets such as mechanical workshops could bring about financial efficiencies.

7 Essex County Fire and Rescue Service 2017/18 Performance Report

This item had been deferred from the previous meeting.

The Commissioner informed the Panel there has been a welcome decline in house fires. The data shows that arrival times within specific timeframes are slightly above the target but this has had no detrimental effects.

In response to a question in relation to the 145 leavers from the service the Commissioner stated around 12.4% of staff had had exit interviews with the top three reasons for leaving being retirement; end of fixed-term contracts; and travelling/location changes.

8 Essex County Fire and Rescue Service Year-to-Date Performance Report 2018/19

In presenting the report the Commissioner stated there had been a reduction in road traffic collisions. He stated male drivers aged 18-30 still make up the largest proportion of those at fault in road traffic collisions.

Councillor Hossack asked the Commissioner whether speed-humps are no longer being used due to restrictions on emergency vehicles. The Commissioner confirmed that this was not a material issue he had any discussions about. Councillor Maddocks confirmed that some speed humps had been taken out during roadworks as they had proved ineffective.

Various Members of the Panel made comments about the positive impacts of Speedwatch schemes. Councillor Redsell asked about road safety cameras and why some areas can get them whilst others cannot. The Commissioner stated that mobile interventions are effective and that there is, as far as he is concerned, no reason why they should not be erected. The survey undertaken on speed cameras was Essex Police area wide.

The Panel agreed a future item on speed cameras be brought to a future meeting.

9 Police Fire and Crime Commissioner's Constitution Report (Policing)

The Commissioner introduced the revised Constitution which had been reviewed recently. The Commissioner stated he is always willing to look at the Constitution and bring it to the Panel with amendments.

There was a recommendation to invite comments upon the Constitution and Mr John Gili-Ross suggested an amendment be made on page 11 of the Constitution under Article 2, paragraph 3(c) replacing the words 'Independent Police Complaints Commission' with 'Independent Office for Police Conduct'.

In response to a question about the length of the Constitution the Commissioner informed the Panel that it is dictated by statutes. It would be

easier to keep the document short and refer to various Acts, Amendments and Renewals. However, experience shows it is more convenient to put these all in one place within the Constitution for ease of reference.

The Chairman thanked the Commissioner for the report.

10 Pensions Valuations Directions

It was agreed that this item had been dealt with in agenda item 5.

11 Police Fire and Crime Commissioner's Decisions Report

Councillor Maddocks informed the Panel that he had been requested to sign-off the Annual Reports of both the Police and the Essex Fire and Rescue Service in the absence, due to holiday, of Councillor Wendy Schmitt. With a minor amendment to the fourth page he approved the Police report and this was agreed by the Panel. However, the Fire and Rescue Service Report required some amendments and Councillor Maddocks stated he would aim to sign this off on Wednesday, 12 December.

The Commissioner introduced the decisions report and stated they were as presented. There were no questions. It was confirmed by the Secretary to the Panel that the decisions would be circulated on the first Monday of each month as previously agreed.

The Commissioner updated the Panel on recruitment and reshaping of the Senior Leadership Team for the Fire and Rescue Service. A Deputy Chief Fire Officer has not been appointed and the recruitment process has recommenced. However, there is an option to appoint somebody on a temporary secondment, in the meantime. There will be an update on the process at the next meeting of the Panel.

12 National Association of Police, Fire and Crime Panels update

Mr John Gili-Ross gave a brief update to the Panel, referring to the first AGM of the National Association which took place in early November as part of the National Police, Fire and Crime Panel Annual Conference which was very well attended with, in excess of 130 delegates. However, he was the only representative from Essex in attendance. Overall the event was positive and worthwhile with two keynote speakers, and a number of networking forums including one on becoming a Police, Fire and Crime Panel led by Mr Gili-Ross on behalf of the Essex Panel

To update the Panel Mr Gili-Ross stated:

- He (as Chairman); the two Vice-Chairman and the seven Executive Board members were all unanimously re-appointed for 12 months
- The association Constitution was presented and adopted unanimously
- An expenses policy was tabled and unanimously agreed
- A web presence was supported, and work has started on this
- Dialogue is still ongoing with regard to the use of the Home Office Grant for the £500 Association subscription fee. Current Home

Office legal opinion is that the NAPFCP subscription cannot be met from the Grant. Panels have written to the Policing Minister, copied to local MPs for a response

- Currently 26 Police and Crime Panels are members of the Association, all based in England
- Most Panels in the country now pay members allowances

Councillor Tim Young raised an issue of party politics as Mr Gili-Ross mentioned appointment to the Executive Board of the NAPFCP was not conducted on political lines, and this was unanimously agreed at the Annual General Meeting. Councillor Young stated the reason most Panel members are attending is due to political office, and, as such, he could not agree that membership of the Executive Board should not have taken this into account.

Councillor Anthony Hedley left the meeting at 3.50 p.m.

13

Forward Look

The Panel agreed that it would meet on the date set aside for the February meeting, namely Thursday, 7 February 2019. This meeting would be used to sign-off the Fire and Rescue Plan.

It was advised that an update on the revised regulations relating to police complaints was likely to be ready to come forward to the May meeting.

Councillor Lynda McWilliams left the meeting at 3.55 p.m.

Councillor Ann Holland left the meeting at 3.55 p.m.

Councillor Bob Shepherd left the meeting at 3.55 p.m.

A future meeting will also consider the Peer Review of the Essex Fire and Rescue Service when this is available.

14

Date of Next Meeting

The Panel will next meet on Thursday, 24 January 2019 at 2.00 pm in Committee Room 1, County Hall. The substantive items will be the proposed Police, and Fire and Rescue Service precepts for 2019/20.

With no urgent business the meeting closed at 4.00 p.m.

Chairman

24 January 2019

AGENDA ITEM 4

Essex Police Fire and Crime Panel	EPCP/01/19
Date: 24 January 2019	

Proposed Essex Police Precept for 2019/20

Report by Roger Hirst - Police Fire and Crime Commissioner

Enquiries to: Abbey Gough: Telephone: 01245 291607: Email: Abbey.Gough@essex.pnn.police.uk

1. Purpose of Report

- 1.1 To present the PFCC's proposed police precept for 2019/20.
- 1.2 The PFCC has set out his vision and seven policing priorities in the Police and Crime Plan 2016-2020 (follow link: <http://www.essex.pcc.police.uk/priorities-for-essex/police-and-crime-plan/>). The overall level of resources to fund policing and crime reduction work makes an important contribution to building safe and secure communities.
- 1.3 Members are requested to refer to the budget scene setting report approved at the last meeting of this Panel on 6th December 2018. This report builds on the content of that scene setting report and avoids repetition wherever possible. Essex Police have been independently recognised by Her Majesty's Inspectorate of Constabularies Fire and Rescue Service as providing a good service in terms of legitimacy, efficiency and effectiveness. However it remains one of the tightest funded forces per resident of any force in the country.
- 1.4 All crime has risen across the country with forces nationally facing the significant challenge of increased violence. The Chief Constable is committed to tackling violence and vulnerability, supporting victims and being a more visible presence to support the priorities in the Police and Crime Plan.
- 1.5 Since the last Police, Fire and Crime Panel meeting, the Government has issued a Draft Provisional Police Grant Report for 2019/20 with finalised figures expected shortly. In broad terms the Government will:
 - Increase the grant it pays to forces in cash terms by 2.1%
 - Empower PCCs to raise council tax contributions, with the agreement of this Panel by up to £24 for an average Band D property
 - In total allow for an additional £970 million extra funding for policing nationally
- 1.6 The PFCC has completed a public survey on the precept which showed the following:

- Over two-thirds (71%) of people said that in general they would be prepared to invest more in policing to help improve the service provided
- Almost three-quarter (73%) of those who gave a view said they were prepared to contribute at least £20 more per year to invest in policing

2. Precept Proposal

- 2.1 The PFCC proposes a precept increase of 14.16%, equivalent to an increase of £23.94 a year from £169.02 to £192.96 for a Band D property, raising £15.3m of additional council tax receipts.
- 2.2 Details of how the 2019/20 investment is to be spent can be found in paragraph 4.5.
- 2.3 The Police, Fire and Crime Panel is invited to review and report back to the PFCC on his proposed precept.

3. PFCC Funding

- 3.1 The PFCC's proposed net revenue budget of £300.4m for 2019/20 is financed by Government grant (58.5%) and by Council Tax (41.5%).
- 3.2 The Provisional Police Grant Settlement for 2019/20 provides increased levels of funding compared to 2018/19. The Government's headline statement is that Police and Crime Commissioners will see increased funding up to £813m, with a further £157m being made available to Counter Terrorism resulting in £970m additional funding if the full precept flexibility is utilised.
- 3.3 Moreover, the PFCC will be able to increase the Band D precept by up to £24. The position for Essex is set out in Table A.

Table A: Provisional Government Grant 2019/20 compared with 2018/19

Funding	2018/19 £m	2019/20 £m	Difference £m	% Change
Home Office Core Grant	101.3	103.6	2.3	2.3
Home Office Formula Grant (Ex-DCLG Grant)	55.1	56.2	1.1	2.0
Legacy Council Tax Grants	13.1	13.1	Nil	Nil
Home Office Pension Grant	Nil	2.9	2.9	100
Total Provisional Government Grant (63% of total for 2018-19)	169.6	175.8	6.2	3.7
Council Tax Precept:	97.4	106.2		
i) Increase in the tax base	1.3	1.6	0.3	1.8
ii) Increase in precept	<u>7.5</u> <u>106.2</u>	<u>15.3</u> <u>123.1</u>	<u>7.8</u> <u>16.9</u>	<u>14.2</u> <u>16.0</u>
Collection Fund Surplus	1.6	1.5	-0.1	-6.3
Total Council Tax receipts (37% of total for 2018-19)	107.8	124.6	16.8	15.6
Total Funding	277.4	300.4	23	8.3

3.4 The Council Tax precept income shown in the above table consists of two changes from 18/19 totalling £16.9m:

- i) An increase in the precept Band D of £23.94 from £169.02 in 2018/19 to £192.96 in 2019/20; an increase of 14.16% and increasing council tax receipts by £15.3m.
- ii) A year on year increase in the tax base from 628,600 to 638,134 for Band D equivalent properties; an increase of 9,534 properties (i.e.1.5%) and increasing council tax receipts by £1.5m.

- 3.5 This is a favourable settlement, increasing funding in cash terms for Essex and further precept flexibility allowing much needed investment into Essex Police within 2019/20. Looking ahead it is anticipated that future police funding will be addressed through the Comprehensive Spending Review, however detailed timeframes are still to be set.

4. Using additional funds to meet priorities of the Police & Crime Plan

- 4.1 Presenting the 2019/20 Budget provides a timely opportunity to set out the resources required to meet the seven strategic priorities and aims set out in the Police and Crime Plan for keeping Essex safe. The 2019/20 budget has been developed working alongside the Chief Constable and his Chief Officer Management Team.
- 4.2 The 2019/20 budget requirement is £300.4m and an analysis of the budget is contained within the following appendices:

Appendix A: Letter from the Chief Constable requesting a precept increase of 14.16% including 2019/20 budget summary and Police Officer Growth Plan 2019/20

Appendix B: 2019/20 Revenue Budget – Subjective Analysis

- 4.3 The financial position for the PFCC for 2018/19 shows a forecast overspend of £0.8m as presented to this Panel on 6th December 2018. The financial position has remained unchanged since the previous meeting and the reasons for the forecast overspend were outlined in the paper of the 6th December 2018.
- 4.4 The 2019/20 budget of £300.4m proposes an increase in spend of £23m, compared to 2018/19 budget of £277.4m. This additional spend includes £15.583m to fund new investment and service demand in Essex Police, £3.510m on one off investments as well as £6.333m to fund police officer pension increases. A summary of the movement is shown in Table B.

Table B: Summary of 2019/20 Budget Movements

Budget Movement in 2019/20	£m
Opening budget	277.429
Recurring activity prior to 1 st April 2019	0.685
2019/20 Base Budget 1st April 2018	278.114
Inflation and cost pressures	3.682
Police officer pension increase	6.333
New investment and service demands	15.583
One off investment	3.510
One off activity	1.464
Transfer from earmarked reserves	(0.179)
Transfer from general reserve	(0.348)
Funding for one off activity	(2.866)
Budget Requirement Before Savings	305.293
Efficiency Savings	(4.815)
2019/20 Budget Requirement	300.478

- 4.5 Essex Police propose to invest £15.583m in 2019/20 a summary of the new investment and service demand spend is broken down in Table C.

Table C: Areas of Investment Summary

Areas of Investment	£m
Increase in establishment (215 officers and 50 police staff)	7.757
Full year impact of increase in establishment 2018/19 (150 officers)	1.582
Full year impact of 2018/19 investment	0.338
Body worn videos, including Specials	0.959
Increase in summer demand	0.500
Increase in bank holiday demand	0.250
IT investment and collaboration projects	1.554
Service demand changes	1.349
Roads policing infrastructure	0.300
Revenue consequences of capital programme	0.352
Local initiatives, including cyber dogs	0.475
Other budget adjustments	0.167
Total	15.583

- 4.6 The investments detailed in Table C and referred to in Table B are focused on some important areas across the organisation, including recruitment, technology, Estates Strategy and preparedness for changing regulations.

Recruitment and workforce

- 4.7 In 2019/20 the Chief Constable has proposed an increase in the police officer strength from 3,000 to 3,215 by March 2020, and plans to recruit an additional 50 police staff. The Police Officer Growth Plan 2019/20 is attached in Appendix A.
- 4.8 Of these officers, 68 will be assigned to Town Centre Teams where they directly support the Chief Constables operational priorities of Violence, Victims, Vulnerability and Visibility (4Vs) and the PFCC Police and Crime Plan, particularly more local, visible, accessible policing.
- 4.9 In addition to this further increases will be made to the Local Policing Teams with an extra 50 officers to be assigned. This is intended to allow officers more time with victims of crime, improve outcomes for victims and better support community policing and partners. Additional investment will see more opportunities for partnership working across the county.
- 4.10 There are plans to create 20 new Children and Young Persons police officer posts which will improve efficiency and effectiveness of youth investigations that require strong partnerships. The officers will also work to improve longer term relationship building and provide the support that is needed with schools, pupil referral units and children at risk.
- 4.11 Further investment will be made into the Roads Policing Team with a 21 officer increase. This will allow Essex Police to respond to the increasing risk of harm from

criminality using the road network. This increase will maximise disruption to criminal groups using the road network to reduce harm and the demand placed on Local Policing Areas.

- 4.12 Another significant area of growth is in Crime and Public Protection with 20 more police officer posts. This investment will develop capability and capacity in two key areas; the investigation of rape and the capability to tackle the threat from Online Child Sexual Abuse. This should result in an increase in the number of rape cases where charges are authorised by Crown Prosecution Service, and an increased understanding and ability to investigate exploitation of children through online Indecent Images of Children.
- 4.13 There will be 17 additional posts established across the following areas, Business Crime, Serious Crime Directorate including Modern Slavery, Violence and Vulnerability and Gypsy Traveller Rural Engagement Team.
- 4.14 The investment of £7.757m includes officer costs as well as associated non pay costs such as uniforms, technology, recruitment and training. Further costs are now incorporated into the 2019/20 budget following the recruitment of an additional 150 officers in 2018/19 at a cost of £1.582m taking into effect the full year impact of the additional officer numbers.
- 4.15 A further 26 operational police staff will be recruited to support the work of police officers across the organisation. Plans for 11 police staff to work alongside 19 new officers on gang focused activity will improve the analytical capabilities of the force as well as operational response to such crimes.
- 4.16 It is vital that the planned growth in officer numbers is supported by the correct infrastructure, this includes additional support staff in recruitment, vetting and Occupational Health who will help deliver the needs of the business.

Technology and New Initiatives

- 4.17 Investment will continue in Essex Police IT infrastructure with £0.255m being invested in improvements to the IT network to support the organisations needs and ensure that staff and officers have the correct equipment to perform their roles.
- 4.18 Further investment of £0.859m will take place in Body Worn Video in 2019/20 to continue the commitment to officer and public safety. Body Worn Video has been rolled out across Essex Police and has been embedded into working practices to good effect.
- 4.19 Essex Police intend to expand their specialist dog capabilities through the use of Cyber Dogs. This is a recently proven concept and the dogs are trained to search for small electronic components containing printed circuit boards such as sim cards. Once trained the dogs can be deployed in a number of operational tasks such child exploitation and gang cases.

Service Demand Changes

- 4.20 Essential investment is required in a range of areas to support increased service provision, in 2019/20, a total of £1.035m will be invested.
- 4.21 The PFCCs capital programme and Estates Strategy for 2019/20 is based on receiving £16.951m in capital receipts in year. In order to avoid unnecessary borrowing costs, continue to generate savings from estates rationalisation and ensure that capital receipts are available to support the capital programme, additional investment of £0.300m will be made in the Estates Team.
- 4.22 Investment is required in Transport Services to fund a forecast increase in officer mileage and fuel cost increases. Increased mileage is linked in part to the introduction of Mobile First across Essex. The additional costs are forecast at £0.200m.
- 4.23 In November 2018, Essex Police arrested more people on suspicion of drug driving than drink driving for the first time. In response to increased demand, £0.111m will be spent on additional drug testing wipes and the associated forensic toxicology costs. This investment supports the priorities in the Police and Crime Plan in particular, to improve safety on our roads.

Preparedness

- 4.24 Work has taken place to understand the cost and resource implications associated with the introduction of Police Education Qualification Framework (PEQF). In 2019/20 £0.218m will be required for PEQF set up cost ahead of the programme going live in January 2020.
- 4.25 As detailed in the report to the Panel on the 6th December 2018, there are three new entry routes into policing. The costs associated with the programme are still to be fully understood; work is taking place across the Seven Force region regarding this.
- 4.26 The UK is due to leave the European Union on the 29th March 2019, work has been taking place with partners across the county, including the Essex Resilience Forum, to ensure there are robust contingency plans in the result of a no deal Brexit and during a potential transition period with the European Union.

5 Savings and Efficiency

- 5.1 In order to accommodate the additional investment of £15.583 within the total funding available of £300.478m, savings amounting to £4.815m need to be found. The target set by the PFCC in the MTFS was £6.413, this has been achieved through a combination of cashable and non-cashable savings.
- 5.2 The Strategic Change Efficiency Saving Plan for 2019/20 has identified the following savings to meet this requirement as detailed in Table D.

Table D: Strategic Change Efficiencies and Savings Plan 2019/20

Saving	Cashable £m	Non-Cashable £m
Savings from estate disposal	0.400	
Non-Pay budgets across a range of headings	0.282	
Increase in police staff vacancy factor %	1.000	
Licensing Resource Review	0.025	
Contact Management	0.122	
Support Services savings	1.380	
OPC Hexagon	0.250	
Serious Crime Directorate Review	1.176	
Stansted overheads	0.117	
Mobile First year 1		2.200
Mobile First year 2		0.647
Special Constables		0.722
Vital Signs		0.040
Saving achieved in 2018/19	0.063	
Total	4.815	3.609
Cashable and Non-Cashable Total		8.424

- 5.3 Delivery of the savings plan will be monitored regularly throughout the year by the PFCC via internal reporting mechanisms.

6 Reserves

- 6.1 The level of reserves held by PCCs across the country continues to receive considerable attention by the Home Office, APCC, NPCC and other organisations. An updated reserves survey found that between 31st March 2017 and 31st March 2018 revenue reserves had fallen by 14% to £1.4bn, with the expectation that these reserves will fall by a further £656m, or 47%, by March 2021. Capital reserves have reduced from £534m in March 2017 to £168m in March 2018, a reduction of 69%.
- 6.2 The forecast general reserve position for Essex at 31st March 2019 is £8.7m, or 3.1% of net revenue expenditure and earmarked reserves of £6.7m to give total of usable reserves of £15.4m. The PFCC is also forecasting £7.8m in capital receipts to the 31st March 2019, funded predominately through property sales.
- 6.3 The majority of PCCs report a policy of holding minimum general reserves at 3% of net revenue expenditure or less. In 2018/19 the PFCC reduced the general reserve by £0.8m to fund the non-consolidated police officer pay award, and a further £2.7m was removed to fund the Operational Transformation Reserve. Details of the projects and initiatives funded from this reserve were presented in the report to the Panel on the 6th December 2019.
- 6.4 The forecast general reserve position at 31st March 2020 is £8.4m, or 2.8% of net revenue expenditure. It is planned to maintain this level of general reserve over the medium term. This is the minimum level of general reserve which Essex Police will

aim to hold against unforeseen risks, therefore strict financial controls must be maintained.

- 6.5 At the start of 2019/20 the forecast level of earmarked revenue reserves is £6.5m and capital reserves are £7.8m. There are plans in preparation to fully utilise these reserves over the medium term period of the MTFS. A summary of the reserves held is detailed below in Table E:

Table E: Level of Earmarked and Capital Reserves

Reserve	£m at 1 st April 2019	Use as per Home Office Categories
Leased property dilapidations	0.7	General contingency or resource to meet other needs
POCA	0.4	General contingency or resource to meet other needs
Forfeiture monies	0.4	General contingency or resource to meet other needs
Restructuring	0.4	Planned expenditure on projects and programmes over next three years
Transformation	0.5	Planned expenditure on projects and programmes over next three years
Major operations	1.5	General contingency or resource to meet other needs
Operational Transformation	1.4	Funding for specific projects and programmes beyond 2020/21
Future capital funding	1.2	Planned expenditure on projects and programmes over next three years
Total Earmarked Reserve	6.5	
Capital Reserve	7.8	Applied to fund the capital programme in 2019/20

7 Capital Investment Programme

- 7.1 The Capital Programme for the five year period 2019/20 to 2023/24 shows estimated capital expenditure amounting to £24m for 2019/20. A summary of planned expenditure and funding sources is shown in Table F.
- 7.2 Capital projects approved in earlier years have a forecast spend of £9.186m for 2019/20. This includes Estates Business As Usual projects which total £1.962m, which is primarily CCTV and the ongoing capitalised maintenance programme. The Estates Strategy spend is forecast at £5.293m this is primarily for the refurbishment of Chelmsford Police Station at £4.768m.
- 7.3 Capital projects subject to approval are high at £12.256m and this primarily relates to IT and Estates. Significant project work streams during 2019/20 are IT totalling

£5.380m with investment of £2.116m for Infrastructure Technical Refresh, this is the programme to replace devices, servers and network upgrades across the force to ensure that IT system remains fit for purpose.

- 7.4 Further significant spend of £1.5m can be linked to the potential Airwave radio replacement. Due to delays in the national programme of the 4G Emergency Services Network (ESN), it is proposed that a device refresh of the current Airwave radio will be required to ensure that all operational staff and officers can continue to use Airwave devices until the transition to ESN takes place.
- 7.5 The estates programme is split into two; business as usual requires £2.467m and the Estates Strategy requires £3.175m. All of the projects subject to approval require a stage 2 business case to be presented to the PFCC in order to move to approved status.
- 7.6 The closing funds balance indicates that, depending upon the profile of investment and receipts; the PFCC has sufficient capital funds for 2019/20, but for future years beyond 2020/21 borrowing will be required. This is being explored in detail through the Strategic Estates Board which the PFCC chairs
- 7.7 The total forecast capital expenditure over the period 2019/20 to 2023/24 is £94.988m, this expenditure can be broken down as follows. IT services, £30.157m including continuation of the Infrastructure Technical Refresh and the rollout of the Emergency Services Network; Estates Strategy, £37.890m including the development of Essex Police HQ; Estates Business As Usual, £10.770m including the ongoing capitalised maintenance programme and a further £16.171m on the Fleet Replacement Programme and Other Services.

Table F – 5 Year Capital Investment Programme 2019/20 to 2023/24

Capital Investment	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Opening funds balance	653	8,899	4,339	(8,289)	(20,931)	(14,658)	
Resources generated in year:							
Home Office Grant	935	956	956	956	956	956	5,715
Capital Receipts	15,814	16,951	2000	0	18,000	0	52,765
Grants/reserves	611	0	0	0	0	0	611
Revenue contributions	1,000	1,600	1,000	1,000	1,000	0	5,600
Total Forecast Capital Resources	18,360	19,507	3,956	1,956	19,956	956	64,691
Less estimated capital payments in year:							
i) Approved projects	10,114	11,811	2,511	2,576	22	0	27,034
ii) Subject to approval:							
IT Services	0	5,380	8,243	2,745	3,708	2,700	22,776
Transport	0	80	0	0	2,000	2,000	4,080
Estates Business as Usual	0	2,467	1,380	1,402	1,350	1,000	7,599
Estates Strategy	0	3,175	4,450	7,875	6,350	10,000	31,850
Other Services	0	1,154	0	0	253	242	1,649
Total Forecast Capital Expenditure	10,114	24,067	16,584	14,598	13,683	15,942	94,988
Closing funds balance	8,899	4,339	(8,289)	(20,931)	(14,658)	(29,644)	(30,297)

8 Medium Term Financial Strategy (MTFS)

- 8.1 The MTFS is based on a precept Band D increase of 14.16% (£23.94) for 2019/20, an inflationary rise of 2% for 2020/21 and 0% thereafter resulting in the following forecast:

Table G: Forecast annual savings required over the 5 year medium term

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Annual growth/ (savings) required	(4.8)	(5.1)	(3.9)	(3.8)	(3.9)
Cumulative savings	(4.8)	(9.9)	(13.8)	(17.6)	(21.5)

- 8.2 Table G highlights the need to maintain strict financial control over the course of the medium term, continue to generate efficiencies through selective investment and closer collaborative working with partners.

9 Community Safety Grants

- 9.1 There are three funds supporting the PFCC's allocation of Community Safety Grants with the indicative allocations shown in the Table H below:

Table H: Indicative allocations for 2019/20

Fund	£'000
Community Safety	2,328
Community Safety Development	300
Victims' Commissioning	2,103
Additional central government funding	794
Total	5,525

Community Safety Fund

- 9.2 As per previous years, the PFCC's Community Safety Fund will be used to provide grant funding to a range of partner agencies including Community Safety Partnerships, Youth Offending Teams, Drug and Alcohol teams, Neighbourhood Watch, Crimestoppers, and Local Safeguarding Boards.

Community Safety Development Fund (CSDF)

- 9.3 The OPFCC will continue to make in-year grant funding available for a range of local community initiatives that support the priorities in the Police and Crime Plan through the CSDF. After two rounds of CSDF applications in 2018/19 the PFCC awarded £137,493 to local community and voluntary sector organisations. Round three of the CSDF will close on 31st January 2019.

Victims' Commissioning Fund

- 9.4 The Ministry of Justice have confirmed the grant settlement for 2019/20 at £2.1m. In 2018/19 the OPFCC for Essex received £2.1m, which was supplemented by a transfer from the PFCC's Community Safety Fund. Indicative allocations are shown in Table I.

Table I: 2019/20 Victims' Commissioning Fund Indicative Allocations

Service	Provider	Annual PFCC cost £k
Referral and Assessment service	Victim Support	550
Independent Domestic Violence Adviser (IDVA)	Safer Places	451
Community based sexual abuse support and Independent Sexual Violence Advocate (ISVA) service	Essex Rape Crisis Partnership	680
Sexual Assault Referral Centre (SARC)	Mountain Healthcare	154
Essex Restorative Justice Service	Essex OPFCC	160
Commissioning Support	Essex OPFCC	45
	Total	2,040

Additional National Funding

- 9.5 The PFCC has been successful in bidding for central government grants and a devolution of some central government funding. These costs are passed directly through the PFCC's office to provider organisations and are detailed in Table J below:

Table J: 2019/20 Additional National Funding

Service	Issuing Department	Provider	Grant Value £k
Early Intervention Youth Funding	Home Office	Various	350
Violence Against Women and Girls Transformation Fund	Home Office	Various	174
Devolved Rape Support Funding	Ministry of Justice	Essex Rape Crisis Partnership	270
		Total	794

10 Office of the Police Fire and Crime Commissioner (OPFCC)

- 10.1 The 2019/20 the gross revenue budget OPFCC will be £1.4m, which is consistent with 2018/19 due to additional staff costs associated with joint governance arrangements with the Fire & Rescue Service.
- 10.2 In accordance with the final Local Business Case approved for joint police/fire collaboration, the £0.2m is recharged to Essex PFCCFRA resulting in a net budget for the OFPCC of £1.2m
- 10.3 Significant areas of spend within the OPFCC involve a staff budget of £1.1m; internal and external costs of £0.15m and legal and professional fees of £0.070m

11 Robustness of Estimates

- 11.1 Section 25 of the Local Government Act 2003 requires that the Treasurer reports to the PFCC when he is considering his budget and council tax. The report must deal with the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals, so that the PCC will have authoritative advice available to him when he makes his decision. Section 25 also requires the PFCC to have regard to the report in making his decisions.
- 11.2 The decision on the level of the council tax precept is taken before the year begins and cannot be changed during the year, so allowance for risks and uncertainties that might increase spending above that planned, must be made by:
- i) Making prudent allowances in the estimates for each area of spend
 - ii) Ensuring that there are adequate reserves to draw on if the estimates turn out to be insufficient
- 11.3 The following matters are taken into account when assessing the adequacy of reserves:
- Assumptions about inflation / deflation
 - Estimates of the level and timing of capital receipts
 - Treatment of demand led pressures and savings
 - Financial risks inherent in any significant new development
 - Financial standing (level of borrowing and debt)
 - Track record on budget management
 - Capacity to manage in-year budget pressures
 - Year-end procedures in relation to over and underspends
 - Strength of financial information and reporting arrangements
 - Adequacy of insurance arrangements
- 11.4 The forecast level of general reserve as at 31 March 2019 at £8.7m will represent 3.1% of net revenue expenditure. In addition, there are forecast revenue earmarked reserves of £6.7m at 31 March 2019. The total level of revenue reserves is one of the lowest for PCC's in the country. The level of reserves is therefore recognised by the PFCC, Chief Constable and Senior Officers and Staff as being at a minimum. Strict financial control is therefore maintained.

- 11.5 Maximising the capital resources available through disposal of property surplus to requirements and enables sound capital investment to be undertaken without recourse to borrowing. The timing of both capital receipts and investment in the context of a low level of reserves demands a robust approach to cash flow management, which has been developing over the past year. The Treasury Management Strategy 2019/20, to be published before 1st April 2019, will consider this aspect in more detail.
-

BJ Harrington
Chief Constable



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Roger Hirst
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OPFCC
Kelvedon Park
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Rivenhall
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CM8 3HB

4th January 2019

Dear Commissioner,

As Chief Constable it is my professional recommendation that you increase the council tax precept for 2019/20 and that we continue to work together to make Essex even safer.

Your published Police and Crime Plan clearly sets out the need to maintain local, visible and accessible community policing, respond to the growth in high harm and emerging crimes as well as investing in long term infrastructure, technology and skills base.

This letter sets out my proposals following the Home Office announcement on 13th December and utilises the maximum additional funding available. These include structural changes to force funding made by central government (an additional £3.286m)¹, a new pension grant (£2.892m), a maximum precept (£16.888m), and a small reduction in the precept collection fund surplus (final figure to be confirmed). In total, this represents maximum additional funding of £23.049m in 2019/20. It should

¹ Based on an additional £2.204m from the Home Office Core Grant and £1.082m from the Home Office Formula Grant.

be noted that the funding proposal is based on 73% local taxation and 27% from central government. Table A below sets out the year on year comparison.

Table A: Funding Comparison

Funding Source	2018/19	2019/20	Increase/ (decrease)
	£m	£m	£m
HO Core Police Grant	101.347	103.551	2.204
HO Formula Grant	55.149	56.231	1.082
Council Tax Freeze Grant	2.133	2.133	-
Council Tax Support Grant	10.992	10.992	-
HO Pension Grant	-	2.892	2.892
Council Tax Precept	106.246	123.134	16.888
Collection Fund Surplus	1.562	1.545	(0.017)
Total	277.429	300.478	23.049

Pensions

In the Budget in October the Chancellor confirmed that the discount rate for calculating employer contributions to unfunded public service pension schemes would be reduced to 2.4% plus consumer price index. This clearly is a significant additional cost to employers in providing public service pensions over the long term.

For policing this means that the employer contribution changes from 24.2% to 31.0%². In 2019/20 the government has addressed the funding shortfall via a new direct pension grant of £2.892m and by increasing the Home Office grants, in total these equate to an additional £6.178m. It was previously understood that the force would receive £3.5m in pension grant but this was top sliced for counter terrorism and the National Crime Agency. It should be noted though that the additional pension cost for Essex Police is £6.333m (this excludes pensions for the additional officers). This is higher than expected as the employer pension contribution changed from an increase of 3.84% to 6.8%. It is anticipated that the Spending Review will take into account the changing discount rate of future pensions, which has the potential to cause real resourcing issues for forces.

2019/20 budget

The Strategic Board was also held on 13th December and factored in growth of 215 officers as an option, and the 2019/20 budget was almost balanced; a concern though was a forecast deficit in 2020/21 of £8.6m.

Following the Home Office announcement, changing future years' assumptions and revisiting the calculations for one-off and recurring costs, the medium term finance strategy now has a balanced budget for 2019/20 and a deficit of £4.1m in 2020/21. I believe that the future deficit can be managed by achieving savings greater than the £1.0m currently identified, reviewing structural changes e.g. impact of proposed shift

² The on costs (National Insurance and pensions) for a police officer from 1/4/19 will be 44.8%

pattern changes on summer demand and if necessary amending the flow of intake of new officers.

The full budget breakdown is shown in Appendix A and Table B below summarises the budget proposal.

Table B: Budget Movement

Budget Proposal Summary	£m
Opening Budget	277.429
Recurring Activity Prior 1/4/19	0.685
2019/20 Base Budget 1/4/18	278.114
Inflation and Cost Pressures	3.682
Police Officer Pension Increase	6.333
New Investment & Service Demands	15.583
One-Off Investment	3.510
One-Off Activity	1.464
Transfer from Earmarked Reserves	(0.179)
Transfer from General Reserves	(0.348)
Funding for One-Off Activity	(2.866)
Budget Requirement Before Savings	305.293
Savings	(4.815)
2019/20 Budget Requirement	300.478

Precept increase

In September a National Audit Office (NAO) report, *Financial Sustainability of Police Forces in England and Wales*, estimated that police and crime commissioners in England and Wales suffered a 19% real-terms reduction in funding between 2010-11 and 2018-19. A few weeks later after this report, the Public Accounts Committee issued its own, which said that real-terms cuts to constabularies were damaging public confidence in forces.

I have read both publications but more importantly have seen the evidence that demand for police help continues to rise and have spoken to many officers, members of police staff, politicians and of course members of the public in Essex. Nothing in any of that data or those conversations has given me cause to shift from a position that investment into policing in Essex, and particularly front line, local policing, is essential to making the county safer and protecting the most vulnerable from the most harm.

I fully appreciate your support as the Association of Police and Crime Commissioners (APCC) Finance Lead and the influence that you have had in securing a favourable settlement which includes the ability to raise the precept up by £24. I am also supportive of lobbying from the National Police Chiefs Council (NPCC), the Police Superintendents' Association and the Police Federation.

I am now in a position to formally recommend and request that you raise the council tax by 14.16%, thereby having a Council Tax Band D of £192.96. This will raise an additional £15.277m, then with the increase in the tax base this equates to £16.888m realising a 2019/20 budget of £300.478m.

Her Majesty's Inspectorate of Constabulary, Fire and Rescue Service (HMICFRS) and PA Consulting's Review together with public feedback make clear the need to strengthen community and local policing arrangements.

If agreed, the majority of additional funding from the precept will be invested in 215 additional police officers and 26 operational police staff who will be supporting local policing arrangements. This will meet our aspiration of increasing Essex Police establishment to over 3,000 FTEs and by March 2020 the establishment is forecast to be 3,215 FTEs. Whilst I aspire to 215 additional officers the very tight timescales within which this has been developed to meet the governance deadlines since the funding settlement was confirmed mean I must caveat that there might be adjustments to the final officer numbers as the reality of some complex assumptions become known. I do not anticipate this to be significant and I would have confidence this would not reduce officer growth to less than 3200 officers.

My briefing note to you on 6th December 2018 set out details of how I would invest additional funding and at the time this was for 150 additional officers, 26 operational support staff and 6 support staff for infrastructure. These number have subsequently increased and are now 215 additional officers, 32 operational police staff and for the infrastructure 18 support police staff to service business needs of the workforce. The table below sets out how I intend to allocate the additional resources.

Table C

Investment for Additional Police Officers and Staff		
Investment	Officers	Staff
	FTE	FTE
Town Centre Teams	68.0	0.0
Information Management	0.0	11.0
Gangs	19.0	11.0
Children/Young People	20.0	0.0
Business Crime	3.0	1.0
Roads Policing Unit	21.0	0.0
Crime & Public Protection	20.0	3.0
Local Policing Teams	50.0	0.0
Serious Crime Directorate Modern Slavery	5.0	0.0
Serious Crime Directorate Volume Fraud	1.0	0.0
Serious Crime Directorate OP Signature	0.0	3.0
Serious Crime Directorate OCG Co-ordinators	0.0	3.0
Violence & Vulnerability unit	1.0	0.0
GTRET (Rural Engagement Team)	7.0	0.0
Total - Operatinonal Policing	215.0	32.0
Support Costs (recruitment, standard training)		18.0

It should be noted that 168 of the 215 officers (78%) will be allocated into local policing.

Appendix B sets out a draft financial plan of recruiting to 3,215 officers by the end of the financial year at an additional cost of £5.639m. The full year effect for 2020/21 is £8.826m. However, once again I must caveat that the final detail of the recruitment and training plan is subject to ongoing review. It will take into account variables such as the ability to attract, select and undertake vetting of suitable candidate as well as the forces capacity to provide the mandatory training.

Savings and efficiency plan

Essex Police is absolutely committed to maximising the benefit out of every penny the force spends in its efforts to continue work that will modernise the service and continue to drive efficiency.

The proposed change to funding will not diminish our commitment to find new, more efficient ways of working for the people and businesses of Essex.

The identified savings and efficiencies for the force in 2019/20 total £4.752m cashable, and include savings from restructuring within the Serious Crime Directorate (£1.176m), non-pay and contractual reviews within Support Services Directorate (£1.380m) and an increase in the vacancy factor for support staff up to 6% (£1.0m). Additionally the force has also identified £3.609m non-cashable savings, predominately from body worn video. The target set for the force by yourself was 2.25% of the MTFS and this was £6.413m; this has been met by combining the cashable and non-cashable savings.

Investment

I have set out below in Table D how the force intends to maximise the benefits derived from a precept rise. This includes the increase in officer and staff establishments, the supporting infrastructure including non-pay costs, the new revenue costs for body worn video (funded by a capital contribution in 2018/19), IT and collaboration projects e.g. network growth, FCR and multi-agency safeguarding, service demands e.g. Estates Department restructuring, fuel, forensics, and overtime during peak periods.

Table D: Investment

Proposed Areas of Investment	£m
Increase in establishment (215 officers and 50 police staff)	7.757
Full year impact of increase in establishment 2018/19 (150 officers)	1.582
Full year impact of 2018/19 investment	0.338
Body worn videos, including Specials	0.959
Increase in summer demand	0.500
Increase in bank holiday demand	0.250
IT investment and collaboration projects	1.554
Service demand changes	1.349
Roads policing infrastructure	0.300
Revenue consequences of capital programme	0.352
Local initiatives, including cyber dogs	0.475
Other budget adjustments e.g. custody meals, traffic signs	0.167
Total	15.583

Appendix C sets out the supporting documents that will be forwarded to your Acting Treasurer to support this budget proposal.

The Future

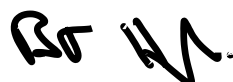
Her Majesty's Inspector of Constabulary and Fire and Rescue Services (HMICFRS) has once again inspected Essex Police and have found a force that is effective and efficient and treats people with fairness and respect.

It is essential that the progress made last year in addressing the acute financial challenges and the operational and public challenge to do more to secure a more visible, local and preventative police force is continued into the future.

Whether the still far too high numbers of people killed and injured on Essex roads, the urgent and ongoing challenge to the entire country of violence – whether related to domestic abuse or so-called *county lines* – the demands of the digital age and increasing high harm crimes, Essex is a county that experiences levels of criticality every day that other mainly rural forces simply do not.

With Essex Police focusing its main efforts on tackling violence and vulnerability, supporting victims and being a more visible presence in support to Police and Crime Plan priorities I believe this investment will make Essex an even safer county than it is today. It is for these reasons that I make a strong recommendation that an increase in the policing precept as outlined above is essential.

Yours sincerely,



BJ Harrington
Chief Constable

2019/20 Budget Summary - Chief Constable's Proposal		
Line Ref:		£000
1	<u>2018/19 Original Budget</u>	277,429
		Opening budget as per 2018/19 Budget Setting MTFS
	<u>Recurring Activity Occurring Before 1st April 2019</u>	
2	Recurring Pay Changes	971
3	Adjustments from previous budget settings including removal of one-off costs above short term budget and funding & income no longer required / achievable	(286)
		Includes savings of £118k (growth not required from 2017/18), a £150k net reduction in income for apprenticeship scheme and reduction of £258k for the removal of 2018/19 one-off costs.
4	Total Recurring Activity Occurring Before 1st April 2019	685
5	<u>2019/20 Starting Budget after adjustment to 2018/19 base for activity occurring before 1st April 2019</u>	278,114
		An increase of £0.7m to the 2018/19 Original Budget
	<u>Unavoidable Cost Pressures</u>	
7	Recurring Pay inflation	1,848
8	Pay (not inflation) e.g. increments/turnover	(353)
		Based on 2% from Sept 2019 Includes increments of £1.7m, £0.6m for loss of pay whilst on annual leave, £1.1m for investment during 2018/19 & savings from average Police Officer turnover of £4.8m.
9	Police officer pension increase	6,333
		Police officer pension revaluation employers contribution increased by 6.8% (24.2% to 31%)
10	Contractual Inflation & De-flation	812
		Includes inflation for utilities, rates and IT.
11	Operational and Support Contractual and Legal cost pressures	1,375
		Includes increase in motor insurance premium, Eastern Region Special Operations Unit (ERSOU) and National Police Air Service
12	Total Unavoidable Cost Pressures	10,015
	<u>New Investment & Service Demand Changes</u>	
13	Increase police officers by 215 in 2019/20 - incl. support and non-pay costs	7,757
		Operational officers and staff is £6.9m. Support and non-pay is £0.8m. Includes higher police officer pension costs.
15	Increase in forensic contract, body worn video for Special Constables, investment in Roads Policing infrastructure & Data Analytics	714
		£214k for forensic contract, £100k for body worn video, £300k for Roads Policing infrastructure and £100k for Data Analytics
16	Investment in Summer Demand and Bank Holiday demand	750
		£0.5m investment for Summer Demand and £250k for Bank Holiday (vulnerable victims)
17	Cyber dogs, Police Cadets, IT equipment	25
		Includes £11k for IT equipment for Information Security Officers
18	Increases of less than £10k on non-pay budgets	167
		Increase in 25 budgets of £10k or less. Includes increases for traffic sign equipment, purchase of police dogs, custody related expenses and training costs.
19	Service demand changes	1,035
		Includes investment in Estates Service restructure, increase fuel from additional mileage & additional forensics.
20	New revenue investment	2,413
		Includes investment in Body Worn Video, the IT network, Force Control Room and partnership activity.
21	DCC's operational budget	200
		Investment in providing an operational budget for the Deputy Chief Constable to fund as hoc activity/operations arising during the year.
22	Local Policing initiatives	250
		Investment in providing funding for local policing initiatives arising during the year.
23	Capital Programme (Approved) - Revenue Consequences	28
		Additional funding for projects in the approved capital programme.
24	Capital Programme (Proposed) - Revenue Consequences	324
		Based on 75% of proposed bids in the capital programme
25	Full year costs of the additional 150 police officers in 2018/19	1,261
		Police officers were increased to 3,000 FTE's in 2018/19. The 2018/19 budget was increased by £5m.
26	Full year non-pay costs of the additional 150 police officers in 2018/19	321
		Costs for IT, uniforms and travelling.
27	2019/20 growth approved as part of 2018/19 budget setting	338
		Includes investment in Specials and revenue consequences of the capital programme
28	Total New Investment & Service Demand Changes	15,583

Appendix A continued

One-off Activity		
29	Increase police officers by 215 in 2019/20 - including support and non-pay costs - One-off	430
31	Investment in additional IT equipment for ISO's, IO's and PIP2 officers.	600
32	Data Analytics - One-off	400
33	Cyber dogs and Police Cadets	40
33a	PEQF set up	218
34	Capital Programme (Approved) - One-off revenue costs	160
35	Capital Programme (Proposed) - One-off revenue costs	641
36	Operational and Support Contractual and Legal cost pressures - One-off	416
37	Service demand changes - One-off	141
38	New revenue investment - one-off	1,692
39	Activity funded from earmarked reserves - one-off	179
40	Activity funded from the General Reserve - one-off	348
41	One-off savings for ITS application support	(100)
42	2019/20 One-off projects agreed at 2018/19 Budget Setting - one-off	254
43	Overall reduction in one-off funding for implementation delays	(445)
44	Total One-off Activity	4,974
Funding from Reserves - One-off		
Transfer from earmarked reserves		
45	Transfer from Redundancy and Relocation Reserve	(179)
46	Total Transfer from earmarked reserves	(179)
Transfer from the General Reserve		
47	Transfer from the General Reserve	(348)
48	Total Transfer from the General Reserve	(348)
49	Total one-off activity	4,795
50	One-off costs funded by permanent budget for one-off activity (includes transfers to reserves)	(2,866)
51	One-off expenditure above / (below) the £2.8m funding for one-off activity	1,581
52	2019/20 Budget requirement before Strategic Change Savings	305,293
Source of Funding		
53	HO Core Police Grant	103,551
54	HO formula Grant (ex DCLG grant)	56,231
55	Council Tax Freeze Grant (2011/12)	2,133
56	Council Tax Support Grant	10,992
57	HO Pension Grant	2,892
58	Council Tax precept	123,134
59	Collection Fund surplus	1,545
60	2019/20 Total Funding	300,478
61	Surplus / (deficit) - before Strategic Change Savings and Efficiencies	(4,815)
FUNDED BY:		
Strategic Change Savings and Efficiencies in 2019/20		
62	Strategic Change Programme - Essex Savings & Efficiencies	(1,829)
63	Strategic Change Programme - Collaboration Savings & Efficiencies	(2,806)
64	Strategic Change Programme - Technical inter-year changes	(117)
65	Total Strategic Change Savings and Efficiencies in 2019/20	(4,752)
66	Strategic Change Programme - Overachievement of prior years savings	(63)
67	Total Strategic Change Savings and Efficiencies in 2019/20	(4,815)
68	Annual (Shortfall) /Surplus after achieving Strategic Change Savings and Efficiencies	0
69	Council Tax Band D (2018/19 £169.02)	£192.96
70	CT Increase % (2018/19 7.62%)	14.16%
71	Increased cost to Band D property/pa (2018/19 £11.97)	£23.94
72	Additional income generated from precept increase	£15.28m
73	Additional Weekly Cost (2018/19 23 pence)	£0.46
74	Tax base - number of properties (2018/19 0.628m)	638,134

Police Officer Growth Plan 2019/20

Line Ref		Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20		
1	Previous Month End Strength	3,038	3,018	2,996	3,050	3,028	3,086	3,129	3,187	3,165	3,143	3,201	3,179	3,237		
2	Leavers	(20)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(264)	
3	Joiners	0	0	76	0	80	65	80	0	0	80	0	80	0	461	
4	Strength at end of month	3,018	2,996	3,050	3,028	3,086	3,129	3,187	3,165	3,143	3,201	3,179	3,237	3,215	3,135	Average Strength
5	Target	3,000	3,215	3,215	3,215	3,215	3,215	3,215	3,215	3,215	3,215	3,215	3,215	3,215		
6	Variance	18	(219)	(165)	(187)	(129)	(86)	(28)	(50)	(72)	(14)	(36)	22	0		
7	% Variance	0.6%	(6.8%)	(5.1%)	(5.8%)	(4.0%)	(2.7%)	(0.9%)	(1.6%)	(2.2%)	(0.4%)	(1.1%)	0.7%	0.0%		

Note 1: This table facilitates a financial profile that has been used for costing purposes. The actual profile of the recruitment of new officers is yet to be determined as the pattern of recruitment is complex and a more detailed analysis is to be completed over the coming weeks. This will take into account variables including but not limited to the ability to attract, select and undertake vetting of suitable candidate as well as the forces capacity to provide the mandatory training.

Supporting Financial Documents

Setting a budget is complex and it is important to provide transparency in relation to the various elements that comprise the budget. I have therefore attached a number of appendices that cover specific aspects of the budget and each one then breaks down the detail financial information. The appendices are:-

- A1 = MTFS Summary
- A2 = MTFS Detail
- B = 2019/20 Budget Overview – Chief Constable’s Proposal
- B2 = 2019/20 Budget Summary – Chief Constable’s Proposal
- C = 2019/20 Pay Budget Breakdown
- D = 2019/20 Contractual and Legal Cost Pressures
- E = 2019/20 Service Demand Changes Needed to Address Challenges
- F = 2019/20 New Revenue Investment
- G = 2019/20 Revenue Budget Change funded from Reserves
- H = 2019/20 Precept Investment (excluding officers and staff)
- I = 2019/20 Non-Pay Savings and Efficiency
- J = 2019/20 Cashable and Non-cashable Savings
- K = 2019/20 Savings and Efficiency Plan
- L = Reserves Overview
- M = Capital Resources and Expenditure Forecast 2018/19 to 2023/24
- N = Capital Programme - Approved Projects
- O = Capital Programme - Projects Subject to Approval
- P = Capital Programme - Revenue Consequences
- Q = 2019/20 Budget - Subjective Analysis (to follow after CFO & Treasurer meeting post 9th January)

ESSEX POLICE, FIRE AND CRIME COMMISSIONER
FIRE & RESCUE AUTHORITY
Essex County Fire & Rescue Service



Meeting	Police Fire and Crime Panel	Agenda Item	5
Meeting Date	24 th January 2019	Report Number	EPFCP/02/19
Report Author:	Glenn McGuinness – Acting Chief Finance Officer.		
Presented By	Glenn McGuinness		
Subject	Proposed ECFRS Precept for 2019-20		
Type of Report:	Discussion / Decision		

RECOMMENDATIONS

1 a. The Police, Fire and Crime Commissioner proposes a precept increase of 2.94% equivalent to an increase of £2.07 a year from £70.38 to £72.45 for a band D council tax property raising £1,321k of additional council tax receipts. Total council tax funding has increased by £1,992k with the remaining £671k resulting from tax base growth.

1 b. The budget for 2019-20 is drawn up on the basis that existing reserves of £2.4m are utilised in the year.

1 c. To note the impact of the relaxation of public sector pay restraint on the budget and precept of the Authority. In this context, the Authority has provided for 2% across the board pay inflation at a cost of c. £1,035k in 2019-20.

1 d. It is recommended that the Commissioner instruct the Chief Executive/Chief Fire Officer to prepare a medium term financial plan to achieve a balanced budget without using reserves by the 2021-22 financial year.

BACKGROUND

2. This budget has been prepared taking into account the work previously undertaken to develop an efficiency plan that would deliver a balanced budget by 2020. The budget below shows that reserves will need to be utilised in 2019-20 to meet the resource needs of the Service. The main reasons for this are:
 - a. Increased pay inflation following a relaxation of public sector pay policy, the 2019-20 budget includes 2% pay inflation, this is 1% (c.£518k) higher than the efficiency plan.
 - b. The conversion of 4 day crewed appliances and 1 whole time appliance to crewing using an on-call shift pattern has been subject to some delays. We now expect to complete the conversion process by 2021. The main reason for the delay relates to an insufficient number

of candidates responding to our recruitment drives in each area and subsequently demonstrating the relevant standards to join ECFRS. The Service is also finding the retention of on-call firefighters a challenge; plans are being prepared to improve this situation.

The impact of this is that anticipated savings of £820k for 18 firefighters have not been realised in the budget for 2019-20. Additional whole-time officers and drivers are necessary to supplement the available on-call crew at the affected locations to ensure that each appliance has sufficient opportunity to meet availability targets.

- c. The previous budget setting methodology was to include a 3% vacancy factor as firefighter numbers were historically lower than establishment. This vacancy factor (3%) has been removed in 2019-20. This results in an increase to the firefighter pay budget of £840k. Vacancies across the Service will continue to be managed and monitored on a quarterly basis and savings/underspend returned to reserves where appropriate.

Because of the forgoing, it will be necessary to utilise reserves to meet the resource needs of the service in 2019-20. On this basis the budget will need to be approved on condition that the new efficiency plan covering the period 2020-21 to 2023-24 contains robust financial measures to ensure that a balanced budget is achieved, without the need to use reserves, by no later than the 2021-22 financial year

3. Following the approval of the efficiency plan by the Home Office in 2016, the Authority has certainty in the level of government funding through to March 2020. Some 97% of relevant authorities followed this approach, including all fire and rescue authorities. As a result, government funding for 2018-19 and 2019-20 will be in line with the previous year's projections. As government grant funding is already known flexibility in funding is therefore through the council tax precept and the use of reserves.
4. The 2019-20 budget process for the Authority commenced with two service leadership team (SLT) workshops in July. The output from these workshops was a budget shaping paper considered by the SLT on 21st August and then the Strategic Board on 18th September. Both these papers compared initial budget projections for 2019-20 against the efficiency plan and this demonstrated that the Authority would need to use reserves in 2019-20.

Following the budget shaping exercise the budget process has involved departmental managers working with finance colleagues to determine the staffing and resource requirements for 2019-20.

5. In particular, there is a close relationship between the planning assumptions for the 2019-20 programme and the agreements around crewing levels in the Dispute Resolution Agreement (2017) with the FBU. Any move away from the agreed crewing levels would be seen as a breach of that agreement and could potentially lead to a new dispute being raised by the FBU.
6. The Chief Finance Officers report on the budget as required under section 25 of the Local Government Act 2003 is attached at Appendix 1.

RISK IMPLICATIONS

7. The main risk areas associated with the budget are summarised below:

NATIONAL PAY SETTLEMENTS

The representatives for the employers and employees on the National Joint Council are currently negotiating the Fire Services Pay Rates. In this context the FBU have recently lodged a pay claim of 17%.

It seems likely that public sector pay increases will continue as we move into 2020, but for Essex this is not currently an affordable position.

This budget has been prepared including an across the board 2% provision for pay increases. The cost of this is c. £1,035k per annum.

FIREFIGHTERS PENSION SCHEMES

As part of the 2016 Pension Valuation Her Majesty's Treasury announced Public Sector Pension Valuations 'Directions' which intends to increase the Employer Contribution rate from 2019-20. This will affect the Firefighter Pension Schemes.

The main change is in the discount rate from 3% to 2.4%, which converts future pension payments into present day value. For 2019-20, the cost to Fire nationally is anticipated to be c. £107m per annum.

The full expected ongoing cost impact of this for Essex is c. £3.3m per annum. However, we expect government funding to support 88% of this cost in 2019-20 the residual burden on the Authority is estimated at £0.3m. This amount has been included in the firefighter pay cost budget for the year.

From 2020-21, this additional cost burden will be dealt with as part of the comprehensive spending review. Further details on this have not yet been confirmed.

FUNDING

The position for funding post March 2020 is uncertain at this stage. The Authority will be preparing a new medium term financial plan 2020 to 2024 in 2019 to deal with the financial challenges ahead and to ensure financial sustainability.

The Authority plans to exercise prudence and use precept flexibility to increase council tax by 2.94% in 2019-20.

FUNDING RISKS

8. The risks around funding include actual levels of government grants and collection rates for council tax and national non-domestic rates. The risk was considered very low for any change from the certainty levels of government funding in 2019-20. Such a move would have significantly affected all of local government with some 97% of authorities having funding certainty following the submission of efficiency plans in 2016. The provisional local government funding settlement was announced on 13th December as is reflected in this budget.
9. Factors influencing council tax collection rates will be changes in the underlying economy, perhaps resulting from Brexit. These may impact in 2019-20, as each billing authority will determine their collection rates based on their current experience any shortfall will impact on the collection account in 2020-21. In addition, the Authority has established earmarked reserves of £200k to mitigate the impact of any shortfall.

10. These timescales mean that the budget for 2019-20 can be agreed knowing that funding changes are unlikely to be a material factor.

FINANCIAL IMPLICATIONS

11. The following sections provide the analysis of the key income and expenditure headings for the Authority's budget:

LOCAL GOVERNMENT FINANCE SETTLEMENT

12. In September 2016, the Authority approved an efficiency plan for the period to 2019-20 and this was submitted to the Government. The provisional settlement figures for 2019-20 were announced on 13th December 2018 and reflect those expected in the efficiency plan.
13. The profile of Revenue Support Grant and National Non-Domestic Rates (NNDR) including an estimate for 2020-21 is set out in the table below:

Local Government Finance Settlement	2018-19 £'m	2019-20 £'m	Estimated 2020-21 £'m	Assumptions supporting 2020-21 estimate
Revenue Support Grant	9.3	8.3	6.9	Adjusted to reflect overall 5% in grant funding.
Share of NDR	6.2	6.3	6.4	1.5 % growth in line with past trends
Tariff/Top-Up	9.6	9.9	9.9	Flat - as revised funding formula under consultation
Total	25.1	24.5	23.2	

14. For 2019-20, the level of revenue support grant will be £8.3m some £1.0m lower than the current year, this is a reduction of 11%. In addition, the Authority will retain 1% of national non-domestic rates (business rates) worth an estimated £6.3m and receive a top-up grant of £9.9m. In total, these amounts for business rates are £0.5m higher than the current year.
- In 2020-21 we expect a further reduction the revenue support grant, estimates with assumptions are included in the table above.

NATIONAL NON DOMESTIC RATES

15. Within the overall amount of funding there is an element funded by the Authority's share (1%) of national non-domestic rates. For 2019-20, decisions by the government to extend relief for small businesses and other policy changes mean that £819k (£819k for 2018-19) of the business rates expected will be funded by a government grant.
16. In addition, the government assumes that the Authority's share of national non-domestic rates from the billing authorities will be £6.3m for 2019-20. The exact amount may vary from this level, the Authority holds an earmarked reserve of £200k to manage this uncertainty, and it is proposed that any shortfall in the final level of billing authority sourced funding is managed through this reserve.
17. To help maximise the local share of national non-domestic rates the Authority has supported pooling arrangements with the County Council, Southend Borough Council and all 12 District Councils. In addition, the pooling authorities submitted a bid to be a pilot

area for business rates retention in both 2018-19 and 2019-20, these bids were not successful.

18. Under the current pooling arrangements, a larger share of any gains in the level of these rates will be retained locally and apportioned within the pool. Because of this, it is estimated that the Authority will gain c. £300k in additional business rates in 2019-20. As this initial estimate is uncertain, this amount is not included in the budget.

COUNCIL TAX

19. From 2018-19, the government announced 3% as the threshold for the increase in council tax that will require a referendum.

This paper recommends that the Authority use this increased flexibility to increase council tax by 2.94%.

20. An increase in council tax by an additional 2.94% will add £1,992k to the Authority's income. This is made up of precept increase (£1,321k) and tax base growth (£671k)

21. The position regarding the tax base of the Authority remains strong with increases through better collection arrangements and growth. The council tax sharing arrangements are supported by in-year monitoring of the progress in collection and an early assessment of the impact of changes to the billing authorities Council Tax support schemes.

22. The Authority has aligned itself with the County Council and the Essex Police and agreed with the billing authorities to share the precepting authorities' gains from technical changes in Council Tax with the billing authority.

23. The rate of growth in the council tax base is 1.5% for 2019-20. This is slightly lower than the anticipated growth of 1.75% based on the four years average to March 2018.

COLLECTION ACCOUNT

24. With the continued growth in the tax base, the council tax collection account is expected to show a positive balance of £643k in 2019-20 (£688k for 2018-19). The Authority has an earmarked reserve to absorb any negative movement on the collection account fund, but it is not expected there will be a call on this reserve in 2019-20.

PRECEPT AND IMPLICATIONS FOR COUNCIL TAX

25. The table below sets out the calculations of the proposed council tax precept and shows the changes from the 2018-19 budget.

FUNDING 2018-19 & 2019-20	2018-19 Budget	2019-20 Budget	Change
	£'000	£'000	
Rate of Council Tax increase	2.00%	3.00%	
Gross Expenditure	76,297	77,585	1,288
Operational Income			
Urban Search and Rescue	(867)	(857)	10
Firelink	(587)	(608)	(21)
Business Rates Relief Support	(488)	(819)	(331)
Maintenance Dim Vehicle	(157)	-	157
Other	-	(118)	(118)
Grant Income	(2,099)	(2,402)	(303)
Other Operational Income (as para 55)	(1,633)	(1,387)	247
Total Operational Income	(3,732)	(3,788)	(56)
Net Expenditure	72,565	73,797	1,232
Sources of Finance			
Revenue Support Grant	9,347	8,337	(1,010)
National Non-Domestic Rates	15,720	16,196	476
Total Grant	25,067	24,533	(534)
Collection Fund Surplus	688	643	(45)
Council Tax Precept	44,241	46,233	1,992
Total Council Tax	44,929	46,876	1,947
Use of Reserves	2,569	2,388	(181)
Total Sources of Finance	72,565	73,797	1,232
Tax Base	628,600	638,134	9,534
Council Tax (Band D)	£70.38	£72.45	£2.07

26. The funding changes from 2018-19 are a reduction in the total government grant of £534k (2.1%) and an increase in the council tax precept of £1,992k.

2018-19 FORECAST REVENUE BUDGET POSITION

27. The forecast outturn has been reviewed to reflect the position at the end of September 2018, this forecast is summarised below and this position is reflected in the comparative figures used in this report.

	2018-19 Budget £'000s	2018-19 Forecast £'000s	2018-19 Forecast Var £'000s	2018-19 Forecast Var %
Description				
Firefighters	29,842	30,121	280	0.9%
Firefighters - On-Call Duty System	6,401	5,812	(589)	(9.2%)
Control	1,436	1,385	(51)	(3.5%)
Support Staff	12,959	13,276	317	2.4%
Total Employment Costs	50,638	50,594	(43)	(0.1%)
Support Costs	1,803	2,273	470	26.1%
Premises & Equipment	10,698	10,256	(442)	(4.1%)
Other Costs & Services	3,583	3,449	(134)	(3.7%)
Firefighters' Pension Scheme	2,200	2,230	30	1.4%
Lease and Interest charges	1,551	1,441	(110)	(7.1%)
Statutory Provision for Capital Financing	5,492	4,800	(692)	(12.6%)
Inflation provision not required	332	-	(332)	(100.0%)
Total Other Costs	25,660	24,450	(1,210)	(4.7%)
Gross Expenditure	76,297	75,044	(1,253)	(1.6%)
Total Operational Income (As para 55)	(3,732)	(3,950)	(217)	5.8%
Net Expenditure	72,565	71,095	(1,470)	(2.0%)
Funding				
Revenue Support Grant	(9,347)	(9,347)	-	0.0%
National Non-Domestic Rates	(15,890)	(15,890)	-	0.0%
Council Tax Collection Account	(688)	(688)	-	0.0%
Council Tax Precepts	(44,241)	(44,241)	-	0.0%
NNDR surplus/deficit	171	58	(112)	(65.7%)
Contribution from Reserves	(2,569)	(987)	1,582	(61.6%)
Total Funding	(72,565)	(71,095)	1,470	(2.0%)

28. The forecast shows that we expect to use reserves of £987k in the year, this is better than the original planned use of reserves of £2,569k in the year, as presented to the Panel on 22nd January 2018.

This improvement is as a result of robust financial controls and will reduce the planned draw on reserves in 2018-19 by £1,582k. The main reasons for the improved position overall are:

- The overspend on support costs includes, additional costs arising from a settlement with day crewed firefighters regarding accommodation (£176k) and additional operational training (£200k). Both these expenditure items are included under support costs above.
- A combination of both lower headcount and activity levels for on-call firefighters will account for an underspend of (£589k)
- An underspend in capital financing charges (£692k) arising from the review in capital expenditure for both 2018-19 and 2019-20. This follows an extensive review and challenge process on capital expenditure carried out by the finance team in conjunction with budget holders in September 2018.
- ICT projects are expected to be £500k underspent this year.

RESERVES

29. At 31 March 2018, the Authority had £20.4m of usable reserves. These is made up of:

- Earmarked reserves of £5.8m, these are specific reserves set aside to manage key financial risks and to provide funding for future expenditure plans.
- Capital receipts reserve of £7.8m, these can only be used to fund capital expenditure including reducing capital financing charges on past capital expenditure.
- General reserves of £6.8m. These provide a working balance to help cushion the impact of unexpected events and as a means of smoothing out large fluctuations in spending requirements and/or funding available.

An analysis of the reserves is shown in the table below:

Useable Reserves Summary	Comment & Review	March 2018 Balance £'000s	Change in 2018/19 £'000s	March 2019 Projected Balance £'000s
Emergency Planning	To hold savings on the costs of Emergency Planning. Balance to be transferred to Essex County Council after 31st March 2018	469	(469)	0
On-Call Demand Pressures	Main area of risk is retained pay budget. Need to provide £0.6m in case of in-year pressure	600	0	600
On-Call - Support	To support one off costs associated with on-call recruitment and retention initiatives	0	400	400
Operational Training Reserve	To support one off costs associated with new operational training initiatives in 2019-20	0	600	600
Spend to Save Reserve	March 2019 - Balance of Funding for Sprinklers £372K, and Innovation 560k.	932	0	932
Taxbase and Collection Account Reserve	Last shortfall in 2012/13. Since then average of over £500k favourable balance. Review scheduled 2020-21	200	0	200
National Non-Domestic Rates Collection Reserve	Risk remains through pooling arrangements, but considered low. Managed in-year. Review Scheduled 2020-21	200	0	200
Innovation and Transformation	To support service transformation in line with new Integrated Risk Management Plan requirements	2,400	(440)	1,960
Rolling Budgets Reserve	To hold balances of expenditure carried forward into the next financial year.	410	(410)	0
Business Continuity Reserve	To provide funds for any business interruption event not covered through risk protection funding. Reduced to reflect participation in FRIC	300	(150)	150
Risk Protection	Expected limit of calls from FRIC. Review scheduled 2020-21	250		250
Total Earmarked Reserves		5,761	(469)	5,292
General Reserve		6,823	0	6,823
Capital Receipts Reserve	Receipts from the sale of capital assets (property and vehicles). £2,569k used to balance 2018/19 budget.	7,790	(987)	6,803
Total Usuable Reserves	Balance per Year End Accounts	20,374	(1,456)	18,918

Although useable reserves were £20.4m at 31st March 2018 the cash balances of the Authority were £10.1m at that date. The main reason for this is that cash balances have been used to fund capital expenditure in order to reduce the borrowing costs of the Authority.

- The Chief Finance Officers report on the 2019-20 budget at appendix 1 deals with detailed proposals for reserves. This includes a review of existing earmarked reserves, in particular, new reserves have been set aside for operational training (£600k) and on-call firefighter support (£400K). These new reserves have been offset against existing reserves no longer required.

31. The development of the Fire and Rescue Plan and new IRMP for the period 2020 to 2024 will be designed to ensure that the Authority moves towards a balanced budget, without the need to use reserves by the 2021-22 financial year.

2019-20 BUDGET

32. The budget for 2019-20 has been drawn up by the Service Leadership Team and with department managers to determine the staffing and resource requirements for 2019-20.

33. The budget for 2019-20 is summarised below and compared to the budget and most recent forecast for 2018-19

Description	2018-19 Budget £'000s	2018-19 Forecast £'000s	2019-20 Budget £'000s	Variance from 2018-19 Forecast £'000s	Variance from 2018-19 Forecast %
Firefighters	29,842	30,121	31,348	1,226	4.1%
Firefighters - On-Call Duty System	6,401	5,812	6,079	267	4.6%
Control	1,436	1,385	1,438	53	3.8%
Support Staff	12,959	13,276	13,950	674	5.1%
Total Employment Costs	50,638	50,594	52,815	2,220	4.4%
Support Costs	1,803	2,273	2,196	(77)	(3.4%)
Premises & Equipment	10,698	10,256	10,464	208	2.0%
Other Costs & Services	3,583	3,449	3,367	(82)	(2.4%)
Firefighters' Pension Scheme	2,200	2,230	2,250	20	0.9%
Lease and Interest charges	1,551	1,441	1,393	(48)	(3.3%)
Statutory Provision for Capital Financing	5,492	4,800	5,100	300	6.3%
Inflation provision not required	332	-	-	-	0.0%
Total Other Costs	25,660	24,450	24,771	321	1.3%
Gross Expenditure	76,297	75,044	77,585	2,541	3.4%
Total Operational Income	(3,732)	(3,950)	(3,788)	161	(4.1%)
Net Expenditure	72,565	71,095	73,797	2,702	3.8%
Funding				-	
Revenue Support Grant	(9,347)	(9,347)	(8,337)	1,010	(10.8%)
National Non-Domestic Rates	(15,890)	(15,890)	(16,254)	(364)	2.3%
Council Tax Collection Account	(688)	(688)	(643)	45	(6.6%)
Council Tax Precepts	(44,241)	(44,241)	(46,233)	(1,992)	4.5%
NNDR surplus/deficit	171	58	58	-	0.0%
Contribution from Reserves	(2,569)	(987)	(2,388)	(1,401)	142.0%
Total Funding	(72,565)	(71,095)	(73,797)	(2,702)	3.8%

34. The budget for 2019-20 shows the need to utilise reserves of £2,388k in order to balance the budget.

35. Provision for across the board inflation of 2% (c. £1m) is included in pay budgets. In most other cases budget managers absorb non-pay inflationary pressures within department budgets.

36. The budget shows an increase in net expenditure of £2.7m the main reasons for this increase are:

- a. Increase in employment costs of £2.2m, this includes, pay inflation c. £1.0m, increased costs for firefighters pensions (£0.3m) and headcount increases as shown in the tables below.

- b. Increases in other costs included premises and equipment (£0.2m) and capital financing charges (£0.3m) arising from capital expenditure plans in 2019-20.

STAFF NUMBERS

37. Employment costs equate to c.72 % of the Authority's total revenue budget, with the numbers of firefighters employed the most significant element. The budget reflects further recruitment of firefighters in the year. The budget also takes account the need to replace firefighters retiring in the year. In 2018-19 a budget for additional shift working of £615k was included, as the budget is now based on full establishment this is no longer required.

38. Overall staff numbers are summarised below:

Staff Budget (Average)	2018-19 Budget	Changes	2019-20 Budget
Wholetime Firefighters	648.0	18.0	666.0
On-Call (Retained) Firefighters	471.8	-18.0	453.8
Control Staff	34.0	-0.5	33.5
Support Staff - Employees	288.3	8.2	296.5
Total	1442.1	7.7	1449.8

WHOLETIME FIREFIGHTERS

39. The average numbers of whole-time firefighters in 2018-19 and 2019-20 by role are set out below:

Firefighter Budget	2018-19 Budget	Changes	2019-20 Budget
Chief, Deputy Chief & Assistant Chief Fire Officers (Brigade Managers)	2	0	2
Area Manager B	3	0	3
Group Manager B	12	1	13
Station Manager B	40	3	43
Station Manager A	0	0	0
Watch Manager B	78	50	128
Watch Manager A	56	-56	0
Crew Manager	84	-2	82
Firefighter (including additional shift working)	373	22	395
Total	648	18	666

The previous budget setting methodology was to include a 3% vacancy factor as firefighter numbers were historically lower than establishment. This vacancy factor (3%) has been removed in 2019-20. This results in an increase to the firefighter pay budget of £840k. Vacancies across the Service will continue to be managed and monitored on a quarterly basis and savings/underspend returned to reserves where appropriate

ON-CALL (RETAINED) FIREFIGHTERS

40. The numbers of on-call firefighters has been budgeted on an FTE basis. The Service has established an On-call Development Programme, sponsored by the CFO/CEO, which, along with other things, will be looking to improve the recruitment and the retention of On-call firefighters, review their current terms and conditions and identify areas where additional support would be most effective.
41. The recruitment and retention of on-call firefighters' project is a key element of the changes agreed for 2020 and through 2024. The Authority is not currently meeting recruitment and retention targets for on-call firefighters; a reserve of £400K has therefore been set aside for support to improve on-call recruitment.
42. The on-call pay budget reflects expected levels of activity and makes no allowance for any abnormal activity levels such as flooding, prolonged summer drought or strikes. An earmarked reserve of £600k exists should significant unforeseen activity be undertaken.

SUPPORT STAFF CHANGES

43. The support staff budget for 2019-20 includes provision for 7.0 additional staff for collaboration with Essex Police. The additional costs are covered by funding from government grants for collaboration.

STAFF COSTS

44. In addition to the numbers of staff employed, a number of other elements influence the overall employment costs. These are discussed in the sections below.

PAY

45. The budget for firefighter pay includes additional expenditure on overtime where out duties are worked; including the payment of allowances for pre-arranged out-duties.
46. The budget for firefighters pay is based on the latest pay rates agreed in July 2018; in addition, provision is included in the budget for a further 2% increase from July 2019.

PENSION SCHEMES

FIREFIGHTER PENSION SCHEMES

47. There were significant changes in the pension schemes for firefighters in 2017. Changes in contribution rates for firefighters pension schemes are due to come into effect from April 2019. Following a revaluation of firefighters' pension schemes the national average increase is material at 12.6% of pensionable pay.
This equates to an additional gross cost burden of c. £3.3m and is not allowed for in the draft budget. Government has indicated that for 2019-20, 88% of this additional cost burden will funded by a separate grant. The residual cost burden falling on the authority of £0.3m is included in the firefighters pay budget.

From 2020-21 it is expected this will be allowed for in the funding settlement although the methodology and transparency of this is has not been announced.

The Authority is required to budget for lump sum charges arising from the ill-health retirement of firefighters. These costs can be spread over three years, starting in the year in which the ill-health retirement occurs. In addition, the Authority has to fund the cost of the residual amount of injury scheme payments previously included in the pension budget. The pension injury payments increase in line with inflation and represent a considerable burden for the Authority. The budget for 2019-20 is £2.2m. The level of ill-health retirements has fallen considerably in recent years and provision has been made for one such retirement in 2019-20.

LOCAL GOVERNMENT PENSION SCHEME

48. There was an actuarial review of the local government pension scheme as at 31 March 2016 and this resulted in an increase in the employers' contribution rate from 13.9% to 16.2%. The next review is due in March 2020.
49. The budget makes provision for the rates of employers National Insurance contributions and the new apprenticeship levy introduced from 1 April 2017. The budget includes £200k for this levy in 2019-20.

INFLATION

50. Some specific allowances are included within the budget bids for expected inflationary increases in business rates, utilities and fuel. Budget holders have absorbed other inflationary pressures. Pay inflation of 2% is included in pay budgets.

NON-STAFF COSTS & COLLABORATION SAVINGS

51. For non-staffing costs, the budget is derived from the outturn expenditure for 2018-19 "normalised" to exclude the impact of any non-recurring expenditure. This base figure has then been adjusted for efficiency gains and to reflect the impact of specific changes planned for the next year.

SPRINKLER FUNDING

52. The budget makes no specific provision for additional sprinkler funding as the planned expenditure in 2019-20 will be from the existing agreed spend to save reserve with £372k remaining for projects to be completed. The Authority is currently working with local authorities to help fund projects in vulnerable areas.

RISK PROTECTION

53. The Authority's risk protection arrangements are provided through the Fire and Rescue Indemnity Company Ltd (FRIC) in a risk sharing arrangement with eight other Fire and Rescue Authorities. Contributions to FRIC are in line with the insurance premiums paid in the previous year.

REVENUE BUDGET PROVISION FOR CAPITAL FINANCING

54. The Authority is required to make a statutory provision to fund capital expenditure from council tax. This provision is based on the historic cost depreciation charge for the assets that are purchased.

55. The Commissioner is required to pay off an element of the accumulated General Fund capital spend each year (the Capital Financing Requirement) through a revenue charge (the minimum revenue provision for capital financing - MRP).

The Authority uses the depreciation method for any increase in the capital-financing requirement based on the average annual depreciation charge for assets purchased.

The capital financing charge for 2019-20 is £5.1m, should the Authority choose to use the capital receipts reserve to balance the budget this will be achieved by offset against this charge.

INCOME

56. The budget reflects a realistic assessment of income from a range of sources including aerial sites for telephony, re-charges to EFA trading etc. These are analysed in the table below;

	2018-19 Budget £'000s	2018-19 Forecast £'000s	2019-20 Budget £'000s	Variance from 2018-19 Forecast £'000s	Variance from 2018-19 Forecast %
Operational Income					
Grant income					
Urban Search and Rescue	(867)	(857)	(857)	(0)	0.0%
Firelink	(587)	(608)	(608)	0	(0.0%)
Business Rates Relief	(488)	(819)	(819)	-	0.0%
Maintenance Dim Vehicle	(157)	-	-	-	0.0%
Other	-	(80)	(118)	(37)	46.7%
Total Grant income	(2,099)	(2,364)	(2,402)	(38)	1.6%
Other Operational Income					
Cycle to Work Scheme	(25)	(22)	(20)	2	(9.1%)
Childcare Vouchers	(65)	(65)	(69)	(4)	6.2%
Canteen Income	(68)	(82)	(68)	14	(16.7%)
Sale of Vehicle Spares	(20)	(20)	(20)	-	0.0%
Aerial Sites	(140)	(140)	(140)	-	0.0%
Solar Panel Income	(50)	(50)	(50)	-	0.0%
Hydrant Tests	(90)	(90)	(90)	-	0.0%
Service Charges	(1)	(3)	(1)	2	(72.0%)
Secondments	(94)	(77)	(58)	19	(25.1%)
Community Safety general	-	(75)	-	75	(100.0%)
Labour Credit	(50)	(50)	(50)	-	0.0%
Section 13/16	(45)	(45)	(45)	-	0.0%
Provision of Hire Vehicles & Equipment	(2)	(10)	(2)	8	(80.7%)
Interest on short term lending	(20)	(70)	(40)	30	(42.9%)
Community Fire Safety	(320)	(160)	(320)	(160)	100.0%
Shared Services Income	(486)	(486)	(242)	244	(50.2%)
Reimbursements from EFA(T)	(97)	(80)	(108)	(28)	35.0%
Other Miscellaneous Income	(60)	(62)	(64)	(2)	3.1%
Other Operational Income	(1,633)	(1,587)	(1,387)	200	(12.6%)
Total Operational Income	(3,732)	(3,950)	(3,788)	162	(4.1%)

57. Government Grant income includes Urban Search and Rescue (£857K), Fire link (£608K) and Business Rates Support (£819K).

CAPITAL BUDGET 2019-20

58. The affordability of the overall capital programme remains a key factor for the Authority in the next few years. Only if the overall capital programme can deliver financial benefits to offset the additional revenue burden of its financing costs will the projects outlined in this section be initiated.
59. Most significant projects already require PFCC approval before they can be initiated. All projects coming forward for approval will be required to demonstrate how the financing costs will be met and whether this will be from efficiencies generated by the project or from other areas.
60. The proposed budget is set out below. The most significant projects are on property asset protection and renovation of Shoeburyness station. ICT includes ICCS and CAD replacement for Control. Vehicle spend includes planned replacements for light vehicles and vans. The budget is summarised in the table below:
61. An extensive review of all capital expenditure was carried out by the Finance team in conjunction with budget holders in September and October 2018. Because of this, a number of projects were either rescheduled or cancelled. The budget has been reduced from £12m in 2018-19 to £5m in 2019-20 following this exercise. A further review of capital expenditure will be carried out based on the Fire and Rescue Plan and Integrated Risk Management Plan (IRMP) to assess requirements from 2020 to 2024. The replacement of further service fire appliances has been deferred until future service requirements have been properly determined.
- The largest potential capital project is likely to be the replacement of the Service workshops in Lexden. Opportunities to collaborate with Essex Police on this project are being evaluated.

62.

	Revised Capital Budget 2018/19	Forecast 2018/19	Budget 2019/20
CAPITAL BUDGET 2019/20			
New Premises			
Service Workshops	3,000	-	100
Existing Premises			
Asset Protection	2,000	2,000	2,000
Asset Improvement Works	-	200	500
Total Property	5,000	2,200	2,600
Equipment	778	287	360
Information Technology			
Projects	1,970	990	1,425
Total Information Technology	1,970	990	1,425
Vehicles			
New Appliances	2,060	100	-
Other Vehicles	2,228	1,531	940
Total Vehicles	4,288	1,631	940
Total Capital Expenditure	12,036	5,108	5,325

63. CAPITAL RECEIPTS AND CAPITAL GRANTS

64. The Authority is required to dispose of surplus assets, it is expected that as a result of the project for conversion of four day crewed stations to the on-call crewing system a number of houses previously required to support the day crewing system will be disposed of in the year. Proposal to be considered in summer 2019.

FUNDING CAPITAL EXPENDITURE

65. The cash generated from the proposed income and expenditure budget is £5.1m. This will be used towards financing capital expenditure in the year.

EQUALITY AND DIVERSITY IMPLICATIONS

66. None

WORKFORCE ENGAGEMENT

67. Representative bodies will be involved and engaged, as plans are developed to move to a balanced budget position by 2021-22.

LEGAL IMPLICATIONS

68. The Commissioner must agree a budget and set a precept by the end of February 2019.

HEALTH & SAFETY IMPLICATIONS

69. None.

REPORT BY THE CHIEF FINANCE OFFICER TO THE ESSEX POLICE, FIRE AND CRIME COMMISSIONER FIRE AND RESCUE AUTHORITY

1. This paper provides a report by the Chief Finance Officer that reviews of the risks within the 2019-20 budget:

INTRODUCTION

2. The Local Government Act 2003 Section 25 includes a specific personal duty on the “Chief Finance Officer” to make a report to the Authority when it is considering its budget and Council Tax. The report must deal with the robustness of the estimates included within the budget and the adequacy of reserves for which the budget provides. The Act requires the Authority to have regard to the report in making their decisions.
3. Section 26 of the Act gives the Secretary of State power to set a minimum level of reserves for which an Authority must provide in setting its budget. The Secretary of State indicated that ‘the provisions are a fall back against the circumstances in which an Authority does not act prudently, disregards the advice of its Chief Finance Officer and is heading for serious financial difficulty’.
4. Sections 32 and 43 of the Local Government Finance Act 1992 also require billing and precepting authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the net budget requirement. There is also a range of safeguards, which either are in place or are about to be introduced, to ensure local authorities do not over-commit themselves financially. These include:
 1. The Chief Finance Officer’s S.114 powers, which require a report to the Authority if there is or is likely to be unlawful expenditure or an unbalanced budget; and
 2. The Capital Financing Regulations.

RISK ASSESSMENT

LOCAL GOVERNMENT ACT 2003

5. The Local Government Act does not provide any specific guidance on how to evaluate the robustness of the estimates. The explanatory notes to the act do however identify the need to allow for risks and uncertainties that might lead to expenditure exceeding budget by:
 1. Making prudent allowance in the estimates; and in addition
 2. Ensuring that there are adequate reserves to draw on if the estimates turn out to be insufficient.
6. It is stressed that decisions on the appropriate level of reserves should not be based on a rule of thumb but on an assessment of all the circumstances considered likely to affect the Authority.

CIPFA GUIDANCE NOTE ON LOCAL AUTHORITY RESERVES AND BALANCES

7. The Chartered Institute of Public Finance Accountancy (CIPFA) states that the following factors should be taken into account when the Chief Finance Officer considers the overall level of reserves and balances:
 1. Assumptions regarding inflation

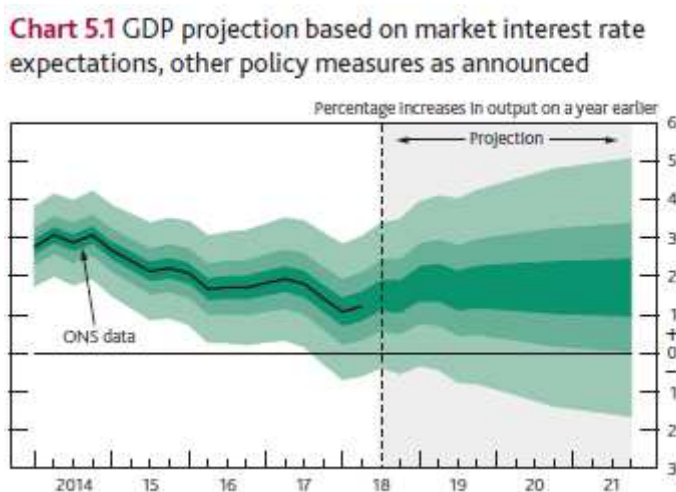
2. Estimates of the level and timing of capital receipts;
3. Treatment of demand led pressures;
4. Treatment of savings;
5. Risks inherent in any new partnerships etc.;
6. Financial standing of the Authority (i.e. level of borrowing, debt outstanding etc.);
7. The Authority's track record in budget management;
8. The Authority's capacity to manage in-year budget pressures;
9. The Authority's virements and year-end procedures in relation to under and overspends;
10. The adequacy of insurance arrangements.

The above are also of relevance when evaluating the robustness of the budget and the subsequent analysis includes comments on these issues.

ISSUES CONSIDERED WHEN EVALUATING THE ROBUSTNESS OF THE ESTIMATES AND THE ADEQUACY OF THE PROPOSED FINANCIAL RESERVES

INFLATIONARY PRESSURES

8. The background economic climate has a higher degree of uncertainty than in recent years; the outlook will depend significantly on the nature of EU withdrawal. The outlook for inflation is above the 2% target set for the Bank of England. The Bank of England's November 2018 inflation forecast (CPI) is shown below:



9. A key element in the budget preparation process is building in an appropriate allowance for inflation up to 31 March 2020. The budget assumes that fuel, utility and business rates will increase, no other specific allowances have been built into the budget for non-pay price inflation. Pay budgets include 2% pay inflation in the year. If the requirement to increase cash budgets because of pay awards exceeds this provision then either offsetting savings will need to be found elsewhere in the budget, or the additional costs in 2019/20 will have to be funded from reserves. In most cases, Budget Managers absorb non-pay inflationary pressures within their departmental budgets.
10. To assess whether the inflation allowance is adequate it is necessary to consider the impact of both pay and non-pay inflation pressures. Any further across the board pay inflation above the 2% allowed for in the 2019-20 budget would increase the pay

bill by c. £500k for each additional 1% of pay costs. The representatives for the employers and employees on the National Joint Council are currently negotiating fire service pay rates. In this context the FBU have recently lodged a pay claim of 17%. Any pay increases above 2% would need to be funded by a further call on reserves in 2019-20 and increase savings required beyond March 2020.

11. Government expectations are that public sector pay increases will continue to be limited over the next few years. Local government has already complied with government pressure, but future increases, perhaps linked to changes in the overall terms and conditions agreements are expected. The main pressure within local government is for the lowest paid staff and the move towards increasing the national living wage. These changes do not materially affect the Authority's pay bill.
12. The forecast for inflation is increasing with cost pressures associated with the decline in the exchange rate future economic uncertainty. There is a risk that the nature of EU withdrawal and associated future trading conditions will flow through to the prices of goods purchased by the Authority. An overall 4% increase in such costs could add £640k to the Authorities costs. Existing contractual arrangements for key items including utilities and personal protective equipment means that price inflation will be limited to significantly less than this amount in 2019/20.
13. In summary, inflationary pressures remain a financial risk to the Authority's budget, but this is manageable within the overall context of the budget and level of general balances. In addition there is potential for short term cost savings through restricting activity if necessary.

ESTIMATES ON THE LEVEL AND TIMING OF CAPITAL RECEIPTS

14. A plan for the disposal of surplus day-crewed housing stock will be put forward during the early summer of 2019. No other material capital receipts are expected in 2019-20.

TREATMENT OF DEMAND LED PRESSURES

15. The budget process has sought to identify and allow for demand led pressures. The main uncertainties relate to the following areas:-
 1. Whole-time Duty System Firefighter Numbers
16. The budget makes provision for an average of 666 whole-time firefighters in 2019/20. The staffing forecast reflects recent experience in the timing of retirement decisions by firefighters and the promotion of staff to other Services. If firefighters chose not to retire then there is a potential risk that firefighter numbers would exceed the budgeted number.
 2. On-Call (Retained Duty System) Firefighters
17. This budget has been managed within its overall cash limit in recent years as incident numbers have reduced or plateaued. The use of these staff on a wider range of community safety and medical activities has the potential to increase the level of expenditure. The budget for 2019/20 reflects the current level of activity.
18. Management controls enable the Authority to mitigate the risk and manage the level of expenditure, demand led pressure for operational activity could increase costs in this area. There is a specific earmarked reserve to manage any major increase in

the costs of on-call firefighters with an allowance of £0.6m proposed for any potential in-year budget pressures resulting from increased activity levels.

3. Other

19. Other potential expenditure pressures could result from factors such as an unanticipated need for urgent replacement of operational equipment and a need to respond to nationally driven changes in operational procedures. Such factors are viewed by the Service as relatively low risks and while if they did materialise it could lead to additional expenditure, there would be some scope to meet such costs within the existing budget provision by re-prioritisation.

4. Industrial Action

20. It should also be borne in mind that the Service is going through a time of change. At the time of writing this paper, there is one long-standing national dispute affecting the Authority on pensions and the potential for a further dispute if agreement, is not reached on ongoing firefighter pay negotiations. There is potential for these to result in industrial action. The present resilience arrangements have a fixed (and budgeted) cost of £0.4m. The implementation of these resilience arrangements costs depends on the nature of the strike action taken.

RISKS INHERENT IN PARTNERSHIP ARRANGEMENTS ETC

21. The Authority is involved in a range of partnership arrangements mainly in the area of community safety. The financial risks from these partnerships could lead to lower levels of income and partnership funding. A partnership policy is in place, all partnerships are actively managed to mitigate this risk.

FINANCIAL STANDING OF THE AUTHORITY (LEVEL OF BORROWING, DEBT OUTSTANDING ETC.)

22. At 31 March 2018, the Authority had £27.0m of long-term debt to fund capital expenditure and a further £0.1m of finance lease obligations. The affordability of the capital programme will be a key factor for the Authority over the next few years. Only if the overall capital programme can deliver financial benefits to offset the additional revenue burden of its financing costs will projects be initiated. The revenue impact of the planned spend for 2019-20 is included within the budget, and the level of borrowing is within the limits set as part of the bi-annual review of capital financing.
23. At 31 March 2019, the cash balance is projected to be £8.1m. There is potential for the Authorities cash balances to become depleted because of ongoing needs to use reserves to balance the budget. This will need to be considered as the Authority prepares its medium term plan 2020 to 2024. In addition, the budget is prepared on the basis that a plan is prepared to balance the budget without the use of reserves by the 2021-22 financial year.

THE AUTHORITY'S TRACK RECORD IN BUDGET MANAGEMENT, INCLUDING ITS ABILITY TO MANAGE IN-YEAR BUDGET PRESSURES

24. The Authority has a proven track record in financial management and has been able to restrict expenditure to keep within the overall budget. The most recent independent internal audit report published in February 2018 confirmed that the Fire Authority could take substantial assurance from the budgetary controls in place.

25. However, the discipline of Financial Regulations – not incurring spending without the necessary budget provision – must be rigidly observed and the monitoring of the riskier budgets must be given priority. It remains of paramount importance that regular reports continue to be produced on all budgets throughout the year to identify emerging problems at the earliest opportunity. This will allow maximum benefit to be accrued from any corrective action taken.
26. Incremental improvements to financial processes to ensure that all orders and commitments are captured have been made and an Authority wide Contracts Register is in place. There is a high degree of visibility in the level of financial commitments and expenditure for managers who control budgets and their Directors. Management accounts are produced on an accruals basis to ensure that all expenditure incurred is included.
27. The Authority has managed to restrict expenditure in advance of the expected cuts in government funding and achieved significant efficiency savings over the past few years. We have an excellent track record in anticipating and preparing for significant change, and on delivering planned budget savings.

THE AUTHORITY'S VIREMENT AND YEAR-END PROCEDURES IN RELATION TO UNDER AND OVERSPENDS

28. The Authority has embedded virement procedures that require senior approval to allow funds to be moved to areas of pressure. Budgeted expenditure is only transferred from one budget year to the next with the agreement of the Authority.

THE ADEQUACY OF RISK PROTECTION ARRANGEMENTS

29. Current risk protection arrangements are through a company created in partnership with a consortium of nine fire and rescue authorities. The Authority is one of the larger Authorities in the group (along with Devon & Somerset, Hampshire and Kent) who bear the first part of each loss. These limits are £50k for motor claims (own damage only), £25k for public and employers liability and £5k for property. In addition, the Authority maintains a provision for the value of unsettled and unknown claims. These arrangements have delivered significant savings to the Authority over recent years and are providing stability in risk protection costs,
30. There is a potential risk that this will expose the Authority to an increase in costs if consortium members experience a high level of claims. To reflect this potential risk the level of reserves held for risk protection related costs has been set at £250k. This is the amount of a potential call on the Authority for funding for FRIC. The consortium continues to work together on benchmarking and improving risk management to help to mitigate this risk, and FRIC now has more than £500k of reserves and as a result the likelihood of the risk occurring has reduced.

PENSION LIABILITIES

1. Fire-fighters

31. The liability for firefighter pensions, whilst remaining with the Authority has been transferred to a separate account funded by government grants. National changes in employer contribution rates for firefighters pension schemes are due to come into effect from April 2019. Following a revaluation of Firefighters, pension schemes the national average increase is material at 12.6% of pensionable

pay.

This would equate to an additional cost burden to the Authority of c. £3.3m pa, this is not allowed for in the draft budget as government has indicated that for 2019-20 this additional cost burden 88% funded" by a separate grant.

Provision has been made in the 2019-20 for the additional cost burden of £0.3m to be borne by the Authority.

From 2020-21 it is expected this will be allowed for in the funding settlement although the methodology and transparency of this has not yet been announced.

2. Support staff

32. The Authority contributes to the Essex County Council Local Government Pension Fund in respect of its control and support staff, which are invested in order to meet its liability to provide for the benefits provided to past employees and future benefits for existing employees. The Fund is valued every three years with the most recent valuation based on the position as at 31 March 2016. The level of contributions by the Authority is fully reflected in the 2019-20 budget and these rates will be fixed until March 2020.

RESERVES

33. At 31 March 2018, the Authority had £20.4m of usable reserves. This is made up of earmarked reserves (£5.8m), capital receipts reserve (£7.8m) and general reserve (£6.8m). A re-allocation of earmarked reserves forms part of the 2019-20 budget process.

Although useable reserves were £20.4m at 31st March 2018 the cash balances of the Authority were £10.1m at 31st March 2018. One of the main reasons for this is that cash balances have been used to settle outstanding long term PWLB loans of £11.5m since 2013 with no new loans taken out since 2010.

EARMARKED RESERVES

34. The Authority has established specific reserves to manage key financial risks and provide funding for specific projects. Movements between these specific reserves are determined by the Treasurer and require approval from the Commissioner. The table below considers the specific reserves planned and the timetable for their review:

Useable Reserves Summary	Comment & Review	March 2018 Balance £'000s	Change in 2018/19 £'000s	March 2019 Projected Balance £'000s
Emergency Planning	To hold savings on the costs of Emergency Planning. Balance to be transferred to Essex County Council after 31st March 2018	469	(469)	0
On-Call Demand Pressures	Main area of risk is retained pay budget. Need to provide £0.6m in case of in-year pressure	600	0	600
On-Call - Support	To support one off costs associated with on-call recruitment and retention initiatives	0	400	400
Operational Training Reserve	To support one off costs associated with new operational training initiatives in 2019-20	0	600	600
Spend to Save Reserve	March 2019 - Balance of Funding for Sprinklers £372K, and Innovation 560k.	932	0	932
Taxbase and Collection Account Reserve	Last shortfall in 2012/13. Since then average of over £500k favourable balance. Review scheduled 2020-21	200	0	200
National Non-Domestic Rates Collection Reserve	Risk remains through pooling arrangements, but considered low. Managed in-year. Review Scheduled 2020-21	200	0	200
Innovation and Transformation	To support service transformation in line with new Integrated Risk Management Plan requirements	2,400	(440)	1,960
Rolling Budgets Reserve	To hold balances of expenditure carried forward into the next financial year.	410	(410)	0
Business Continuity Reserve	To provide funds for any business interruption event not covered through risk protection funding. Reduced to reflect participation in FRIC	300	(150)	150
Risk Protection	Expected limit of calls from FRIC. Review scheduled 2020-21	250		250
Total Earmarked Reserves		5,761	(469)	5,292
General Reserve		6,823	0	6,823
Capital Receipts Reserve	Receipts from the sale of capital assets (property and vehicles). £2,569k used to balance 2018/19 budget.	7,790	(987)	6,803
Total Usable Reserves	Balance per Year End Accounts	20,374	(1,456)	18,918

35. The table above assumes that the forecast budget deficit of £987k in 2018-19 will be funded by a reduction in the capital receipts reserve. In addition, a number of earmarked reserves have been reallocated. These changes will require the approval of the Police, Fire and Crime Commissioner and agreement with our auditors.

36. The assessment of the general level of reserves takes into account the factors noted below:

Factor	Comment	Lower Limit	Upper Limit
Inflation and interest rates	The increase in the overall level of borrowing exposes the Authority to a degree of risk in the future if loans cannot be replaced at a similar interest rate. An increase of 2% on a loan of £20m would add £0.4m of costs equivalent to 0.6%	0.6%	1.5%
Level and timing of capital receipts	At present, the Authority is funding a significant capital programme with a gap before capital receipts will be realised. This risk is offset by high cash balances which eliminate the need for borrowing in 2018/19	0.2%	0.5%

Factor	Comment	Lower Limit	Upper Limit
Savings Track Record in Budget Management Capacity to Manage in Year Budget pressure	Good track record of delivering savings identified.	1.5%	5.0%
Partnerships	Increased risks associated with Community Budgets. Limited partnership funding of £0.2m pa	0.2%	1.0%
Financial Standing	Increasing level of borrowing limits future flexibility. Separate provision for future years.	0.5%	2.0%
Total		3.0%	10.0%

37. The lower limit of 3.0% of turnover equates to £2.1m and the upper limit of 10.0% of turnover equates to £7.0m. The Authority is close to the upper point of this range.

CONCLUSION

38. Given the expected total usable reserves available in 2019/20 of £18.9m; the prudent approach to the budget setting process for next financial year; and the Authority's good past record of budget management, it is my conclusion that there is sufficient capacity in the budget to cope with the financial risks the Authority faces in 2019-20. As the Authority is required to balance its budget, it is recommended that the Commissioner instruct the Chief Executive/Chief Fire Officer to prepare a plan to achieve a balanced budget, without using reserves by the 2021-22 financial year. This will ensure that the Authority remains financially sustainable in the medium term.

G McGuinness
Acting Chief Finance Officer

AGENDA ITEM 6

Essex Police, Fire and Crime Panel	EPCP/03/19
Date: 24 January 2019	

Essex Police Quarterly Performance Report

Report by Roger Hirst - Police Fire and Crime Commissioner

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1. Purpose of report

- 1.1 To provide an overview of performance against the measures for delivering the Police and Crime Plan 2016-2020, based on data and information to November 2018.
- 1.2 The quarterly report, attached as appendix one, is produced by Essex Police and scrutinised at the monthly Performance and Resources Scrutiny Board, chaired by the PFCC, provides highlight reporting against the seven Priorities set out in the Police and Crime Plan.
- 1.3 This quarter, highlights include:
 - 1.3.1 The Special Constable head-count increased from 410 at the end of November 2017 to 474 at the end of November 2018 (64 additional officers); a further 12 officers are scheduled to start in December 2018. This is the largest headcount for the force since June 2013 and is likely to make Essex the second largest Special Constabulary in England and Wales.¹
 - 1.3.2 In the three months to 30 November 2018, Specials have contributed a total of 44,885 hours, a 38% increase on the same period in 2017. The operational contribution over the last three months has amounted to 25,726 hours (a 23% increase). Specials have recorded 17,909 hours of high visibility policing over this time, a 74% increase over the same period last year. The hours worked by the Special Constabulary across

¹ At of 31 March 2018 Essex was the third largest Special Constabulary, since then we have overtaken GMP.

this period was equivalent to having an additional 94 full time officers, who would attract an annual salary cost of £4.93m.

- 1.3.3 There are now 14 companies in the Employer Supported Policing Scheme who provide their staff with paid time off to volunteer as specials in Essex. This has realised a total of 377 hours over the last three months, an increase of 947% from 36 hours in the same period last year. Recently signed up employers include Southend-on-Sea and Basildon District Councils, British Airways, Lloyds Banking Group, KeyMed and WorldPay.
- 1.3.4 LPAs are actively recruiting officers for the Operation Juno Proactive Team that will target outstanding Domestic Abuse suspects. This team will have the potential to proactively target high risk perpetrators, along with the High Harms team.
- 1.3.5 The Violence and Vulnerability Group is set up as part of the Community Safety Partnership restructure, which brings all strategic bards together to look at violence and vulnerability in Southend. This will provide better strategic coordination to support tactical activity.
- 1.3.6 Basildon Operation Raptor team recently utilised new legislation, and obtained Essex Police's first Drug Dealing telecommunication Restriction Order. This forces the service provider of a phone number used in drug supply to turn off the phone and the number. This caused significant disruption to a well-known county line.
- 1.3.7 197 modern slavery and human trafficking crimes have been recorded since the beginning of the financial year. 155 victims were safeguarded by being referred to the National Referral Mechanism (NRM).
- 1.3.8 A hate crime strategy for Essex has now been published. The strategy will run from 2018 – 2021 and includes an accompanying action plan. One of the key strategic themes is increasing the reporting of hate crime.
- 1.3.9 Analysis of 231 drivers arrested for Drug Driving highlighted that 58% had been previously arrested on one or more occasion, of which 48% had been arrested for offences linked to serious crime; the biggest group had links to offences for violence. The last quarter continues to highlight a rise in the number of drivers arrested for Driving whilst under the influence of drugs (s.5A Road Traffic Act 1988) (cannabis / cocaine), 295 in 2018/19 v. 201 in 2017/18. Drug Driving has also been a predominant factor within many of the fatal RTC investigations during the last quarter.

Police and Crime Plan 2016-2020

Quarterly Update

December 2018

Data to November 2018.



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Police and Crime Plan 2016-2020 – Quarterly Update December 2018

Priority 1 - More Local, Visible and Accessible Policing

We will:

Boost community volunteering, encourage the Active Citizen Programme and grow the police family – doubling the Special Constabulary, with a Special Constable in every community.

- Essex Police have 120 Active Citizens/Police Support Volunteers from all sections of our communities; this is a decrease on the last period as some have retired or left Essex. A focussed recruitment campaign is planned for the New Year to progress our aspiration for at least 10 volunteers within each Community Safety Hub, and for representation in each Essex Police department. We will also be looking at ways to utilise Active Citizens to support the rural crime agenda.
- The Special Constable headcount increased from 410 at the end of November 2017 to 474 at the end of November 2018 (64 additional officers); a further 12 officers are scheduled to start in December 2018. In the last quarter there have been 267 applications to join the Special Constabulary; 73 candidates are currently in pre-employment checks. The #MyOtherLife campaign continues and we will see increased promotional activity in the New Year, traditionally a good period for attracting applications.
- In the three months to 30th November 2018, Specials have contributed a total of 44,885 hours, a 38% increase on the same period in 2017. The operational contribution over the last three months has amounted to 25,726 hours (a 23% increase). Specials have recorded 17,909 hours of high visibility policing over this time, a 74% increase over the same period last year. The hours worked by the Special Constabulary across this period was equivalent to having an additional 94 full time officers, who would attract an annual salary cost of £4.93m.
- There are now 14 companies in the Employer Supported Policing scheme. These companies provide their staff with paid time off to volunteer as Specials in Essex (12 more than 12 months ago). This has realised a total of 377 hours over the last three months, an increase of 947% from 36 hours in the same period last year. Recently signed-up employers include Southend-on-Sea and Basildon District Councils, British Airways, Lloyds Banking Group, KeyMed and WorldPay.
- 22 Parish or Town Councils signed up to Community Special Constables (CSCs) from across the county. Over the last three months we have received 12 applications for CSC roles, but Witham remains the only town council area with independent officers deployed; over the last three months they have contributed a total of 174 hours to local, visible and accessible policing in that area.

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Priority 1 - More Local, Visible and Accessible Policing

We will:

Boost community volunteering, encourage the Active Citizen Programme and grow the police family – doubling the Special Constabulary, with a Special Constable in every community.

- Colchester 'Team 10' (a dedicated Town Centre team) was launched 1st December 2018. The team includes the growth of the Colchester Special Constabulary (Colchester Special Constabulary increased to 58).
- Special Constabulary numbers in Braintree and Uttlesford have risen to 40. There is also a plan to increase the number supporting Community Policing Teams (CPTs), especially in Uttlesford, where numbers are low.
- Tendring Specials have run two operations in and around Harwich port. These focus on the cargo and people coming into the UK through the port, and involves partners such as Special Branch, Ports Authority, Casualty Reduction and Trading Standards. Within the last 12 months Tendring has seen its Special cohort rise from 23 to 40.
- Southend have almost doubled the Special Constabulary from 12 to 23 this year.
- West LPA has recently appointed a Special Superintendent to coordinate the increasing size of the Special Constabulary ensuring they are visible in the community and deployed where they are needed most.

Police and Crime Plan 2016-2020 – Quarterly Update December 2018

Priority 1 - More Local, Visible and Accessible Policing

We will:

Make it easy to contact the police through 'Do It Online' and improvements to 101 ensuring that the public get a swift and responsive service from the police.

- The average time for a 101 call to be answered by the Crime Bureau is improving. The monthly average public call waiting time was previously over 18 minutes; this has now reduced to 16 minutes 16 seconds (as end Oct 2018). From 1st September to 20th November a total of 23,318 public calls were presented to the Crime Bureau; 28% of these callers (6,674) opted to make use of the Liberty system 'call back' facility and left a message for a return call. This removes the need for members of the public to sit in call waiting queues.
- A program of work involving the identification of high volume repeat callers has begun. The aim is to resolve the cause of the repeat calling, either through police action (prosecution) or a multi-agency response (for example when the caller is a user of mental health services). Work also continues to seek to channel shift public access to services by promoting our online services through the 'More time to fight Crime' campaigns in the media; as a result, the public choosing to access services on-line is increasing: in October 2018 the total Public contacts made to Crime Bureau totalled 11,125, of which 8,965 were Public 101 calls (80.58%) and 2,160 were Online reports (19.42%).
- Further innovative digital opportunities are being explored for feasibility. These include a digital hub in the control room (which offers advice to frontline officers), 'live chat' services to improve public access to services, and a plan to introduce Single Online Home (to replace the existing Home Office online reporting system).
- To provide greater focus on answering public 101 calls within the Crime Bureau there is a continued emphasis on police officers using their mobile devices to 'self-help'. Key areas of performance have all shown improvement. Crime Bureau average public call wait times are better than the same period last year. This is despite an increase in demand evidenced by the growth in the number of Athena investigations being recorded (now at approximately 16,000 per month).
- The project to deliver the new Resolution Centre at the Crime Bureau progresses well with a pilot planned to go-live in April 2019. This will see trained staff dealing with public concerns in their entirety within the Crime Bureau in order to offer a complete service for the public when they report low level crime matters and potentially reduce the current demand placed upon local policing teams.

Police and Crime Plan 2016-2020 – Quarterly Update December 2018

Priority 1 - More Local, Visible and Accessible Policing

We will:

Support increased participation in Neighbourhood Watch, Street Pastors, Active Citizens and Volunteer Police Cadets.

- Membership of Neighbourhood Watch (NHW) and other watch groups is approximately 100,000, with new groups such as Marine Watch (covering ports, harbours and marinas), and a refreshed Horse Watch under development for launch in early 2019.
- Essex Police has 320 Voluntary Police Cadets (VPCs) across 10 units; two more units will be in place by Spring 2019. A trial of Junior Cadets is planned for each Local Policing Area in early 2019. Recent activity has included the Annual Parade, and all 10 Cadet Units taking part in Remembrance Day services around the county. All Cadet Units continue to support the Make Time For Crime/ Darker Nights Crime Prevention Campaign.
- Colchester Volunteer Community Day was held on 3rd December. Active Citizens, Police Community Support Officers (PCSOs), Street Pastors, VPC and Community 360 volunteers attended to tackle locally identified issues and concerns in Colchester, and support increased participation (Social Action) within our Neighbourhoods.
- The VPCs in Braintree have new leadership: a Community Policing Team (CPT) officer from Braintree who has worked in the area for over a decade. This has invigorated the group and they have recently been seen in the area supporting Christmas Light 'switch ons' across Braintree and Witham.
- A new VPC group is developing in Uttlesford with leaders now identified and a venue located. This work is progressing and hopes to start in the New Year.
- Operation Hamlet took place on 26th September in Westcliff-On-Sea; over 20 different agencies took part in a public engagement event in Hamlet Court Road with Active Citizens. Operation High Street was also held on 14th November in Southend; over 30 different agencies took part, again with Active Citizens.
- In Thurrock, Active Citizens have been deployed to community reassurance events following significant incidents. VPCs helped at Remembrance Sunday events and days of action, and engagement with the NHW is part of the tasking process.

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Priority 2 – Crack Down on Anti-social Behaviour

Working with partners we will:

Target repeat and high harm anti-social behaviour to protect individuals and communities from distress and disruption.

- An Anti-Social Behaviour (ASB) Officer in West LPA has completed his BTEC level 5 qualification in Community Safety Management which ensures all staff are professionally trained to a high standard. ASB Officers continue to support the Make Time For Crime/ Darker Nights Crime Prevention Campaign by working within the Force Control Room during peak demand periods, providing expertise in dealing with ASB incidents, and diverting to other agencies or resolving them immediately.
 - Recent activity has included a successful Criminal Behaviour Order for a long term ASB perpetrator and a multi-agency approach to rural ASB.
 - In Colchester a joint-patrol protocol (Memorandum of Understanding) was completed at Goojerat Barracks on 12th October with the Royal Military Police (RMP), regarding location and perpetrator-focused partnership intervention.
 - Operation Diss is a partnership initiative with Colchester Borough Council, and is the policing element in support of the Town Centre Action Plan to reduce ASB, primarily during the “day time economy”. Over this period officers have completed 717 hours of patrols, had 3,500 positive engagements with the community, conducted 490 “stop & accounts” along with 15 “stop & searches”; 11 resulted in a positive outcome. Officers made 16 arrests during these patrols and submitted 60 intelligence reports.
 - Operation Interact has just begun in Braintree. This initiative was in response to reports of the homeless creating ASB, and seeks to identify and support the homeless in Braintree in partnership with the local Homeless Officer.
 - Tendring are working with Colchester Football Club to engage with young people in schools. Community Policing Team (CPT) are also arranging a gaming event in Clacton town to meet with young people. There will be the opportunity to discuss gang culture, weapons and drugs and also looking to target ASB.
 - The Southend High Street Action Plan is now in place and delivered through a bespoke Task & Finish Group set up to deal with ASB in the High Street.
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- Basildon CPT worked alongside key partners and private landowners to disrupt and prevent vehicle-related ASB in Pitsea. This has resulted in a reduction in reported anti social behaviour.

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Priority 3 – Breaking the Cycle of Domestic Abuse (DA)

Working with and through the Domestic Abuse Strategic Board to deliver an ambitious programme of transformation we will:

Support victims and their families affected by domestic abuse to feel safe, cope and recover through targeted help and jointly commissioned services; and tackle offending behaviour through robust behaviour change programmes to break the cycle of domestic abuse.

- Crime & Public Protection (C&PP) Command have commenced work on the national rollout of the Cross Criminal Justice System (CJS) Domestic Abuse (DA) Best Practice Framework. By doing so, they have completed partnership working to develop the DA Best Practice Implementation Plan. This will transform the Criminal Justice response to DA and enhance the level of support available to victims and their families.
- C&PP Command have completed a Stalking and Harassment Protocol Implementation Plan. This looks at the appropriate handling of offences following recommendations from the National Police Chief's Council (NPCC). The purpose of this protocol is to achieve improved and consistent performance in the identification, investigation and prosecution of offences, ensure a robust and appropriate Criminal Justice response, establish early and effective liaison between the Police and CPS, improve the service to victims, increase public confidence, and reflect the College of Policing's Authorised Professional Practice and CPS Policy.
- Local Policing Areas (LPAs) are actively recruiting officers for the new Operation Juno Proactive Team that will target outstanding Domestic Abuse suspects. This team will have the potential to proactively target high risk perpetrators, along with the High Harms team.
- North LPA continue to support Operation Drive, a partner-led initiative that looks to work with domestic abuse perpetrators, diverting them from their offending behaviour. The programme now engages with the Multi-Agency Risk Assessment Conference (MARAC) to take on perpetrators that pose the greatest risk. The operation is now working with over 90 perpetrators. The future of the operation will be reviewed in January 2019 when the initial funding phase comes to an end.
- Operation Encompass is a first responder and referral process to identify children of school age who are directly or indirectly affected by DA in South LPA. This involves police referral to a designated teacher within the child's school in order to monitor the child's behaviour.
- Working in partnership with Essex County Council, West LPA have agreed a pilot which will see a carefully designed information pack given to parties at all non-crime / verbal only domestic incidents, to signpost to support services and prevent an escalation within the relationship. The pilot begins in Harlow imminently.

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Priority 4 – Reverse the Trend in Serious Violence

Working with partners we will:

Bring violent offenders to justice through targeted police enforcement, working closely with neighbouring forces such as the Metropolitan Police.

- Operation Euston is a murder investigation which has been assisted by a close liaison with the Metropolitan Police Service (MPS) Gangs Units and Manhunt Team in relation to the search for a named nominal, who was later arrested and charged.
- As a result of two incidents of violence in Braintree Town Centre, knife crime offenders (who are also linked to gangs/drugs) were arrested, charged and remanded. Tasking has been submitted for funds to support high visibility patrols in Braintree Town Centre to prevent further incidents.
- Tendring District Policing Area (DPA) has seen a 10% reduction of violence with injury offences, year to date. It is one of only three DPAs in the force to have seen a reduction, and shows the greatest reduction by a factor of three. It is believed increased use of Stop and Search by Local Policing Team and Community Policing Team officers (along with targeted licensing checks) has contributed to this positive decline in offending.
- The Violence & Vulnerability Group has now been set up as part of the Community Safety Partnership (CSP) restructure, which brings all strategic boards together to look at violence and vulnerability in Southend. This will provide better strategic coordination to support tactical activity.
- An initiative within custody whereby intervention workers approach adult offenders arrested for signal crimes such as knife, drugs, gang related crime is being considered within South LPA, following a visit to Brixton.

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Priority 4 – Reverse the Trend in Serious Violence

Working with partners we will:

Ensure victims of rape and sexual violence receive the help and support they need, and work with criminal justice partners to ensure that perpetrators are convicted.

- The C&PP Proactive Team are currently deployed across the Management of Sex Offenders and Violent Offenders (MOSOVO) teams in Essex. This move was taken to create an intelligence-led management team to monitor the intelligence and offending of a cohort of low risk sex offenders. All remaining proactive staff are currently deployed to MOSOVO teams and are reducing the number of outstanding visits for all remaining Registered Sex Offenders (RSOs). In August 2017, outstanding visits sat at 606 for all Very High, High, Medium and Low RSOs. This figure is now 71. There are plans in place to assess the effectiveness of Operation Union and determine whether the addition proactive resources remain long term with MOSOVO.
- A meeting has taken place for the peer review of cases between Detective Chief Inspectors (DCIs) and Detective Inspector (DIs) from Kent Police and Essex Police to find a way to work together more efficiently. Both forces are to review two rapes that resulted in no further action, and two successful charge/convicted rapes, from each force in order to identify learning opportunities and best practise.
- Operation Juno are working with Southend Essex Thurrock (SET) to look at perpetrator programmes. Operation Oakleaf will engage with offenders and provide signposting to the Change Project and Respect, who offer perpetrator engagement programmes. These are also signposted when people are in custody .

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Priority 5 – Tackle Gangs and Organised Crime

Working with partners we will:

Disrupt and prevent organised drug distribution through improved intelligence shared between the police, partners and local communities to limit the harm drugs cause.

- Kent and Essex Serious Crime Directorate (SCD) have worked with the Metropolitan Police Service (MPS) and HM Prisons to disrupt county lines and gangs, in particular in support of the National Crime Agency's (NCA) county lines intensification week in early October. The objectives were to create a hostile environment to county line organisers by proactively targeting line holders. The approach taken was to build criminal conspiracies against line organisers and their networks; previous countywide operations had focused on supply routes, but this had proved to have a limited long-term impact. As a result of the operation, four county lines assessed as causing significant harm to Essex were targeted, nine arrests were made, a large amount of drugs and cash were seized, five vulnerable people were identified and safeguarded, six cuckoo addresses were identified, and a number of additional county lines were detected.
- A Confiscation Order to the sum of £92,886 was made in October. This was in relation to a male who had been sentenced to three years imprisonment after being found guilty of possession of cannabis with intent to supply, and three counts of possession of criminal property.
- Engagement activity relating to the Colchester District Crime & Harm Reduction Plan 2018/19 has involved the disruption and identification of offenders linked to the exploitation of young people. This has been conducted in partnership with multiple departments within Essex Police and Social Services, and has led to proactive awareness and education within identified premises (such as hotels, nightclubs and taxi ranks).
- As a result of two incidents of violence in Braintree Town Centre, knife crime offenders (also linked to gangs/drugs) were arrested, charged and remanded as a result of a planned operation. Tasking has been submitted for funds to support high visibility patrols in Braintree Town Centre to prevent further incidents.
- Operation Albatross is Tendring's umbrella operation for engagement and diversion tactics, such as football matches, video gaming events and work in schools with Colchester United Football Club. This programme targets children vulnerable to exploitation from criminal gangs.
- The biggest ever Tendring Missing and Children Exploited (MACE) event has been convened to address ongoing concerns with a group of vulnerable young people who are involved in gang criminality in and around Clacton town centre. Previous efforts, including Operation Spider, have seen significant reductions in recorded ASB, theft and other crimes, but this is ongoing work.

Police and Crime Plan 2016-2020 – Quarterly Update December 2018

Priority 5 – Tackle Gangs and Organised Crime

Working with partners we will:

Disrupt and prevent organised drug distribution through improved intelligence shared between the police, partners and local communities to limit the harm drugs cause.

- Southend United Community Education Trust (SUCET) successfully bid (with the support of Essex Police) for intervention within secondary schools to outline the dangers of knife, gang and drug-related crime. Anti-knife crime workshops are being set up, and ex gang members will also deliver presentations to outline the violent reality and de-glamorise the gang image.
- Castle Point and Rochford have formed a new proactive team in response to a rise in drugs and violent crime (Operation Falcon). This has resulted in the arrest of 16 offenders since September, and the seizure of large quantities of class A drugs, as well as cash and weapons.
- Basildon Operation Raptor team recently utilised new legislation, and obtained Essex Police's first Drug Dealing Telecommunication Restriction Order. This forces the service provider of a phone number used in drug supply to turn off the phone number and the phone. This caused significant disruption to a well known county line.
- West LPA secured a gang injunction against nine members of the C17 gang in Thurrock; C17 had plagued Grays town centre, town park and beach, as well as Lakeside, by dealing drugs and committing crime and disorder. They are now subject to strict measures to prevent offending and disrupt the criminal activity of the gang.
- Operation Rose was one of Essex Police's biggest ever drugs raids and took place in Epping in November. The successful operation resulted in 22 arrests and £120,000 of cash seized, disrupting a significant drugs line.

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Priority 5 – Tackle Gangs and Organised Crime

Working with partners we will:

Support victims of human trafficking and modern slavery including sexual exploitation working closely with UK Border Agency (UKBA), National Crime Agency (NCA) and national and regional partners to bring perpetrators to justice

- 197 modern slavery and human trafficking crimes have been recorded since the beginning of the financial year. 155 victims were safeguarded by being referred to the National Referral Mechanism (NRM). Identification and safeguarding of victims continues to be the priority.
- Operation Aidant is a National Crime Agency (NCA) led operation, which is designed to tackle modern slavery and human trafficking deployments. A number of warrants were executed to identify brothels for enforcement and safeguarding. Seven people were arrested and £18,000 seized, along with over 20 stolen vehicles or parts being recovered. Additional safeguarding was implemented, and people at an address were referred to Social Care; the premises was also referred to the Council as it was unsuitable for multiple occupancy.
- Kent and Essex Serious Crime Directorate (SCD), a collaborated department, are implementing FUSION NG a 'live-time' single pane of glass mapping and intelligence tool that will be used to more effectively manage Missing Persons and Manhunts. The system brings together communications, travel (ANPR etc.) and lifestyle data, as well as the ability to create a 'pattern of life' for a person. The system is due to go-live in Essex, initially as a proof of concept in Thurrock district.

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Priority 6 – Protecting Children and Vulnerable People

Working with safeguarding partners and the Southend, Thurrock and Essex Safeguarding Boards we will:

Bring more perpetrators of rape and sexual abuse to justice.

- The Public Protection Investigation Unit in the West of Essex are creating and delivering training in relation to Police Protection Orders in a series of workshops to be delivered to frontline police Inspectors and acting Inspectors during November. These are being run at geographical locations to enable the maximum amount of staff to attend. It is hoped this will achieve a better understanding of the power the designated officer holds and the needs of Social Care.
- Operation Goldcrest is an anonymous pathway for abuse and Child Sexual Exploitation (CSE) victims to enable safeguarding and target hardening of offenders. The first multi-agency meeting took place in October and was unanimously accepted by all key stakeholders. Logistics are now being looked at in areas such as the NHS. The papers for Operation Goldcrest are being presented at the full Thurrock Local Safeguarding Children Board (LSCB) for agreement that the pilot site will be Thurrock.
- Missing Memorandum of Understanding (MOU) changes were agreed at the Southend Essex Thurrock (SET) policy board and are due to be written into the SET rewrite in 2019. Relaunch of the MOU is being considered by all three authorities; this will place a positive duty on children's homes/foster carers to take active steps to locate any children that are missing and plan more carefully for anticipated missing episodes. This leads into the work with the Children's Safeguarding lead for Thurrock with regards the identification of indicators of criminal and sexual exploitation among children.

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Priority 6 – Protecting Children and Vulnerable People

Working with safeguarding partners and the Southend, Thurrock and Essex Safeguarding Boards we will:

Improve reporting of hate incidents through improved community engagement and greater use of Hate Incident Reporting Centres.

- Essex Police have run a campaign in conjunction partners and Hate Incident Reporting Centres (HIRCs) during National Hate crime Awareness Week (NHCAW) 13th -20th October. This campaign consisted of 15 events that were staged throughout the county, combining awareness sessions for schools, council workers and NHS staff along with several stands around the county to allow engagement with the public. The Force worked with partners such as Victim Support to ensure key messages were consistently delivered across all locations.
- A hate crime strategy for Essex has now been published. This strategy will run from 2018-2021 and includes an accompanying action plan. One of the key strategic themes is increasing the reporting of hate crime. HIRCs are contributing to the delivery of the action plan through community engagement activities and self promotion. This has resulted in an additional 136 reports of hate crime in 2018 which otherwise might not have come to the notice of Essex Police.
- Colchester currently has four HIRCs, where free training is being offered for Hate Crime Ambassadors. This caters for organisations that want staff to be trained or that want to host a HIRC, as well as community members with an interest in tackling hate crime. Colchester Community Policing Team currently has two Hate Crime Ambassadors and the team has primacy for investigating all Hate Crimes reported in Colchester. Proactive intervention is yielding positive results and increasing confidence of reporting and in the police response. The Independent Advisory Group (IAG) is the forum where regular community engagements are measured and feedback actively sought around any community tensions; it is also the forum in which hard to reach groups are identified.
- Braintree and Uttlesford have a good Hate Crime Solved Rate 2017-2018. Braintree has a solved rate of 18% (an increase of 4% on the year before), and experienced a 39% increase in reporting. Uttlesford has a solved rate of 23% (an increase of 8% on year before), and experienced a 33% increase in reporting.

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Priority 7 – Improve Safety on our Roads

Working with Safer Essex Roads Partnership we will:

Reduce the numbers of people killed or seriously injured on our roads through the work of the multi-agency Safer Essex Roads Partnership on enforcement, engagement and education.

- In the last quarter there was slight increase in the number of KSI casualties: 14 fatal / 222 serious casualties in 2018/19 v. six fatal / 228 serious casualties in 2017/18. The increase is reflected within a rise in the number of road traffic collisions (RTCs) where there has been a loss of life. This quarter has also witnessed a number of incidents involving unlawful killings where the investigations have been complex in nature.
- During September the Safer Essex Roads Partnership launched “Street Spirit”, which focuses upon engagement with young riders of motor cycles. The campaign has a dedicated social media strategy and is designed to improve knowledge upon safer riding and safety equipment, including clothing, with participants encouraged to take part with online activity. To actively encourage participation, a free motorcycle is on offer to a lucky person who completes the knowledge check and commits to the project. The campaign is being led by Essex Fire and Rescue Service on behalf of the Safer Essex Roads Partnership. www.street-spirit.co.uk
- Analysis of 231 drivers arrested for Drug Driving highlighted that 58% had been previously arrested on one or more occasion, of which 48% had been arrested for offences linked to serious crime; the biggest group had links to offences for violence. The last quarter continues to highlight a rise in the number of drivers arrested for Driving whilst under the influence of drugs (s.5A Road Traffic Act 1988) (cannabis / cocaine), 295 in 2018/19 v. 201 in 2017/18. Drug Driving has also been a predominant factor within many of the fatal RTC investigations during the last quarter.
- Brake Road Safety week took place from 19th November. The Safer Essex Roads Partnership covered a total of 54 activities which supported the Brake Road Safety week; this involved enforcement, education and engagement activity, including Roadster (age 15-17), Year 5 Bike ability courses, Reality Road shows (Year 6), and multi-agency enforcement days that were supported by Community Speed Watch volunteers.
- During the last quarter the following routes have experienced an increase in casualties: M25, B1022 (Colchester – Maldon), B1007 (Stock – Billericay), & A134 (Colchester). This is based upon the previous five years’ of data and will attract additional focus through enforcement over the next period.

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AGENDA ITEM 7

Essex Police, Fire and Crime Panel	EPCP/04/19
Date: 24 th January 2019	

PFCP Meeting 24th January 2019: PFCC Decisions

Report by Roger Hirst - Police, Fire and Crime Commissioner

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Purpose of report

The purpose of this report is to provide the Panel with information about financial and strategic decisions made by the PFCC. This report contains information on decisions made from the last submission date for the previous PFCP Meeting of 6th December, up to and including 11th January 2019– the final submission date ahead of the PFCP Meeting on 24th January 2019.

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

Attachments:

Appendix 1: PFCP Meeting 24th January 2019: PFCC Decisions

Appendix 2: PFCP Meeting 24th January 2019: PFCC Decisions Detailed

Ref	Organisation	Decision On	Date approved
127/18	Police	Capitalised Maintenance	28/11/2018
128/18	Police	Property Disposal Re-provision Draw Down	19/10/2018
147/18	Police	Digital Engagement Via Granicus	14/12/2018
148/18	Police	ERCP First Contact Navigator Expansion	19/10/2018
152/18	Police	Integrated Command and Control System	05/12/2018
158/18	Fire	Insurance Renewal	24/12/2018
159/18	Police	Information Sharing Agreement	14/12/2018
160/18	Police	Colchester Modern Slavery Community Engagement	14/12/2018
161/18	Police	Mental Health Training	04/12/2018
162/18	Police	Southend MARAT Funding	24/12/2018
163/18	Police	Disposal of Surplus Land at La Plata Grove	28/11/2018
164/18	Police	Pension Forfeiture	14/12/2018
166/18	Police	Digital Forensic Unit Collaboration	11/01/2019
167/18	Police	Gangslane Additional Mentoring	28/11/2018
168/18	Police	Violence and Vulnerability Project Manager	14/12/2018
169/18	Police	Violence and Vulnerability Firebreak	28/11/2018
170/18	Police	Violence and Vulnerability Intervention Research	14/12/2018
171/18	Police	PFCCFRA Shoeburyness	24/12/2018
173/18	Police	Neighbourhood Watch Core Grant	14/12/2018
174/18	Police	Neighbourhood Watch guides and Signage	14/12/2018
175/18	Police	2018/19 Budget Virements	14/12/2018
176/18	Police	Missing Person Tool	14/12/2018
177/18	Police	Stop Hate Phone Line	27/12/2018
178/18	Police	K9 Police Dog Memorial	14/12/2018

180/18	Police	Violence and Vulnerability Children's Society	14/12/2018
182/18	Police	Sanctus Charity Evening Sessions	14/12/2018
183/18	Police	Promotion and Publication of Fire and Rescue Plan	27/12/2018
185/18	Fire	Integrated Command and Control System	12/12/2018
186/18	Police	#Iwill ECVYS Young People Engagement	04/01/2019
187/18	Police	Restrictive Covenant – La Plata	14/12/2018
188/18	Police	Restrictive Covenant – Shrub End	14/12/2018
190/18	Police	Colchester Severe and Multiple Disadvantage	27/12/2018
191/18	Police	Emergency Services Carol Service	21/12/2018
195/18	Police	Financial Assistance	08/01/2019

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

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

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

Please note: This report contains PFCC Decisions made following the last PFCP Meeting of 6th December 2018 up to and including 11th January 2019 (ahead of submission for the PFCP Meeting of 24th January 2019)

Ref	Organisation	Decision On	Value	Outline	Date approved
127/18	Police	Capitalised Maintenance	£1,400,000	To approve investment into the Essex Police capitalised maintenance programme	28/11/2018
128/18	Police	Property Disposal Re-provision Draw Down	£550,000	To approve investment in Great Dunmow Police Station and Rayleigh Police Station to support the Serious Crime Directorate review	19/10/2018
147/18	Police	Digital Engagement Via Granicus	*£0	To approve the use of a digital platform to improve public engagement	14/12/2018
148/18	Police	ERCP First Contact Navigator Expansion	£136,110	To approve Community Safety Funding to pilot the expansion of the First Contact Navigator service	19/10/2018
152/18	Police	Integrated Command and Control System	*£0	Linked to the delivery of the Integrated Command and Control System	05/12/2018
158/18	Fire	Insurance Renewal	*£0	Annual PFCCFRA insurance renewal	24/12/2018
159/18	Police	Information Sharing Agreement	*£0	To approve the update of the Information Sharing Agreement between the PFCC and Chief Constable and the PFCC and the Police, Fire and Crime Panel	14/12/2018
160/18	Police	Colchester Modern Slavery Community Engagement	£1,000	To approve the allocation of passported funds from the Home Office Police Transformation Fund	14/12/2018
161/18	Police	Mental Health Training	£600	To approve the allocation of funds to MIND to deliver Mental Health Awareness training	04/12/2018
162/18	Police	Southend MARAT Funding	£41,250	To approve the allocation to Southend on Sea Borough Council as a contribution to the local MARAT arrangements	24/12/2018
163/18	Police	Disposal of Surplus Land at La Plata Grove	*£0	Linked to Estates Strategy	28/11/2018
164/18	Police	Pension Forfeiture	*£0	Decision linked to pension forfeiture	14/12/2018
166/18	Police	Digital Forensic Unit Collaboration	*£0	Approval of capital initiative	11/01/2019

167/18	Police	Gangline Additional Mentoring	£8,250	To approve allocation from Community Safety Fund to continue to mentor at risk young people	28/11/2018
168/18	Police	Violence and Vulnerability Project Manager	£70,000 per annum	To approve allocation for a Project Manager for two years as part of the Home Office Early Intervention Fund and the Community Safety Fund	14/12/2018
169/18	Police	Violence and Vulnerability Firebreak	£40,000	To approve allocation of funds for Firebreak courses as part of the Home Office Early Intervention Fund	28/11/2018
170/18	Police	Violence and Vulnerability Intervention Research	£30,000	To approve the allocation of funds for research into serious violence interventions through the Home Office Early intervention Fund	14/12/2018
171/18	Police	PFCCFRA Shoeburyness	*£0	Linked to the Estates Strategy	24/12/2018
173/18	Police	Neighbourhood Watch Core Grant	£11,000	To approve the allocation of Community Safety Funding to support Essex Neighbourhood Watch Association for 2019/20	14/12/2018
174/18	Police	Neighbourhood Watch guides and Signage	£4,365	To approve the allocation of Community Safety Funding to contribute to the production of NHW guides and signage	14/12/2018
175/18	Police	2018/19 Budget Virements	N/A	To approve budget virements identified in quarter 1, month 4, month 5 and quarter 2	14/12/2018
176/18	Police	Missing Person Tool	£60,000	Approval of funding from the Operational Transformation Reserve to support missing person analysis tool	14/12/2018
177/18	Police	Stop Hate Phone Line	£22,500	To approve Community Safety Funding to continue to provide a support/information line for victims of hate crime or incidents	27/12/2018
178/18	Police	K9 Police Dog Memorial	£10,000	To approve contribution to the nation K9 police dog memorial	14/12/2018
180/18	Police	Violence and Vulnerability Children's Society	£60,000	To approve the allocation of funds for training and support service to The Children's Society to tackle the exploitation of young people, through the Home Office Early Intervention Youth Fund	14/12/2018

182/18	Police	Sanctus Charity Evening Sessions	£25,000	To approve the allocation of up to £25,000 to expend their support service during winter	14/12/2018
183/18	Police	Promotion and Publication of Fire and Rescue Plan	£9,653	To approve the paid promotional activity undertaken to publicise the Fire and Rescue Plan	27/12/2018
185/18	Fire	Integrated Command and Control System	*£0	Linked to the delivery of the Integrated Command and Control System	12/12/2018
186/18	Police	#Iwill ECVYS Young People Engagement	£9,350	To approve the allocation of funding to Essex Community Foundation, who will match fund, to The Essex Council for Voluntary Youth Services (ECVYS)	04/01/2019
187/18	Police	Restrictive Covenant – La Plata	*£0	Linked to Estates Strategy	14/12/2018
188/18	Police	Restrictive Covenant – Shrub End	*£0	Linked to Estates Strategy	14/12/2018
190/18	Police	Colchester Severe and Multiple Disadvantage	£90,000	To approve allocation to Phoenix Futures, for the expansion of the Severe and Multiple Disadvantage pilot scheme in Colchester for two years	27/12/2018
191/18	Police	Emergency Services Carol Service	£300	To approve the PFCC contribution to the Emergency Services Carol Service in December 2018	21/12/2018
195/18	Police	Financial Assistance	*£0	To provide financial assistance to Essex Police Officer	08/01/2019

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

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

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

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

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AGENDA ITEM 9

Essex Police, Fire and Crime Panel	EPFCP/05/19
Date: 24 January 2019	

Forward Look

Report by the Secretary to the Panel

Enquiries to: Robert Fox: 033301 34585 robert.fox@essex.gov.uk

Purpose of report and background

To plan the business of the Panel.

The next Meeting of the Panel is to be scheduled for **Thursday, 7 February 2019**.

Business proposed to be taken to the meetings is as follows:

Date	Performance for period up to	Other business
7 February 2019		<ul style="list-style-type: none"> • Fire and Rescue Service Plan • Essex Police, Fire and Crime Panel Budget 2018/19 (income and expenditure to end December 2018) • Essex Police Precept (if necessary) • Essex Fire and Rescue Service Precept (if necessary) • PFCC Decisions Report
23 May 2019		<ul style="list-style-type: none"> • Police and Crime Plan Performance Measures • Fire Service Performance Measures • Home Office Complaints Procedures • Essex PFCP Budget 2018/19 Outturn • Ethics and Integrity Sub-Committee Report • PFCC Decisions Report
18 July 2019		<ul style="list-style-type: none"> • PFCC Decisions Report • Essex Police Engagement Strategy
24 October 2019 (note change of date)		<ul style="list-style-type: none"> • Police and Crime Plan Performance Measures • Fire Service Performance Measures • Ethics and Integrity Sub-Committee Report • PFCC Decisions Report
5 December 2019		<ul style="list-style-type: none"> • Police and Crime Budget Scene Setting

		<ul style="list-style-type: none"> • Fire and Rescue Service Budget Scene Setting • Essex PFCP 2019/20 Budget (Half-year Outturn) • PFCC Decisions Report
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The following items have been suggested, but not, as yet, scheduled:

- Essex Police & Essex Fire and Rescue Service Collaboration
- Peer Review
- Ministry of Justice Grants

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