



Essex County Council

Essex Police, Fire and Crime Panel

14:00	Thursday, 29 September 2022	Committee Room 1 County Hall, Chelmsford, CM1 1QH
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For information about the meeting please ask for:

Sophie Campion, Senior Democratic Services Officer

Telephone: 03330 131642

Email: democratic.services@essex.gov.uk

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		Pages
1	Membership, Apologies and Declarations of Interest	5 - 5
2	Minutes To approve the minutes of the meeting held on 21 July 2022.	6 - 11
3	Questions to the Chairman from members of the Public The Chairman to respond to any questions relevant to the business of the Panel from members of the public. Please note that members of the public wishing to ask a question must email democratic.services@essex.gov.uk by noon on the day before the meeting and that questions must relate to an item on the agenda for the meeting.	
4	Balanced Appointment Objective Report EPFCP/24/22	12 - 13
5	Essex County Fire and Rescue Service Annual Report and Statement of Assurance Report EPFCP/25/22	14 - 76
6	Police, Fire and Crime Commissioner Annual Report Report EPFCP/26/22	77 - 148

- | | | |
|----|---|-----------|
| 7 | 2023-24 Budget - Baseline Challenge
Report EPFCP/27/22 | 149 - 157 |
| 8 | Police, Fire and Crime Commissioner's Decisions Report
Report EPFCP/28/22 | 158 - 166 |
| 9 | The Police, Fire and Crime Commissioner to update the Panel on any ongoing issues | |
| 10 | National Association of Police, Fire and Crime Panels Update | |
| 11 | Forward Work Plan
Report EPFCP/29/22 | 167 - 168 |
| 12 | Date of Next Meeting
To note that the next meeting will be held on Thursday 8 December 2022. | |
| 13 | Urgent Business
To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency. | |

Exempt Items

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

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

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

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| 14 | 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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Agenda item 1

Committee: Essex Police, Fire and Crime Panel

Enquiries to: Sophie Campion, Senior Democratic Services Officer

Membership, Apologies, Substitutions and Declarations of Interest

Recommendations:

To note

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

Membership

(Quorum: 7)

Representing

Councillor D Dadds
Councillor F Ricci
Councillor K Barber
Councillor R Savage
Councillor J Lager
Councillor M Lilley
Councillor P Stalker
Councillor R Playle
Councillor M Garnett
Councillor M Heard
Councillor A Williams
Councillor I Shead
Councillor L McWilliams
Councillor G Collins
Councillor M Sutton
John Gili-Ross
Sheila Murphy
Councillor J Deakin
Councillor A McGurran
Councillor L Scordis

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

Minutes of the meeting of the Essex Police, Fire and Crime Panel, held in Committee Room 1 at County Hall, Chelmsford on Thursday 21 July 2022

Present:

Councillor

Frankie Ricci
Keith Barber
Russ Savage
Mike Lilley
Paul Stalker
Ross Playle
Mike Garnett
Mark Heard
Ian Shead
Lynda McWilliams
Gary Collins
Jude Deakin
Aidan McGurran

Representing

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

Co-opted Independent Members

John Gili-Ross (Chairman)
Sheila Murphy

Also in attendance

Gemma Bint	Democratic Services Officer
Pippa Brent-Isherwood	Chief Executive, Office of the Essex Police, Fire and Crime Commissioner (OPFCC)
Sophie Campion	Senior Democratic Services Officer, Secretary to the Panel
Jane Gardner	Deputy Essex Police, Fire and Crime Commissioner
BJ Harrington	Chief Constable, Essex Police
Roger Hirst	Essex Police, Fire and Crime Commissioner (PFCC)
Rick Hylton	Chief Fire Officer/Chief Executive, Essex County Fire and Rescue Service
Emma Tombs	Democratic Services Manager

1 Membership, Apologies and Declarations of Interest

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

1. The membership of the Panel was noted.
2. The following apologies were noted:
 - Cllr Lager, Chelmsford City Council
 - Cllr Dadds, Basildon Borough Council
 - Cllr Williams, Rochford District Council
 - Cllr Sutton, Uttlesford District Council

3. The following declarations were made by Members:
 - Councillor Lynda McWilliams declared a Code Interest as her son was currently a serving police officer and her granddaughter was a serving special police officer. Councillor McWilliams participated fully in the meeting.
 - Councillor Mark Heard declared a Code Interest as his son was currently a serving police officer. Councillor Heard participated fully in the meeting.
 - Councillor Frankie Ricci declared a Code Interest as his step-son was currently a serving police officer. Councillor Ricci participated fully in the meeting.

2 Minutes

The minutes of the meeting held on 23 June 2022 were approved as a correct record and signed by the Chairman.

3 Questions to the Chairman from members of the Public

There were none.

4 Essex County Fire and Rescue Service – Quarter 4 Performance Report 2021-22

The Panel received report EPFCP/20/22 which provided an overview of the Essex County Fire and Rescue Service's progress in delivering the priorities set out in the Fire and Rescue Plan 2019-2024 and the Integrated Risk Management Plan 2020-2024 during the final quarter of 2021/22.

The Commissioner introduced the report and paid tribute to the Chief Fire Officer and the Fire Service for their response to the recent heat wave.

The Commissioner set the context to the performance report and drew attention to highlights and areas for improvement during quarter 4.

In response to questions and concerns raised by the Panel the following points were made:

- False Alarms – call challenge was used to assess the threat. Specific premises, such as NHS sites, would be responded to due to the nature of the premises. The number of false alarms from automatic fire alarms had decreased from the previous quarter. Sanctions could be used against repeat offenders as set out under the Fire Safety Order. However, it was recognised that many of the calls were made with good intent from members of the public. The cost of responding to each false alarm had not been individually costed.
- Special Services and community engagement – It was confirmed that the Special Services provided by the Fire Service were the activities undertaken beyond attending fires and were undertaken by frontline fire-

fighters. The collaboration work with partners was particularly focussed on prevention work rather than responding to incidents. It was clarified that Fire Service attendance at identified anti-social behaviour hotspots was not in relation to responding to police reported incidents, it was about reaching vulnerable people to undertake prevention work. and helping people to avoid coming to harm. It was hoped that this would reduce criminal activity.

- It was confirmed that data comparisons were being done with 2019 figures as these provided the best comparison as the pre- pandemic position.
- Clarification was provided where some figures compared different reporting periods. The fourth quarter had seen a 24% increase in primary fires compared with the same quarter in the previous year. The increase in secondary fires included things such as outdoor structures, grassland, woodland and crops.
- In response to queries regarding fires involving the charging of e-scooters and e-bikes, it was explained that nationally there had been an increase but there was no specific data on this in Essex. There were risk factors to take into account with charging generally and in particular fires related to non-reputable charging devices.
- Total Pumping Appliance Availability – In response to queries regarding being well under the 94% target, it was explained that this related to crewing, in particular on-call crewing, and the biggest impact was a lack of more qualified drivers. There was an on-call development programme which aimed to ensure that trained drivers were retained. It was also noted that in some on-call areas the target of 94% was unrealistic and in some areas that level of availability was not critical due to dynamic deployment. The targets for those areas needed to be more realistic in the future and would be addressed through the next Integrated Risk Management Plan.
- Recruitment – it was clarified that appointments to particular posts in the report were all funded within budget and that recruitment to vacancies was on track and regularly monitored. Targeted advertising took place with regard to diversity to ensure the service was reflective of the community. There were some issues with retention particularly on-call due to choice within the labour market and that due to the nature of on-call it did not provide a regular income. This was being considered. There was an awareness of future pension and retirement considerations in retention of whole-time fire-fighters.
- Sickness absence – in response to questions regarding the levels of sickness absence in the control room it was explained that it had been essentially covered through re-deployment and re-designation of duty. It was explained that Covid had had a significant impact that had been managed but that pressure had now eased. A Government Covid grant had been received to enable the service to respond during that period and the majority was used to bolster the control room. Due to the relatively small number of staff in the control room it had more of an impact on the percentage figures.
- Impact of Covid – there had been a lot of work to ensure that crews were bubbled properly and tribute was paid to the senior management team for

the way in which they had implemented the processes to retain availability and keep staff safe. It was acknowledged that it had been harder to bubble the control room which may have been a contributory factor to the sickness absence.

- Response Times – concerns were raised regarding the service not having met some of the targets with regard to response times, particularly to potentially life-threatening incidents. In response it was advised that in some areas of the County it was not feasible to have a station, so the focus in those areas was on prevention work. Those areas were covered by dynamic deployment. Response times of over 25mins was a concern that needed to be addressed.
- Road Safety and Zero Killed and Seriously Injured Target – there was a concern that the standard of road use for both drivers and non-drivers had deteriorated due to the Covid pandemic period. It was recognised that the broader education piece around road safety had not been delivered due to Covid and needed to be addressed. It was acknowledged that zero was ambitious and although it was not always achievable, it was aspiration that was needed. A zero aspiration had been achieved in other areas such as one year of zero fire deaths. There were a wide range of measures in place to work towards the zero aspiration through the Safer Essex Road Plan.

Members raised issues regarding the format and readability of the performance report in its current format and how they would like some of the data to be presented in future reports. It was noted that it was the last time that the performance report would be presented in this format and future reports would take into account the suggestions that had been made.

It was agreed that further detailed information would be provided to the Panel outside of the meeting on the following issues:

1. Impact of 10% increase in non-residential fires with regard to loss of livestock and crops

Resolved:

That the Panel received and noted the report.

5 Police, Fire and Crime Commissioner's Decisions Reports

The Panel received and raised questions on report EPFCP/21/22 which provided information about financial and strategic decisions made by the PFCC.

The Panel sought further clarification on the following decisions:

- Month 12 Revenue Appropriations
- Crime Prevention Show Garden 2022
- Essex SARC Paediatric Cover
- 2022-23 Crime Prevention Fund Outcome

Further information was requested on Essex SARC Paediatric Cover and it agreed that the quarterly reporting would be provided to the Panel after the meeting.

Resolved:

That the Panel received and noted the report.

6 Response to the Government's 'Reforming our Fire and Rescue Service' consultation

The Panel received report EPFCP/22/22 which provided the Panel with the draft response to the Government's 'Reforming our Fire and Rescue Service' consultation for comment and approval prior to the submission date of 26 July 2022.

Some Panel Members raised concerns with how particular questions within the Consultation document had been worded and the implications.

An amendment to the response was proposed by Councillor McGurran and seconded by Councillor Collins, which sought to clarify that where a question was outside of the Panel's remit a neutral 'neither agree nor disagree' response had been recorded. On being put to the vote the amendment was passed and it was

Resolved:

1. That the Panel received and considered the draft consultation response in conjunction with the advice provided in the report.
2. That the Panel amended the response by clarifying that where a question was outside of the Panel's remit a neutral 'neither agree nor disagree' response had been recorded.
3. That the Panel agreed the final response to be submitted prior to the deadline date of 26 July 2022.

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

The Commissioner provided the Panel with a verbal update on ongoing issues:

- Community Safety Partnership and Hubs Conference held on 20 June 2022
- 'Exploited into Essex' Conference held on 1 July 2022
- Re-tender for victim support services
- Update on Project Minerva, development of mapping tool with Birmingham Trent University
- Government Public Sector Pay Awards

In response to questions from Panel Members, the Commissioner provided an update on:

- Police Crime Sentencing and Courts Act – dealing with illegal encampments, change to Regulations
- Progress with meeting the Police uplift target.

Resolved:

That the verbal report was noted.

8 National Association of Police, Fire and Crime Panels Update

The Panel received a verbal update from the Chairman of the Panel on the current workstreams of the National Association of Police, Fire and Crime Panels.

An oral update was provided by the Chairman, including some matters that the Executive Committee suggested may be suitable for Panels' future Key Lines of Enquiry.

Resolved:

That the verbal report was noted.

9 Forward Work Plan

The Panel received report EPFCP/23/22 setting out the planned business of the Panel.

An update from the Commissioner was requested at an appropriate time, on the impact on recruitment with the requirement for new officers to be degree qualified.

Resolved:

That the Panel received the report, agreeing the addition of an item requested at the last meeting of the Panel, on an end of plan review and performance report of the overall five year Police and Crime Plan as extended to 2021.

10 Date of Next Meeting

The Panel noted that the next meeting would take place on Thursday 29 September 2022.

There being no urgent business, the meeting closed at 4:30pm.

Chairman

Report title: Co-option of Members to achieve the Balanced Appointment Objective	
Report to: Essex Police, Fire and Crime Panel	
Report author: Emma Tombs, Democratic Services Manager	
Date: 29 September 2022	For: Decision
Enquiries to: Emma Tombs, Democratic Services Manager emma.tombs@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of report

- 1.1 To update the Panel on the response received from the Home Office in relation to achieving the Balanced Appointment Objective and recommend that the Panel make the necessary appointments.

2. Background

- 2.1 Schedule 6 of the Police Reform and Social Responsibility Act 2011 sets out the composition of the Panel, which includes the ‘balanced appointment objective’.

31. (5) *The “balanced appointment objective” referred to in this paragraph is the objective that local authority members of a police and crime panel (when taken together)—*

 - (a) represent all parts of the relevant police area;*
 - (b) represent the political make-up of—*
 - (i) the relevant local authority, or*
 - (ii) the relevant local authorities (when taken together)*
 - (c) have the skills, knowledge and experience necessary for the police and crime panel to discharge its functions effectively.*
- 2.2 At its meeting of 23 June 2022, the Panel received a report advising that the political composition of the Panel did not reflect the overall political composition of the fifteen constituent councils within the County. This was due to changes resulting from the elections held in May 2022.
- 2.3 The report set out that for the balanced appointment objective to be achieved the composition of the Panel would need to include one further Labour member and one further Liberal Democrat member over and above those members already appointed by the constituent councils.
- 2.4 The Panel therefore resolved:

1. *The Panel applies to the Home Secretary for permission to co-opt one Labour Member and one Liberal Democrat Member for one year.*

2. *The Labour Group and the Liberal Democrat Groups each be invited to put forward suitable nominations to fill these posts in the event that permission is granted.*

3. *That a report be brought back to the Panel as soon as we have heard from the Home Secretary.*

3. Activity since the 23 June 2022 meeting

- 3.1 As agreed by the Panel, the Labour Group and Liberal Democrat Group were each invited to put forward their respective nominees. These were confirmed as:

Labour – Councillor Aidan McGurran
Liberal Democrat – Councillor Jude Deakin

- 3.2 Permission was sought from the Home Office to make these co-options, which was subsequently received.
- 3.3 The Home Office additionally confirmed that in subsequent years the Panel would be able to make the co-options needed to achieve political balance without needing to make further applications to do so. This represents a change from the previous position which was that we had to seek permission any time the configuration changed.

4. Recommendation

- 4.1 That the co-opted members of the panel to achieve the balanced appointment objective are with immediate effect Councillor Aidan McGurran (Labour) and Councillor Jude Deakin (Liberal Democrat).
- 4.2 That the co-options remain in place until a further report is received by the Panel as soon as practicable after the elections held in May 2023, ideally at the Annual Meeting of the Panel, in order to make any co-options that may be needed to achieve political balance at that time.

Agenda Item 5
Reference number: EPFCP/25/22

Report title: Essex County Fire and Rescue Service Annual Report and Statement of Assurance 2021-2022	
Report to: Essex Police, Fire and Crime Panel	
Report author: Roger Hirst (Police, Fire and Crime Commissioner Fire and Rescue Authority)	
Date: 29 September 2022	For: Review
Enquiries to: Darren Horsman (Strategic Head of Policy and Public Engagement) Telephone: 07967 821067 Email: darren.horsman@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of report

This report provides the Panel with the draft Essex County Fire and Rescue Service Annual Report and Statement of Assurance 2021-2022. The draft report is attached at Annex A.

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

2. Recommendation

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

3. Overview

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

For PFCCFRAs such as Essex, this statement is subject to scrutiny by the Police, Fire and Crime Panel and is called the 'Fire and Rescue Statement of Assurance'.

The statement outlines the way in which the authority and its fire and rescue service has had regard – in the period covered by the document – to the National Framework, the Integrated Risk Management Plan and to any strategic plan

prepared by the Authority for that period. In the case of this report, this includes the Fire and Rescue Plan 2019-2024. The authority must also provide assurance to their community and to government on financial, governance and operational matters.

This document includes further information to help our communities understand the work undertaken by the fire and rescue service and its performance during 2021-2022. Following feedback from the Police, Fire and Crime Panel in their October 2021 meeting, this year a workshop was established for the Panel to see an early draft of the document and provide feedback. The table below shows the feedback provided by the Panel and the response from the Commissioner.

Page number	Suggested change	Comment / action
Page 2	Financial Years to be specified either with month or footnote.	Added into first introductory paragraph
Page 2	"Improve our service to you" – add "the people of Essex."	Done
Page 4	The sign off by the PFCC should be widened to include their position as the EPFCCFRA	Done
Page 5	Move "Our Police, Fire and Crime Commissioner is Roger Hirst" to be the second paragraph. Specifically reference that the plan is produced and agreed with the CFO.	Done
Page 8	Update photo of the Commissioner.	Done
Page 11	Change CFO to Chief Fire Officer Rick Hylton by name not mentioned until page 13. Should indicate when he was appointed.	Done
Page 17	Update map – too busy. Spell out USAR. Be clearer on reasons for colours being used	Done
Page 24	Headline - remove the phrase "near perfect"	Changed
Page 32	Change photo position	Done

Page 42	Add reference on photo	Done
Page 48	ERF – clarify who this includes	Linked to ERF website
Page 49	Spell out USAR	Done

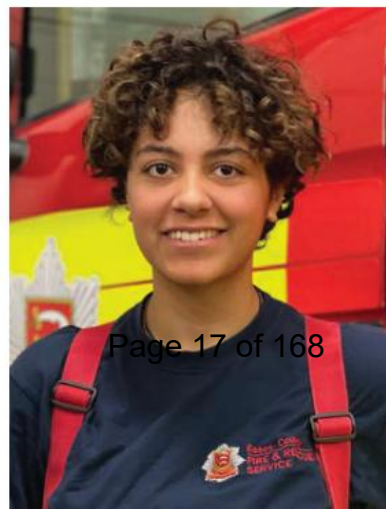
The report presented to the Police, Fire and Crime Panel today is a draft, but does already incorporate feedback from the Panel. The Panel can either agree this version or provide additional feedback. If the Panel provides feedback, a further, final version will be shared with the Panel prior to publication.

4. Appendices

Annex A – DRAFT ECFRS Annual Report and Statement of Assurance 2021-2022



Annual Report and Statement of Assurance 2021 - 2022



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

The report covers the financial year 1 April 2021 - 31 March 2022, and includes highlights of the year, how we spent your money, performance against our targets and how we are working to improve our service to you, the people of Essex.

Essex County Fire and Rescue Service must comply with the Fire and Rescue National Framework for England. Under this framework the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority (PFCCFRA) is Roger Hirst.

It is a statutory requirement for the PFCCFRA to provide annual assurance on financial, governance and operational matters.



Contents

Fire and Rescue Statement	4
Governance	5
Police, Fire and Crime Commissioner's Report	8
CFO Review of the Year	11
Our Service	16
Our Strategic Priorities	18
A Snapshot of Our Year	20
Priority 1 - Prevention, Protection and Response	22
Priority 2 - Improve safety on our roads	32
Priority 3 - Help the vulnerable stay safe	34
Priority 4 - Promote a positive culture in the workplace	38
Priority 5 - Develop and broaden the roles and range of activities undertaken by the Service	44
Priority 6 - Be transparent, open and accessible	46
Priority 7 - Collaborate with our partners	48
Priority 8 - Make best use of our resources	50
Our Service in Numbers	53
Statutory responsibilities	54
Feedback and recognition	58

Fire and Rescue Statement

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

It says the statement should:

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

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

2021/2022 Fire and Rescue Statement of Assurance

Essex Police Fire Crime Commissioner Fire and Rescue Authority (EPFCCFRA) is satisfied that its business during the financial year 2020/2021 was conducted in accordance with the law and proper standards and that public money was properly accounted for and used economically, efficiently and effectively.

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

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

- Governance matters - page 4
- Integrated Risk Management Plan - page 19
- Financial Matters - page 52

Signed:

Roger Hirst

Police Fire and Crime Commissioner
PFCCFRA

Governance

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

Our Police Fire and Crime Commissioner is Roger Hirst.

Roger took on governance of Essex County Fire and Rescue Service in 2017 following approval from the Home Secretary and widespread support from the public and partners across Essex. As the first Police, Fire and Crime Commissioner in the Country Roger has helped to establish the role and developed the first Fire and Rescue Plan. This plan is produced and agreed with the Chief Fire Officer.

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

The role of the Essex Police, Fire and Crime Commissioner is to be the voice of the people, hold the Chief Constable to account for policing and the Chief Fire Officer for the totality of fire and rescue services within their area.

Responsibilities regarding Essex County Fire and Rescue Service

The PFCC must:

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

The PFCC is elected by the public to hold the Chief Fire Officer and Chief Constable to account, effectively making the fire and rescue service and police force answerable to the communities they serve. The PFCC ensures that community needs are met as effectively as possible, and local relationships improve through building confidence and trust.

They work in partnership across a range of agencies at local and national level to ensure there is a unified approach to preventing and reducing crime, preventing and reducing fire incidents, and reaching the most vulnerable.

The Purpose of the Governance Framework

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

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

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

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

The Governance Framework

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

- The Constitution
- The Scheme of Delegation
- The Elected Local Policing Bodies (Specified Information) Order 2011; the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2012, and the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2013. Quarterly audits are undertaken by the PFCC's office to ensure the Service's continued compliance with these Orders
- Information Management Protocol between the PFCCFRA and the PFCC

- Information Sharing Protocol relating to information shared between the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority and the Essex Police, Fire and Crime Panel
- Revised Financial Management Code of Practice For the Police Forces of England and Wales and Fire and Rescue Authorities created under section 4A of the Fire and Rescue Services Act 2004
- Codes of Conduct applying respectively to the PFCC and their Deputy and to the PFCC FRA's staff
- The Police, Fire and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012
- Government Security Classifications
- Financial and Procurement Regulations

Governance

HMICFRS

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

Police, Fire and Crime Commissioner Fire and Rescue Authority

Police, Fire and Crime Panel

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

Strategic board

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

Performance and Resource Board

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

Audit Committee

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

Essex Emergency Services Collaboration Board

Strategic governance of Emergency Services Collaboration Programme



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

Essex County Fire and Rescue Service has made significant progress during the year, building on its central leadership role in responding to the pandemic, working with partners across Essex to keep our communities safe and continuing to develop its own capabilities.

The Service has been rightly praised for its role in supporting the Essex wide response to the COVID Pandemic by working with the East of England Ambulance Service, Essex Police and wider partners.

The Service has provided over 7770 hours of support driving ambulances since the start of the pandemic and 68 staff have been a central part of the volunteer effort to get our county vaccinated. This huge contribution has been recognised by partners and also HMICFRS who inspected the service's response to the pandemic during 2021 and provided very strong positive feedback.

The Service has also continued to deliver its prevention, protection and response programmes. There were 725 dwelling fires in Essex this year compared to 738 in 2020-2021 and 818 in 2017-2018.

This is a 13% reduction over five years and is part of a longer-term trend where due to effective prevention activity, the number of fires are falling year on year.

At the same time, we have continued to see an increase in the number of special service incidents provided by the Service, ranging from responding to Road Traffic Collisions, rescuing people trapped or other emergency response activities. This shows a natural broadening of the response activities being undertaken by the Service and reflects the evolution of a Service that has proven itself effective at prevention, but which maintains a vital role in keeping us all safe.

Throughout the year the Service carried out 6,646 safe and well and home safety checks, an increase from 4,346 during 2020-2021. The service also fitted 7,540 smoke alarms including 1,125 sensory alarms. This activity makes a real difference across Essex as by identifying those most at risk and helping them reduce this we protect them and continue to drive down the risk of fires across the county.

The Chief Fire Officer and I have a shared ambition to significantly increase the volume and impact of these visits now they are less restrained by the impact

Roger Hirst

of COVID and we expect the number of visits to significantly increase during the next year.

The Service has also worked closely with partners to develop a much better understanding of the types of vulnerabilities or situations that increase risk. This assessment of previous fatal dwelling fires led to a clear indication that recent trauma, physical or mental injuries and social isolation are key risk factors when looking at the most vulnerable in our society. This insight is being used to target prevention activity from the Service and the wider public sector in Essex.

Throughout the year we have once again made significant investments in our protection capability as the learning from the Grenfell inquiry has been implemented. The Service undertook a Building Risk Review which provided a much more detailed picture of the buildings in Essex and their level of risk. This has resulted in a much better assessment of risk and several enforcement actions where the Service has stepped up to ensure

owners take responsibilities of issues that they have identified. Focusing on those at the highest risk, our Protection team has done a good job undertaking 1071 full audits and 113 desktop audits out of a total of 6759 jobs. While this is a significant step forward since the last year where 319 full audits were undertaken, there is still a long way to go for us to have both the capacity and capability within our protection capacity to fully meet our ambitions.

As highlighted by Her Majesty's Inspectorate of Constabulary Fire and Rescue Services (HMICFRS) we must keep our focus on improving and developing this area. The Service was reinspected by HMICFRS towards the end of the year, and this provided a useful external view on the progress we have made in recent years and the areas where we need to continue to develop. The report highlights that there are clear areas of progress since the 2019 inspection. However, there remains areas where significant progress is still required, especially in areas such as prevention and protection, where we

need to see a significant increase in the level of prevention work done by staff on stations to reduce risks to the public and critical investment in the training of fire protection staff.

As HMICFRS highlight in their report, we must not underestimate the scale of the cultural challenges the service has faced in the past. It is positive, that, like us, HMICFRS has seen progress in this area, especially in promoting the right values and culture. Achieving cultural change is difficult, especially given the challenges faced during the pandemic, but one which is fundamental to improving performance across the service. HMICFRS rightly point out that we now have a much more detailed picture of our financial position and we are pleased that the budgeting process this year has allowed us to find the resources we need through savings and investments to keep the public of Essex safe.

Our cultural change programme which has been a huge piece of work over recent years continues to make a significant impact. This year it was a

PFCC Report

pleasure to launch the national Core Code of Ethics within Essex. This provides a strong transparent ethical framework for everything the Service does and complements the excellent work the Services has done in defining and embedding its values. We remain committed to robust and regular staff surveys to help us assess our progress.

This report is important as it provides public reassurance of the Service's financial management through the publication of their Statements of Accounts for 2021-2022. Financially, the Service has fared well this year with significant improvements in its financial controls and visibility which has provided the necessary reassurance for us to continue to make sizable investments in modernising and developing the service.

In particular, the Service has continued to increase its level of investment in technology following the agreement of the Digital and Data Strategy. This has led to the establishment of a programme of work that will enable our firefighters and staff to connect in a much more efficient

way and as a result be able to deliver a much more effective service to the public.

Greater efficiency has also been delivered through our emergency services collaboration programme where our joint education teams have shown significant innovation adapting to the restrictions on visiting schools during the pandemic and have been able to continue to deliver a wide range of inputs with schools. Prior to the pandemic this programme was reaching 98% of all primary age school children. In the last year they have seen 100,831 children, 52,527 face to face and 48,441 virtually. This collaborative programme will save £1.8 million in delivery costs between 2017 and 2027. The co-location of the Harwich Police station on the existing Fire Station site will also save money and strengthen collaborative working.

As a county with significant rural areas, I was particularly pleased to see the success of our Tri-Service Rural Community Prevention project which has been piloted during the year in the Dengie area of Maldon. This project uses a single

officer to provide visibility, prevention activities and advice, as well as other community-based support to residents on behalf of all three emergency services. Initial feedback suggests this has had a positive impact on local engagement with residents and has resulted in financial benefits to all services.

I was also pleased this year to promote Rick Hylton to the role of Chief Fire Officer. Rick has already made a significant contribution to developing safer communities in Essex as our Deputy Chief Fire Officer and together we have a clear and ambitious vision for the Service to be one of the best Fire and Rescue Services in the country.

We have achieved a lot in the last year and I want to thank all staff across Essex County Fire and Rescue Service for their work during the year to make our communities safer and improve the service we offer to the public.

Roger Hirst
Police, Fire and Crime Commissioner

Chief Fire Officer Review of the Year



Rick Hylton
Chief Fire Officer

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

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

To be able to do this, we need the right financial support and for our budgets to be managed in the correct way. Our Statement of Accounts outlines some of the key financial issues in areas such as revenue and capital spending, ensuring that we are investing in areas that help drive change, reduce risk, and ensure that we can continue to provide a first-class emergency response service.

Our priorities for improvement and investment are in our people, prevention, protection, response, and technology. Our budget is planned to enable us to develop and deliver against these.

Covid-19

The last two years has seen us continue to adapt and do things differently, responding to the pandemic while meeting the needs of our communities. It has seen us innovate, it has connected our staff and has created a more positive organisation that is committed to high performance. And we made sure our Service was sustainable financially, even with the additional resources we have needed.

In 2021 we were inspected by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, who commended our Service for our response to the pandemic, noting that staff well-being was a clear priority. Since then, we have had our second full inspection and in July 2022, we received the report and gradings. The report didn't contain any surprises for us, and we know what we need to do.

Although the report has rated that we require improvement across the three areas of assessment, it has recognised that we are good at understanding

Chief Fire Officer Review of the Year

fire and other risks. We already have plans in place to cover all the areas for improvement highlighted, and we have already made progress since this inspection took place. One area highlighted in the report is our improvement in promoting the right values and culture to our people. This was graded as inadequate in a previous inspection. And although we still have a long way to go, I'm pleased that the work we are doing to embed and promote the right values and culture has been recognised by the inspectors.

Alongside delivering prevention and protection activities and responding to incidents, we've continued to use our resources, capabilities, and willingness to do more to support the wider combined response. We were at the forefront of Essex's Covid booster campaign, delivering lateral flow tests, setting up vaccination sites and supporting as stewards as well as vaccinators.

Together, we gave a combined 475 hours at vaccination centres, and our trained vaccinators gave 1,800 doses.

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

The Essex Resilience Forum was critical to the success of local partnership working during the pandemic and provided a good way for our Service to continue to develop and build relationships with our partners and position Essex County Fire and Rescue Service well within our county.

Ukraine

Our thoughts are with everyone affected by the conflict in Ukraine and all those people whose lives have been turned upside down.

As a Service we collected enough donations to fill two 7.5 tonne lorries to be delivered to the Polish border for refugees fleeing Ukraine.

We filled 300 boxes with essential items like clothes, nappies, wet wipes, tinned food, and pet food. Thank you to everyone who has taken the time to help us with this appeal. Our colleagues kindly donated items and volunteered to sort through the donations, while our public and local businesses have been hugely generous.



Alongside our own donation efforts, we were also proud to have donated kit and equipment that made its way over to Ukraine in March 2022. This was the biggest UK fire service convoy – made up of 22 vehicles and more than 5,000 items of kit and equipment – and arrived in Poland before being transferred to Ukraine.

Rick Hylton

The equipment is being used to support emergency services which are dealing daily with fires and other emergencies to protect lives, people and property as the invasion devastates the country, often using old or worn equipment

The 22-strong vehicle convoy included 15 fire engines, an incident response unit, a hydraulic rescue platform, mechanical support for the journey and two lorries containing equipment such as thermal imaging cameras, generators, lighting, hoses, and thousands of sets of Personal Protective Equipment.

Red weather warning Storm Eunice

18 February was an exceptional day for our Service as one of the most severe storms in decades swept across the UK.

On average, our Control room receives between 40-50 calls a day, but we received around 500 calls in response to Storm Eunice. Crews and Control room teams dealt with a wide range of incidents including collapsed and

damaged buildings, large fallen trees, damage to power cables and small fires. We were well prepared, and our teams did an excellent job to keep our residents safe. We had our resources and specialist equipment in the right place and our teams were ready to respond.

Our firefighters and colleagues, our emergency services, local authority and utility company partners, as well as the people of Essex who listened to our advice and messages, all played their part. It was a real team effort and shows once again how Essex unites when faced with challenges.



Our commitment to you

Despite the pressures and the roles we've stepped up and into, we've continued to provide prevention, protection and response services to the communities across Essex. We'll always be there when you need us.

Over the course of the last few years, we have developed plans to improve the service we deliver and build the capability for the future, and now we're looking to up the pace. We want to be one of the best Fire and Rescue Services in the UK. It's what our public deserves.

From April 2021 to March 2022, we attended 15,426 incidents, carried out 6,646 safe and well and home safety checks, and we fitted 7,540 smoke alarms including 1,125 sensory alarms.

The Safeguarding team received 1149 safeguarding referrals, 1105 for adults and 44 for children. And the Education team have seen 100,831 children, with over half of these interactions face to face (52,527), and 48,441 virtually.

Chief Fire Officer Review of the Year

The Protection team completed 6759 jobs, this includes 1071 (803 against our Risk Based Inspection Process) full audits and 113 (110 RBIP) desktop audits against premises. 97% of statutory consultations received were responded to within the statutory time limit.

We continue to design and deliver safety campaigns and messages across our digital channels and work with our partners and our local media to share our messages and reach the public. Our digital channels continue to be a key tool when informing the public about safety and incident information, with 1.25 million website views in a year, alongside reaching 49.3 million across our social media channels.

Medium Term Financial Plan

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

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

You can read more on our website: www.essex-fire.gov.uk
We took early action to create savings and manage our budget through our MTFP that has led to a sustainable budgeting approach which delivers against our financial challenges, and ensures we have sufficient investment in identified priorities.

Our People

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

We've continued to attract and recruit and between April 2021 to March 2022 we welcomed 37 wholetime firefighters, 107 on-call firefighters and 33 support staff into our Service.

In March 2022, we held our largest ever Long Service and Good Conduct medal ceremony, where we recognised our people who have served 20, 30 and more than 40 years in our Service. I am, of course, always proud of the achievements of our people and their dedication and long service and the evening was one of the highlights of my year. Due to the pandemic, we'd done things a little differently the last two years, so it was great to get people back together and take the time to celebrate and pay tribute to their hard work and dedication to duty over many years.

March also saw us host a virtual conference to celebrate International Women's Day. Our tri-service approach – Essex County Fire and Rescue Service, the Police, Fire and Crime Commissioner for Essex, the East of England Ambulance Service NHS Trust and Essex Police – hold this event annually to celebrate and recognise the achievements of women in the emergency services.

Rick Hylton

This year's theme was #BreakTheBias, and I am proud to say that across our emergency services and throughout Essex, we live and work in a place where difference is valued and celebrated. There are still improvements to be made, and collectively we are all striving for equality and continue to make positive gains.



I am proud to have become Chief Fire Officer from 1 January 2022, and in my role I want our Service to be one of the best in the UK.

That means our communities are safe and our people have the opportunity to thrive. We have focused on having a culture that is safe and fair.

Our recruitment is transparent, and we continuously seek to attract under-represented groups through positive action.

I'm also incredibly proud that our Service has achieved the Bronze Inclusive Employers Standard, which is another important step for our inclusion, diversity and equality work. The standard, which is only awarded to a handful of organisations in both the public and private sectors, helps us to assess how effective our inclusion work is and provides detailed feedback to enable further development and progress of our inclusion and diversity priorities.

While the Bronze accreditation is an important step, it isn't any kind of finishing line; we're aiming for Gold. But this accreditation does give us another means of demonstrating what we offer as an employer, which will support our recruitment of the very best candidates as part of our aim to become one of the best fire and rescue services in the country.

Thank you to all our communities

And finally, thank you to all our communities for the continued support they give to all of us at Essex County Fire and Rescue Service. Whether that has been following our safety advice, coming to our charity car washes, donating items to our Ukraine appeal or passing on details of a vulnerable neighbour or person for us to visit.

However you have supported us this year, thank you.

Rick Hylton

Chief Fire Officer / Chief Executive

Our Fire and Rescue Service

We are one of the largest fire and rescue services in the country, serving 1.8 million residents. Essex is home to two airports Stansted and Southend, and Harwich seaport, Lakeside shopping centre, Coryton oil refinery, power stations, docks at Tilbury and along the Thames, seven underground stations and parts of the M25 and M11 motorways.

Alongside this, our county contains many ecologically important areas, one of the largest sections of coastline (320 kilometres) in the country, various conservation areas and over 14,000 listed buildings. We are a county of real contrasts, made up of people who have differing needs.

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

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

Our Vision

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

Our Mission

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

Our Values

We are open, honest and trustworthy

We are courageous in everything we do

We work as one team

We are always professional

We value the contribution of all

Our Service Leadership Team

Rick Hylton

Chief Fire Officer/ Chief Executive

Moira Bruin

Deputy Chief Fire Officer

Chris Parker

Director of Operations

Emily Cheyne

Assistant Director
Communications, Marketing and Brand

Colette Black

Director of People Services

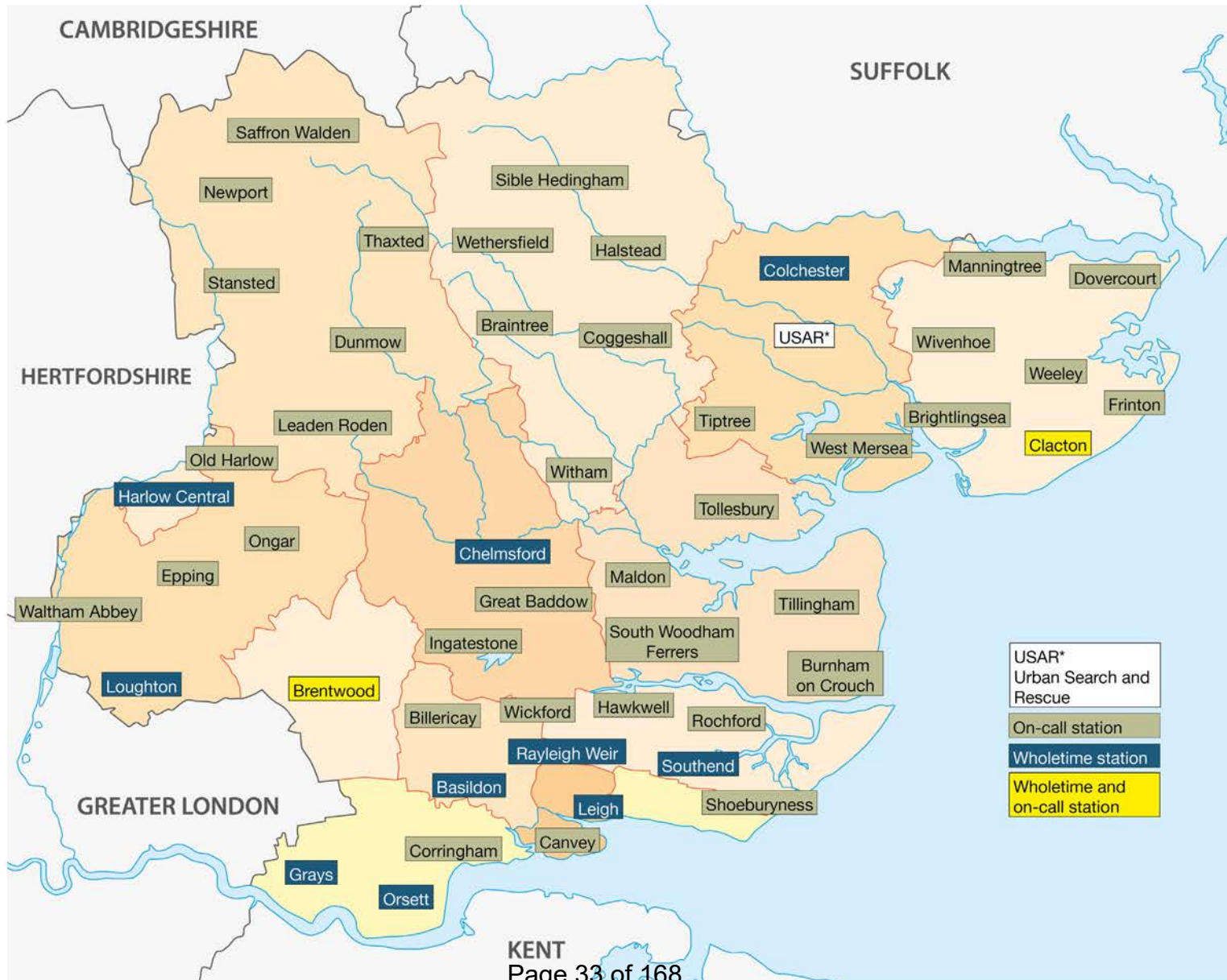
Karl Edwards

Director of Corporate Services

Neil Cross

Chief Finance Officer
Section 151 Officer

Our Fire Stations



Our Strategic Priorities

Fire and Rescue Plan

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

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

In this Annual Report and Statement of Assurance, we will provide an overview of our progress against the Fire and Rescue Plan priorities.

Fire and Rescue Plan Priorities

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

Integrated Risk Management Plan

Our Integrated Risk Management Plan (IRMP) is part of our overall Fire and Rescue Plan and guides the priorities in our annual Strategic Plan.

It sets out how we intend to put in place our aims for Essex County Fire and Rescue Service. It identifies how we manage risks in Essex, protect our communities and respond to fires, all against a backdrop of financial challenges.

Our risks and demands in Essex, like the rest of our country, continue to change, which means that we need to regularly review our priorities and activities so that we actively respond to our community's needs.

An IRMP is a plan that assesses fire and rescue related risk and sets out how we plan to lessen these risks to ensure we deliver the right resources at the right time, in the right place.

Our plan covers four years (2020-2024) and will:

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

A Snapshot of Our Year



Jun 2021 - Celebrating Essex Pride



Jun 2021 - Our Service signs Incident Support Unit agreement with Salvation Army



Jun 2021 - Cadets Duke of Edinburgh Bronze



Jul 2021 - Waltham Abbey converts to an On-Call Station



Jul 2021 - Nine On-Call Firefighters join Canvey



Jun 2021 - Epping, Harlow and Loughton take part in water exercise



Jul 2021 - Firefighters and Prevention deliver water and road safety advice



Aug 2021 - Canvey give advice to 4,000 residents living in caravans



Oct 2021 - Fleet Services win national award - Employer of the Year



Oct 2021 - the Service pays tribute to Sir David Amess MP



Nov 2021 - Bailey joins from the Dogs Trust, as search and rescue dog



Nov 2021 - crews visit new high rise blocks

April 2021 - March 2022



Nov 2021 - Observing Armistice Day



Dec 2021 - Firefighters Francesca and Lyndsey represent England FRS Rugby



Jan 2022 - Rick Hylton becomes CFO and Moira Bruin becomes DCFO



Feb 2022 - Harlow crews helping six-year old in cancer battle



Mar 2022 - We supported Ukraine through collections, delivering two lorry loads of donations to Poland, charity car washes and giving kit to the NFCC.



Jan 2022 - Grace received award for her bravery during a kitchen fire



Feb 2022 - Storm Eunice - an exceptional day for our Service



Mar 2022 - biggest Long Service and Good Conduct event held



Mar 2022 - Epping and Billericay crews were guests at a royal visit at Ambulance new airbase.

01 | Prevention, Protection, Response

We plan and provide effective and efficient prevention, protection and response activities, so our communities continue to have confidence in us.

We aim to build on previous successes to reduce fires through our prevention and protection activities, reducing the need for emergency interventions across Essex. However, when an emergency response is needed, it will be timely, professional, and appropriate.

We will be innovative in our methods to make sure we are prepared to respond and that our people and resources are appropriate to the risk. The prevention and protection work we carry out will be targeted to reduce vulnerability and risk to those most in need.

Prevention

We are committed to improving the overall safety of our public, our people and environment by preventing fires and other emergencies from occurring in the first place. By doing this, we can make Essex a safe place to live, work and travel.

Our prevention workstreams:

- Live safe (accidental dwelling fires/deliberate fires)
- Be road safe
- Be water safe (flooding, drowning)
- Safeguarding



How we deliver prevention

Operational and community risk management considers local risk and raises awareness to the communities of the services we offer.

Essex is split geographically into north and south groups. In each group our Operational and Community Risk Teams and operational crews provide prevention activities locally to raise awareness and provide advice to their communities.

Central to this delivery is attendance and representation within the community safety partnerships, the combined resources of the partnership have the focused ability to tackle key issues facing the local community.

Specialist intervention assess intelligence led risk and designs a person centred early intervention.

Prevention

Accidental Dwelling Fires

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

2021 - 2022	725
2020 - 2021	738
2019 - 2020	787
2018 - 2019	831

Injuries and Fatalities

	Primary fire fatalities	Primary fire injuries
2021 - 22	10	79
2020 - 21	5	67
2019 - 20	3	66
2018 - 19	4	68



Case Study | Safe and Well Officers

Our Safe and Well Officers receive exceptional feedback.

Our Safe and Well Officers visit a huge variety of residents, many who are vulnerable, to make sure they are living as safe and well as possible.

When 101 residents they helped were asked if they would recommend a visit to a friend or family member, 92% strongly agreed and 8% agreed.

When asked: “How did you find the experience on a scale of 1 to 10?”, the average score was 9.6.



Going the extra mile

Claire McGeoch, Safe and Well Lead, said: “We’ve got group of really good people who consistently go the extra mile. Some of the people we visit just need someone to talk to, and our team always makes time.

“The ultimate goal is to get to the disconnected, vulnerable people who are really isolated, because we know they are at higher risk of harm.”

Our Safe and Well Officers each carry out about 20 to 25 visits a week – they are free and personalised. Referrals come from family and friends, colleagues, healthcare professionals and other agencies.

The team carry out fire safety checks and give advice about smoking, candles, testing fire alarms regularly and having an escape plan and clear route.

They also carry out visits for people with hearing impairment and fit sensory smoke alarms.



Photo: vibration device linked to smoke alarm

The team are qualified Essex Care Limited assessors, so they can organise equipment like fire retardant bedding and grab rails. They are also trained to offer advice on home security.

Our Home Safety Information team plays a vital role in keeping vulnerable residents safe. Every week they deal with an average of 299 phone calls and emails and make an average of 313 calls.

They triage the contact depending on the risk. “Gold” cases are contacted within 24 hours for example.

Case Study | Safe and Well Officers

'If you smell gas, it's an emergency'

In December 2021, Safe and Well officer Peter Glover shared life-saving advice after helping to prevent a potentially dangerous gas incident.

Peter was visiting a house in Chelmsford to replace smoke alarms and provide safety advice. He smelt a strong odour of gas as he approached the property.

He could not smell gas inside, but the occupants said they had also noticed the odour outside.

Peter said: "I asked them to phone the emergency gas number – 0800 111 999 – and report the smell to Cadent, which they did immediately.

"Cadent arrived in about 30 minutes and, after giving my advice and replacing the smoke alarms, I left them in the engineer's hands.

"I telephoned the occupants later and they confirmed that there was a gas leak on the public footpath just outside their property.

"This just goes to show that any continuous smell of gas, whether it's inside or outside your home, should be treated as an emergency.



Better safe than sorry

At Peter's second visit on the same day, he discovered a gas cooker had melted a small area of the plinth separating it from the washing machine.

He said: "It may have been caused by a damaged seal around the oven door or a poorly positioned gas cooker that is now a fire risk.

Peter was thanked in June this year after he advised a resident in Pitsea to contact Cadent during a Safe and Well visit after she smelt gas. An engineer found a leaking gas pipe in the living room.

If you know someone who would benefit from advice, call 0300 303 0088 or email home.safety@essex-fire.gov.uk

Protection

Our priority is to protect businesses, people, the local economy and the environment from fire and wider community-related risks.

Our protection work is guided by the duties placed on us by the Fire and Rescue Services Act 2004 and the Regulatory Reform (Fire Safety) Order 2005.

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

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

As with all fire and rescue services, we have reviewed our policies and

procedures in line with the outcomes of the Grenfell Tower Inquiry reports.

The Service has undertaken a Building Risk Review which has provided a much more detailed picture of the buildings in Essex and their level of risk.

Focusing on those at the highest risk, our Protection team has completed 1,071 full audits and 113 desktop audits out of a total of 6,759 jobs.

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

- Inspection and audit
- Statutory consultations



Case Study | Sprinklers

Continuing our Commitment to Fund Sprinklers

Our Service has contributed to funding for the installation of sprinkler systems at a number of premises in Basildon and Harlow, helping to keep residents as safe as possible in their homes.

Since 2013, our Service has part-funded and supported the retrofitting of sprinklers in a number of high-risk premises in Essex.

Installation has been completed at Joseph Rank House, a high-rise block of flats in Harlow, while seven housing estates in the Felmares area of Basildon are the latest properties to be awarded match funding of £70,000.

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

Sprinklers on charity's lightship

Our Service has part funded a sprinkler system on a charity's lightship moored off Tollesbury.

Fellowship Afloat Charitable Trust's converted lightship, Trinity, is a floating residential centre which is used by school, youth, church and special needs groups, and can accommodate up to 48 guests in 16 cabins.

It's the first time our Service has put funding towards sprinklers on a ship. In terms of fire safety, a suppression system was the best answer. A suppression system brings the temperature down and limits the fire to the place of origin, giving the maximum time for occupants to get off the ship.

Sprinklers extinguish chip pan fire in hostel

As a part of our sprinkler match funding initiative, 10 hostels in Southend have sprinklers installed. This year, there was a chip pan fire in one of these hostels.

The sprinkler head was situated on the wall just offset from the cooker. It activated and extinguished the fire.

There was no visible heat damage to the adjacent kitchen units, and there was no spread beyond the room of origin.

No one was hurt in the incident and no one was made homeless as a result of the fire.



Response

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

To make sure we can respond effectively we have a modern fleet of fire appliances, including specialist appliances such as aerial ladder platforms, heavy rescue pumps, incident command units and water rescue units.

We also have equipment, vehicles and firefighters who support fire and rescue services across the country, which include urban search and rescue, high-volume pump, hose layers and tactical advisers.

Incident numbers across Essex over the last five years

	Total	Fires	Special service	False alarms
2021 - 2022	15,418	3,744	5,221	6453
2020 - 2021	14,340	4,200	4,088	6,052
2019 - 2020	15,243	4,720	4,521	6,002
2018 - 2019	15,515	4,938	4,283	6,294
2017 - 2018	15,566	4,769	4,485	6,312

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

2021-2022	10 minutes 17seconds
2020-2021	10 minutes 14 seconds
2019-2020	10 minutes 6 seconds
2018-2019	10 minutes 26 seconds

First attendance to 90% of all incidents within 15 minutes

2021-2022	85%
2020-2021	85%
2019-2020	87%
2018-2019	87%

The Essex Police, Fire and Crime Commissioner Fire and Rescue Authority has set response standards for the attendance of fire engines at fires and other emergencies.

Our two response standards defined within our IRMP are in the two tables to the left.

Case Study | Service Wide Response

Storm Eunice

Friday 18 February was an 'exceptional day' for our Service.

Between 10am and 9pm, our Control colleagues and crews dealt with around 500 calls, with up to 100 calls an hour during the peak of Storm Eunice.



It was a real team effort and shows once again how Essex unites when faced with challenges.

Our emergency service, local authority and utility company partners as well as the people of Essex, all listened to our advice and messages and supported in anyway they could.

Crews and control room staff dealt with a wide range of incidents including collapsed and damaged buildings, large fallen trees, damage to power cables and small fires.



Fire at industrial unit

In January 2022, colleagues from across our Service responded to an incident at an industrial unit in Braintree which lasted more than three days. On attendance, our crews found a large industrial unit containing recyclable materials alight.

Our response was truly Service-wide. Crews from 27 different stations and 11 officers attended the scene, co-ordinated by our Control teams.

A range of out-of-hours support teams also assisted to ensure an efficient response across almost 76 hours, with the last crew leaving the site three days later.



Response

Control

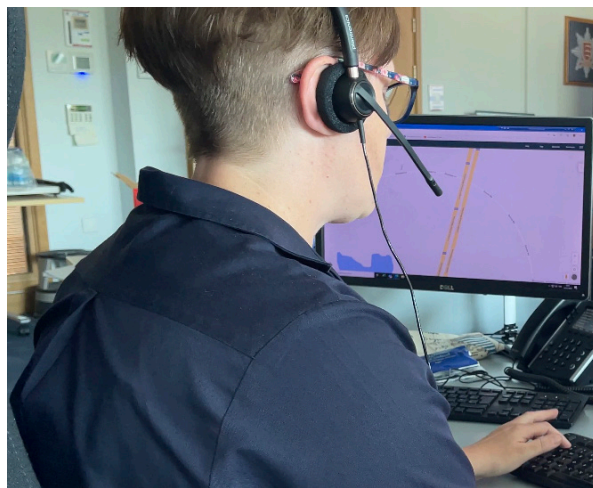
Service Control is responsible for answering 999 calls from members of the public, our partner agencies and our staff and, where appropriate, mobilising the appropriate response to the emergency.

Year	Calls	Incidents
2021 - 2022	30,115	15,418
2020 - 2021	28,651	14,340
2019 - 2020	30,542	15,033
2018 - 2019	32,595	15,513

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

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

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



Appliance availability

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

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

Photo below: CFO Rick Hylton with Control staff during International Control Room Week - Oct 21





02 | Improve the Safety on our Roads

We continue to work alongside partners in Essex as part of the Safer Essex Roads Partnership (SERP) to reduce the number of people killed on Essex roads.

In the last three years alone, 2,730 people were killed or seriously injured on Essex's roads. One quarter of those people were aged between 16-25, with other groups including motorcyclists and those over 85 also at significant risk.

Through a range of initiatives, we're working hard towards Vision Zero – an aspirational approach to tackle road risk.

Whether it's FireBike, FireCar, Virtual Reality goggles or Community Speedwatch, colleagues across our Service work hard to educate and inform people of the risks of dangerous driving, as well as how to be safe.

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



Case Study | Better Biking Course

Our FireBike motorcycle instructors have been thanked for holding a “professional” and “engaging” training session.

The team held a Better Biking Course with 14 motorcyclists on Sunday 18 July 2021. The course started at our Service Headquarters with a classroom session on risks, consequences and advanced riding theory and was followed by on-road riding assessments to develop advanced riding techniques.

Ben, one of the participants, said learning from the FireBike team was a great experience.

He said: “The day was spot-on and time very well spent. Your initial ‘classroom’ session was really engaging.

“The practical riding was great and the instructors did an extremely professional job in balancing the gap in skill levels between the motorcyclists.

“It was particularly beneficial having tutors who have spent so much time on the road and seen first-hand the consequences of little mistakes.

“Despite a long day and the punishing heat, I actually felt more alert and conscious of my environment while riding home.

“After attending the course I understood more and could see how to continue improving my safety and skills as a rider.”

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

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

A selection of courses, including advanced skills and on-road training, are available.

To book a place on a FireBike course :
firebike@essex-fire.gov.uk



03 | Help the Vulnerable to Stay Safe

Every year, thousands of people across Essex receive fire prevention advice and support to help keep them safer in their homes.

Whether that's through home safety visits, as part of events like Surround the Town, via our social media pages or through education schemes, like school visits and our Museum, it all makes a huge difference.

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

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

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

We offer two types of visit:

- A HFSC by firefighters, volunteers and Community Safety Officers. This visit gives people advice on fire safety around the home.
- A Safe and Well visit by trained Safe and Well Officers. This more in-depth visit aims to improve the health, well-being and provide crime prevention advice to the more vulnerable people in our communities

At the HFSC visit we ask five questions:

1. Do you have enough working smoke alarms, are they in the right areas and do you know how to test them?
2. Is there anything in your home that could make a fire more likely (eg do you smoke or use candles)
3. Is there anything that might make it more difficult for you to escape if there was a fire? For example does anyone here have a disability
4. If you were alerted to a fire in your home, would you and everybody you live with know what to do? What if there was a fire at night?
5. Do you have any other questions for us?





Measure	2021-2022	2020-2021	2019-2020
Total number of visits	6,645	4,346	7,718
Safe and Well visits	5,179	3,764	5,288
Standard smoke detectors fitted	8,441	5,865	8,459
Sensory smoke detectors fitted	1,125	753	1,307
Home safety doorstep interactions	291 *	762	N/A
Smoke detectors provided to public via doorstep drop offs	505 *	1,349	N/A

* Doorstep interactions and drop offs stopped in July 2021 as Covid restrictions lifted.

Number of individuals visited in the following vulnerable groups:	2021-2022	2020-2021	2019-2020
Over 65 years old	4,989	3,230	5,278
Who live alone	2,528	1,916	3,248
Who have a disability	2,480	1,663	3,053
Who live in social housing	319	243	525

03 | Help the Vulnerable to Stay Safe

Throughout the pandemic, more and more people across Essex have found themselves in difficult circumstances and needing support.

Often, that support isn't an emergency response – and a key role of our Service is making specialist interventions and offering safeguarding support before vulnerable people reach crisis point.

Education, Specialist Intervention and Safeguarding is an integral pillar of our Prevention Strategy. Our colleagues are helping keep hundreds of people in our communities, as well as your own colleagues, safe from abuse or harm.

In the last year, 1,149 referrals have been made to our Safeguarding team, including 360 from crews and other teams.

Each of those referrals was assessed, and almost every one showed good practice and a great understanding of safeguarding responsibilities.



This means 1,140 vulnerable people in our communities have received a person-centred approach by our Safeguarding team to mitigate the risk of significant harm.

Groups most at risk of fire: Adults over the age of 65, single adult households, lone parent households with dependent children, those with physical disabilities, people with mental health problems, aging populations, smokers, heavy drinkers and people that face significant deprivation.

Case Study | Essex Leading the Way

Safeguarding Fire Standard Essex is leading the way

A new video by the Fire Standards Board highlights that safeguarding is everyone's responsibility.

The Safeguarding Fire Standard aims to ensure that fire and rescue services are doing all that they can to protect their communities, colleagues and volunteers.

Donna Bentley MBE has led on this area of work as the National Fire Chiefs Council's Strategic Lead for Safeguarding and Head of Safeguarding at our Service and Cambridgeshire Fire and Rescue Service.

Donna said she is incredibly proud of how our Service has embraced safeguarding.

She said: "Our Service is a really good example of how training and awareness has made sure that risk of harm has been mitigated in our communities.

About 10 years ago, on average, our Service would have half a dozen safeguarding referrals a year. In the last three years we've completed 2,394 safeguarding referrals. They have been from crews, Prevention and Protection colleagues and other key partners.



04 | Promote a Positive Culture in the Workplace

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

Our People Strategy outlines how we will continue to attract, develop, value, involve and care for our colleagues, so that we have a safe and diverse workforce who we can support to perform well and who have access to excellent training.

We do these things so that we have a modern, forward-looking and innovative service that works together to anticipate and meet the changing needs of our communities.

Our focus is to continue developing a positive culture. As part of this work, we have continued to develop our staff networks, delivered dignity in our workplace facilitated sessions, engaged dignity at work champions, provided

training for people impact assessments and neurodiversity training and coaching, and have focused on diversity data declarations. Where concerns do arise, we have continued trying to resolve these early via informal resolution where it is appropriate to do so.

We know that when our people are genuinely valued in the workplace, they are more likely to be committed to their work and to be a good representative of our Service. We recognise that we need to continue refreshing and reinforcing our expectations of behaviours.

Core Code of Ethics

In 2021, the National Fire Chiefs Council, Local Government Association and Association of Police and Crime Commissioners published the Core Code of Ethics for Fire and Rescue Services.

We have embedded them into our Code of Conduct. The five ethical principles includes behaviours designed to help Fire and Rescue Service colleagues act in the best way towards each other and while serving the public.



Case Study | Record Year for Training

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

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

Record year for Operational Training Department was a real team effort

Our Service has trained a record number of recruits in 2021 – and it has been a real team effort.

A total of three wholetime and 11 on-call squads have completed their training, with the latest wholetime recruits passing out in December 2021.

The figures are all the more remarkable considering the impact the COVID pandemic has had.

Temporary Station Manager Jason Gould and Station Manager Dan Kirk have thanked everyone involved.

Jason said: “It has been an incredibly busy year for the Operational Training Department. To deliver a record number of courses, we have had to develop new ways of working and really work as one team.

“We’d like to pay a special thanks to all those colleagues and teams who support our recruits from point of entry to starting at our Service Training Centre to eventually arriving on stations.”



Case Study | Inclusive Employers Standard

Accredited as an Inclusive Employer

In March 2022, the Service achieved bronze status in the Inclusive Employers Standard - another important step for our inclusion, diversity and equality work.

The standard, which is only awarded to a handful of organisations in both the public and private sectors, helps us to assess how effective our inclusion work is and provides detailed feedback to enable further development and progress of our Inclusion and Diversity priorities.

Our Service joined the likes of Asda, Sony, Bank of England and Serco in receiving the accreditation.

Colette Black, Director of People Services, said: "To achieve bronze status is a great step forward for our Service

and recognises the commitment we are making to valuing all our people. We are on an exciting journey to becoming a more diverse and inclusive place of work that represents the people of Essex."

Colette added: "This independent verification shows that we have strong foundations in place and provides a clear plan for us as a Service to achieve silver and gold in the future."

The Inclusive Employers Standard supports organisations to assess progress with their inclusion journey and award those meeting the Inclusive Employers Standard with accreditation. It is an evidence-based, objective, accreditation tool for assessing and promoting inclusion in the workplace developed and run by Inclusive Employers.

Rupert Moyne, MD - Corporate Services at Inclusive Employers, said: "Huge congratulations to all of the amazing organisations who took part in the latest round of the Inclusive Employers Standard.

"This round saw almost one third of participants coming from organisations that had taken part previously and wanting to measure the progress they have achieved since the last time (and looking to improve their accreditation level).

"The great thing about the Inclusive Employers Standard is that participation works for organisations at all stages of their journey to workplace inclusion."

Case Study | Inclusive Events



Breaking the bias on International Women's Day

Our online International Women's Day conference held on 8 March was a huge success with over 300 colleagues from across the three emergency services as well as the Office of the Police, Fire and Crime Commissioner..

This year's #BreakTheBias theme looked to recognise the inequality that still exists for women. The conference provided the opportunity to listen to experiences from both women and men working in the emergency services.



International Day Against Homophobia, Transphobia and Biphobia - May 2021

Colleagues from the East of England Ambulance Service NHS Trust, Essex Police and the Office for the Police, Fire and Crime Commissioner for Essex, and our Service shared their best practice for creating an inclusive workplace.

The event was organised by each service's LGBTQ+ staff support network and event attendees heard from speakers about creating more inclusive workplaces. Attendees also attended workshops about hate crime and mental health in the LGBTQ+ community.



Muhammad shares safety advice at Punjab Cultural Heritage Day

Community Safety Officer Muhammad Ahsan visited Thetford in Norfolk to celebrate Punjab Cultural Heritage Day.

The regional event was organised in collaboration with Thetford Council and Essex Cultural Diversity Project, a voluntary organisation, which works to promote harmony among different communities.

Case Study | Recognising our People

A year of celebrations!

From national recognition to the biggest Long Service and Good Conduct Awards we've held to date. From recognising our staff at our People Awards, to Chief Fire Commendations, celebrating those colleagues who have gone above and beyond. We know that rewarding and recognising our people is part of a positive, kind culture. And it's been a record year of recognising and celebrating our people!

Asian Fire Service Association (AFSA)

The annual AFSA Awards took place in November and our Service was shortlisted for two categories.

Well done to Sarah Taylor, Head of ICT – Equality role model of the year and to the Collaboration Team/ recruitment campaign – Positive Action Award.

FIRE Magazine

Excellence in Fire and Emergency

In December 2021, we were recognised and shortlisted for three Inclusion and Diversity categories at the Excellence in Fire and Emergency Awards.

Well done to Donna Bentley - Head of Safeguarding - nominated for Most Influential Woman in Fire and Matthew Hill - Education and Specialist Interventions Manager - nominated for Most Influential LGBTQ+ Individual in Fire (both pictured centre below)



In addition, our Service, Essex Police and the East of East England Ambulance Service was shortlisted for the Emergency Services Collaboration of the Year award for the joint International Day Against Homophobia, Biphobia and Transphobia conference.

Celebrating our People Awards 2022

This year we were able to get together once again and celebrate our people. Our annual People Awards were held in March 2022 and we recognised our People Award runners up and winners, Chief Fire Officer Commendations, and we also celebrated firefighters from Squad 220 who were not able to have a passing out ceremony due to the pandemic.

Biggest ever Long Service Event

Our biggest ever Long Service and Good Conduct Ceremony was held in March 2022.

Colleagues who have served 20, 30, 40 years and beyond in the fire service were presented with their Long Service and Good Conduct medals and Long Service awards by Her Majesty's Lord Lieutenant of Essex, Mrs Jennifer Tolhurst at a special ceremony.

Family, partners, friends and colleagues joined the celebrations for a very special evening of long service achievements.



Photo above: Long Service and Good Conduct Award Recipients
 Photo below: People Awards 2022 Winners



Chief Fire Officer Commendations

The Chief Fire Officer Commendation is awarded when an individual, or team have shown courage and determination and have gone beyond the call of duty.

This year we recognised 16 colleagues who all went above and beyond. From firefighters who undertook life saving actions, to a fire cadet who helped a man who was unwell outside Tesco.

Jack has been a Fire Cadet with our Service for the last five years.

Jack explained: “I was made aware of a man lying in the road outside the store having taken ill. The training I’ve received as a Fire Cadet kicked in. I helped the man inside to better assess him and called 999 for an ambulance. I got a First Aid kit and a defibrillator ready.”

Jack is the first Fire Cadet in our Service to receive a CFO Commendation, and is a shining example of the success the Fire Cadets bring to our Service and our communities.

05 | Develop and broaden the roles

#WeAreEssexFire #NotJustFires

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

We also work with our partners and play a huge role in tackling wider social issues by creating a number of intervention programmes that can influence positive behaviour change.

ECFRS has been recognised nationally and internationally for its innovative approach to community engagement and supporting some of the most vulnerable members of the community.

Special Services

A special service is where we respond to emergencies other than fires. These can include flooding incidents, road traffic collisions, rescues from water, building collapse, making dangerous structures safe, spill of hazardous materials, providing assistance to other partners and agencies.

In 2021- 2022 we responded to 5,221 special services.

The five most frequent special services we provided were:

- Assistance at road traffic collisions
- Affecting entry (collapsed behind closed doors)
- Assisting other agencies
- Making safe (for example - dangerous structures, fallen trees, building collapse)
- Flooding

70 Rescue Incidents in 24 Hours

Our Service was called to more than 180 incidents in January 2021, after heavy rain caused widespread flooding.

Our Control Room took three times the average number of calls over 24 hours. The team dispatched crews to about 70 rescue incidents which included a dog who had been swept away in a river, a number of flooded properties as well as road traffic collisions.

The team also received about 90 calls from homeowners and drivers who were experiencing the effects of the flooding, but were not at life risk.

On-call firefighters helped prevent flood water entering 12 houses after the River Brain burst its banks. The crews worked with on-call firefighters from Maldon, who brought specialist equipment to help pump the water away from the houses, and the Environment Agency.

and range of activities undertaken by the Service

Crews delivering prevention and protection

Following the easing of the pandemic restrictions, our firefighters are visiting the homes of our communities once again, and delivering home safety advice as well as fitting smoke alarms.



We're committed to keep increasing the number of these visits, and are tracking our home safety visits and safe and well visits, to ensure we meet the national average.

Our crews also carry out fire safety inspections and audits. This is where they visit businesses and buildings, assessing how well the premises are managed with regards to fire safety.

In 2021 - 2022, our firefighters completed 1,267 Home Fire Safety Checks, and 3,391 Protection jobs.



Continuing to make a Difference | Covid

2021 - 2022 saw our Service continue to support our health partners in the fight against Covid.

From delivering lateral flow tests, supporting vaccination centres or administering vaccines - our colleagues helped more than 36 million people in the UK to have a booster dose.

Kieron Moir, who has been co-ordinating our volunteering, said: "The phrase 'every little helps' really is true. Every vaccination and every effort to keep a centre open makes a genuine and real difference to the first line of defence against COVID-19 in Essex.

"Our people, and volunteers from other organisations, have been key to plugging gaps and providing additional resources – and the NHS is hugely appreciative."

Statutory Requests

We have responsibilities to process and respond to statutory requests made under the Freedom of Information Act (FOI), Environmental Information Regulations and Data Protection Act.

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

2021-2022 statutory requests

- 410 Environmental Information Regulation (EIR) Requests.
- 130 Freedom of Information (FOI) requests.
- 12 Subject Access Requests (SAR)

Performance monitoring and management framework

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

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

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

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

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

Performance measures

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

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

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

Open Communications

The way in which we communicate is crucial to how the Service is perceived by stakeholders and plays a lead role in developing our public profile and reaching our communities to make them safer.

Our communication is used to raise awareness, correct inaccurate information or “fake news”, campaign for behaviour change and support positive action recruitment. Our communication, marketing and brand team works in partnership with colleagues, the public and our partners to deliver campaigns which make a difference to our communities and our people.

We use a range of channels to communicate with the public. We check in with our public and employees through a range of polls and surveys, to ensure that we are telling a narrative that people want to engage with, in a way that is accessible and favoured by them.

Communications in ECFRS also specifically supports and delivers against operational activity and priorities as set out in the Integrated Risk Management Plan (IRMP) and Fire and Rescue Plan.

External communication statistic headlines

1,269,497	visits essex-fire.gov.uk
199,452	visits join.essex-fire.gov.uk
71,349	total social media followers
49.3m	total social media reach
152,271	total social media clicks
724	press enquiries
121	press/ news releases issued
358	incidents published on website
2,089	subscribers to newsletter

07 | Collaborate with our Partners

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

Estates Strategy

Where possible, we look to design and develop collaborative and shared services. We are looking at the feasibility to have a fully collaborative fleet workshop for Police and Fire – subject to a full business case.

We also work with East of England Ambulance Service to enable a number of Ambulance Response posts from Fire Station sites, which is making better use of shared estate and improving how we work together.

Essex Resilience Forum (ERF)

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

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

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

Read more about the ERF here:
www.essexprepared.co.uk



ECFRS Working with ECC Essex Open Data

We have been working with Essex County Council (ECC) Data and Analytic team to publish our incidents data on the Essex Open Data platform to proactively address the demand created by FOIs.

By working with ECC, we have improved how our Service sees and uses data.

Our Service is increasingly using this data to inform the decisions we make. For example, we've created a dashboard that helps us to reduce the risk of accidental house fires.

We want even more of our colleagues to use data in their roles, we want to increase the number of partners we work with, and we want to be at the forefront of using data to keep our communities even safer.

Case Study | USAR shares skills with Ambulance

Urban Search and Rescue Team hosts training with Ambulance Service

Our Urban Search and Rescue (USAR) team has hosted a series of training sessions to share its skills with Ambulance Service colleagues.

Eight sessions were delivered for the Hazardous Area Response Team (HART), paramedics who are trained to work as part of a rescue team, at USAR's site in Lexden, Colchester.

USAR colleagues met with the Essex HART team, giving demonstrations, noise/confined space training and equipment and rescue awareness.

Activities included being lowered into a confined space and working in a tunnel with power tools operating.

Training like this for HART and USAR is beneficial as it helps to build relationships.



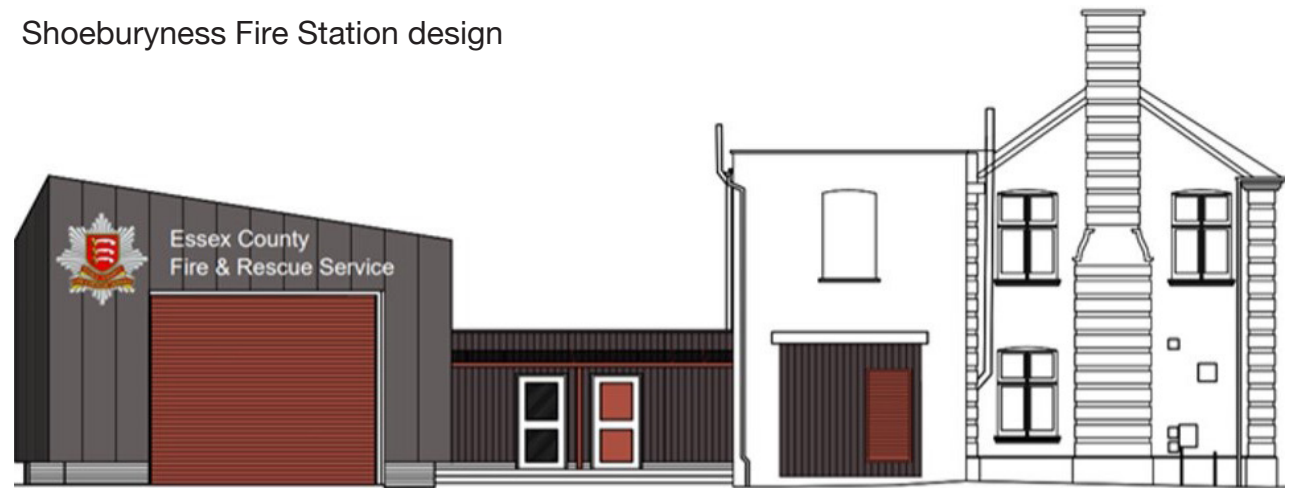
08 | Make Best Use of our Resources

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

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

The Statement of Accounts includes an Annual Governance Statement that sets out a review of the key financial controls. The Draft Statement of Accounts for the financial year that ended on 31 March 2022 was published June 2022.

Shoeburyness Fire Station design



Proposed South West Facing Elevation

The Authority's core budget before funding is £80.35m. In addition, the Authority committed £1.83m from Earmarked Reserves to fund one-off investments, making a total budget spend of £82.18.

Funding

60% of the Authority's funding is from the Council Tax collections across the districts in Essex, and the unitary authorities of Southend-on-Sea and Thurrock. The precept remained at £73.98 for a band D council tax property. The balance of funding is provided by central government, through a share of non-domestic rates, revenue support grant and other specific grants.

Capital and investment

Estates Programme

We are investing in our Estates Programme to ensure that we have modern, fit for purpose Fire Stations that promote inclusive working for all of our people and ensure that their working environment helps them to be the best they can be.

The Authority has invested £1.16m in our property portfolio, mainly on fire stations and training facilities. The planned capital programme includes £0.9m for the redevelopment of Shoeburyness Fire Station and £1.7m for the refurbishment and modernisation of Breathing Apparatus training facilities.

The budget included £2.3m for the delivery of 10 new fire appliances in the year. Supply chain issues resulting from the current economic situation has resulted in significant delays in the delivery of the appliances.

£1.4m of expenditure was incurred in the year, and the remaining spend will be incurred in 2022/23 where all 10 new Fire Appliances will be delivered.

Digital and Data Strategy

We are investing in technology to enable more efficient and innovative working practices. This include a new 999 mobilising system which is set to go-live in April 2023, and a new Workforce Management System which enables better planning and use of resources. We are also upgrading all of our Wide Area Network (Broadband) to all Fire Stations improving connectivity through digital platforms.

There was a spend of £0.3m on ICT and operational equipment, including investment in the new Control system. The procurement has been completed in the year and the capital spend on this project will be incurred in 2022/23.

Expenditure

Core Employment Costs for 2021/22 were £59.31m which is an overspend of £1.43m compared to Core Budget. The key reasons are:

- £0.95m resulting from unbudgeted pay awards that were made in year
- £0.5m unbudgeted additional shift work

Core Total Other Costs (non pay) for 2021/22 are £22.53m, which is £1.1m lower than the core budget for the year.

Procurement

In October 2021, the Authority embarked on a procurement department transformation. This has resulted in the Authority adopting a category management approach and upskilling the team, to ensure value for money is achieved through its procurement function. The transformation is set to be completed by the middle of next year.

2020-2021	Description	Core actual £000	Earmarked actual £000	Total actuals £000	Core budget £000	Earmarked budget £000	Total budget £000	Core budget variance £000	Earmarked budget variance £000	Total budget variance £000
Actual £000										
35,425	Wholetime firefighters	35,052	437	35,489	34,061	279	34,340	(991)	(158)	(1,149)
7,064	On call firefighters	7,522	39	7,561	7,081	-	7,081	(441)	(39)	(480)
1,615	Control staff	1,575	-	1,575	1,568	-	1,568	(7)	-	(7)
14,937	Support staff	14,985	620	15,605	14,985	89	15,074	0	(531)	(531)
59,051	Total Employment Costs	59,133	1,096	60,229	57,695	368	58,063	1,438	(728)	(2,166)
2,135	Support costs	2,161	199	2,360	1,838	310	2,148	(323)	111	(212)
10,439	Premises & equipment	9,862	484	10,346	10,024	-	10,024	162	(484)	(322)
2,869	Other costs & services	3,065	81	3,146	3,278	-	3,278	213	(81)	132
2,253	Ill health pension costs	2,212	-	2,212	2,278	-	2,276	64	-	64
5,370	Financing items	5,229	-	5,229	6,215	-	6,215	986	-	986
23,066	Total other costs	22,530	763	23,293	23,631	310	23,941	1,101	(453)	648
	Investment in productivity improvement		-	-	-	1,151	1,151	-	1,151	1,151
82,117	Gross expenditure	81,664	1,859	85,523	81,326	1,829	83,155	(338)	(30)	(368)
(1,439)	Operational income	(1,650)	-	(1,650)	(975)	-	(975)	675	-	675
80,678	Net expenditure before funding	80,012	1,859	81,871	80,351	1,829	82,180	339	(30)	309
	Funding									
(7,833)	Government grants	(7,637)	(135)	(7,772)	(6,386)	-	(6,386)	1,251	135	1,386
(8,473)	Revenue support grant	(8,511)	-	(8,511)	(8,520)	-	(8,520)	(9)	-	(9)
(16,919)	Non domestic rates	(16,901)	-	(16,901)	(16,519)	-	(16,519)	382	-	382
(543)	Council tax collection amount	(80)	-	(80)	(80)	-	(400)	(320)	-	(320)
(47,765)	Council tax precepts	(47,796)	-	(47,796)	(47,796)	-	(47,451)	345	-	345
37	Collection fund adjustment amount	3	-	3	-	-	-	(3)	-	(3)
71,343	Total funding	(80,923)	(135)	(81,058)	(79,276)	-	(79,276)	1,647	135	1,782
(818)	Funding Gap/ (surplus)	(910)	1,724	814	1,075	1,829	2,904	1,985	105	2,090
-	Contribution to/ (from) general bals	-	135	135	-	-	-	-	(135)	(135)
(64)	Contribution to/ (from) earmarked res	123	(1,859)	(1,737)	-	(1,829)	(1,829)	(123)	30	(92)
(64)	Contribution to/ (from) reserves	123	(1,724)	(1,601)	-	(1,829)	(1,829)	(123)	(105)	(228)
(882)	Net Gap/ (surplus)	(787)	-	(787)	1,075	-	-	1,862	-	1,862

Our Service in Numbers



30,115

Total calls to Control
2021-22



5-Year Trend



10

Fatalities (from Accidental
Dwelling Fires)
2021-22



5-Year Trend



15,418

Total incidents attended
2021-22



5-Year Trend



79

Injuries from fire
2021-22



5-Year Trend



3,744

Total fires
2021-22



5-Year Trend



5,179

Total Safe & Well visits
2021-22



5-Year Trend



6,453

Total false alarms
2021-22



5-Year Trend



9,566

Total alarms fitted
2021-22



5-Year Trend



725

Accidental dwelling fires
2021-22



5-Year Trend



4,580

Inspections completed
2021-22



5-Year Trend



Statutory Responsibilities

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

Fire and Rescue Services Act 2004

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

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

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

Civil Contingencies Act 2004

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

Fire and Rescue National Framework for England

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

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

- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
- Identify and assess the full range of foreseeable fire and rescue risks their areas face
- Collaborate with emergency services and other local and national partners to increase the efficiency and

effectiveness of the service they provide

- Be accountable to communities for the services they provide
- Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

Regulatory Reform (Fire Safety) Order 2005

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

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

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

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

Localism Act 2011

The aim of the Localism Act was to devolve more decision making powers from central government back into the hands of individuals, communities and councils.

The Act covers a wide range of issues related to local public services, with a particular focus on the general power of competence, community rights, neighbourhood planning and housing.

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

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

Fire and Rescue National Framework for England

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

- The priorities within the framework are for fire and rescue authorities to:
- Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents
- Identify and assess the full range of foreseeable fire and rescue risks their areas face

- Collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide
- Be accountable to communities for the services they provide Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

Equality Act 2010

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

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

To improve the recruitment, retention, progression, development and experience of the people employed by Essex County Fire and Rescue Service

to enable the organisation to become an inclusive employer of choice.

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

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

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

To ensure that all staff are treated with dignity and respect and have a workplace that is free from harassment and bullying by changing the culture

of the organisation to one that is genuinely inclusive. All employees are high performing because we value their differences, which includes gender or gender identity, race, or religion, ethnic origin, sexual orientation, disability, age, marital status, pregnancy, caring responsibilities or membership of a trade union.

To seek external review, challenge and accreditation of ECFRS' actions as an employer by actively participating with relevant equalities standards and benchmarks including the Fire and Rescue Service Equality Framework.

These objectives were adopted on 1 March 2018. They were approved by the Inclusion and Diversity Steering Group and are in place until 28 February 2022.

We last reviewed these as part of creating our People Strategy 2020-24. The objectives are reflected in our People Strategy.

Data Protection Act 2018

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

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

The Act aims to:

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

Health and Safety at Work Act

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

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

Detailed health, safety and welfare specific arrangements, based on the Health and Safety Executive's methodology, are set out in our Health and Safety Policy and associated framework of policies, which take relevant legislation, guidance and industry best practice into account.

The policies provide employees with relevant and comprehensive information on the risks they face and the preventative and protective measures required to minimise them.

Quarterly inspections are carried out on all our premises and any defects are reported and monitored until completed.

There is a shared common understanding of the Service's mission, values and beliefs and a positive health and safety culture is fostered by the visible and active leadership of Senior Managers. Our Health and Safety Team continually develops and improves systems for monitoring and improving the effectiveness of our Health and Safety Management Systems. These processes include peer Health and Safety Audits.

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

Feedback and Recognition

Feedback

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

In 2019/20 we reviewed and updated our compliments and complaints and whistle-blowing policies.

This in part was to adapt our policy to incorporate our new Governance arrangements but also to ensure that members of the public had clear information on how they could complain to us and what level of service they could expect when they did.

Getting in touch

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

Compliments

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

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

20/12/2021, 22:50

I just wanted to say a massive thank you to the Grays team tonight. My water tank leaked which lead to my kitchen being flooded. The guys were amazing and even helped mop up and tidy my kitchen. I can't thank them enough. Hope you all have a very merry Christmas.

21/12/2021, 12:41

Complaints

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

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



Essex County Fire and Rescue Service

6 Jan · 🌐

Crews from Braintree [Braintree Fire Station](#) and Witham [Witham Fire Station](#) have been thanked by a grateful family for assisting and supporting them following a fire in a bungalow in Cressing, in November 2021.

If you live or work within 5 minutes of an on-call fire station, you could be an on-call firefighter too.

Find out more about the role at <https://orlo.uk/EYTnZ>



👍❤️👤 73



Helpful links

Essex County Fire and Rescue Service website

www.essex-fire.gov.uk

Police, Fire and Crime Commissioner website

<https://www.essex.pfcc.police.uk>

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

www.essex-fire.gov.uk/hmicfrs

Fire and Rescue National Framework for England

www.gov.uk/government/collections/fire-and-rescue-national-frameworkfor-england

Our Strategies - IRMP and Fire and Rescue Plan

https://www.essex-fire.gov.uk/About_Us/Our_Strategy

Be a FireStopper.

Deliberate fires destroy lives.



Essex County
Fire & Rescue Service

Tell us what you know

FireStoppers.

0800 169 5558



Agenda Item 6
Reference number: EPFCP/26/22

Report title: Police, Fire and Crime Commissioner Annual Report 2021-2022	
Report to: Essex Police, Fire and Crime Panel	
Report author: Roger Hirst (Police, Fire and Crime Commissioner for Essex)	
Date: 29 September 2022	For: Review
Enquiries to: Darren Horsman (Strategic Head of Policy and Public Engagement) Telephone: 07967 821067 Email: darren.horsman@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of report

This report provides the Police, Fire and Crime Panel with the PFCC's draft Annual Report for 2021 - 2022 (attached at Annex A).

The Police, Fire and Crime Panel has a statutory duty under section 28(4) of the Police Reform and Social Responsibility Act 2011 to review and provide feedback to the Commissioner on the Annual Report. Prior to the Panel meeting, a workshop has been held with Panel members to provide feedback to the Commissioner on an earlier draft of the report. This feedback has been incorporated and the changes are listed below.

2. Recommendations

That members of the Police, Fire and Crime Panel note the draft Annual Report for 2021 - 2022 and either agree this version or provide comment on its content.

3. Overview

This draft Annual Report for 2021 - 2022 is focused on the Commissioner's responsibilities around policing and crime. A separate report is presented to the Panel elsewhere on this agenda that covers the Commissioner's responsibilities around fire and rescue in his role as the Police, Fire and Crime Commissioner Fire and Rescue Authority.

The Annual Report covers progress against the priorities within the Police and Crime Plan 2021-2024.

As with previous Annual Reports, the attached report is fully aligned to the Statement of Accounts. This means that the content of the report was developed

alongside the Statement of Accounts and is independently audited as part of this process. The intention in taking this approach is to provide a fuller picture of the performance, both operational and financial, of Essex Police and of the Police, Fire and Crime Commissioner.

Due to a change in the audit requirements this year, the Statement of Accounts will not be fully completed until the end of October. However, comments have been received by the Auditors and changes incorporated into both the Statement of Accounts and the Annual Report. Given our ongoing conversations with the auditors it is highly unlikely any substantive changes will be requested to the Statement of Accounts that would be substantial enough to warrant an alteration to the Annual Report submitted to the Panel with this paper. Should this happen, the Panel will be advised.

The draft Annual Report reflects previous feedback from the Panel to include equality objectives and to present the document in a preferred style and approach. This year the Panel has also held a workshop prior to the Panel hearing where Panel members have provided early feedback to the Commissioner. This feedback is listed below, alongside an explanation of what the Commissioner has done as a result.

Page number	Suggested change	Comment / action
Throughout report	Pull-out text is hard to read and a clearer font should be used.	Pull-out text changed and infographics updated
Page 4	Update photo of the Commissioner Add April to year in intro	Done
Page 5	Explain what the SMSR survey is and what is being asked in the relevant question.	Done
Page 6	Add month to year	Done
Page 7	Explain SMSR reference Add month against all years referred to.	Done Done
Page 8	Add a line to reference that the global financial situation is evolving quickly and include reference to the date the report was written.	Done

Page number	Suggested change	Comment / action
Page 9	Add reference to the high rate of inflation in recent months.	Done
Page 11	Add months to dates, remove the pull-out quote and place more emphasis on the impact on community policing paragraph at the end of the page.	Page redesigned to place more visual emphasis on the neighbourhood policing element.
Page 15	Would have liked to see more about knife crime.	We discussed the relationship between knife crime and gangs. We included reference to knife crime when discussing the issues in this area and changed the photo to one showing a new knife bin.
Page 22	Photo doesn't seem to have any meaning.	Photo replaced with a stock image relating to violence against women and girls
Page 23	Change "women" to "woman" or "women and girls" Add date to year	Changed to "woman" Done
Page 28	Change photo as overused in other documents	Done
Page 33	Add month to year	Done
Page 43	Add month to year	Done
Page 51	Text runs in the wrong order with too much emphasis on strategies and not enough on people.	Order changed.

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

shared with the Panel prior to publication.

Appendices

Annex A – DRAFT Police, Fire and Crime Commissioner for Essex Annual Report
2021 - 2022



ANNUAL REPORT

2021-2022 >>>>>>



04



Police, Fire and Crime Commissioner's Report

06



Chief Constable's Report

08

Report of the Chief Financial Officer, PFCC

▼	Further investment in crime prevention	10
▼	Reducing drug driven violence	14
▼	Protecting vulnerable people and breaking the cycle of domestic abuse	18
▼	Reducing violence against women and girls	22
▼	Improving support for victims of crime	24
▼	Protecting rural and isolated areas	28
▼	Preventing dog theft	30
▼	Preventing business crime, fraud and cyber crime	32
▼	Improve safety on our roads	34
▼	Encouraging volunteers and community support	38
▼	Supporting our officers and staff	40
▼	Increasing collaboration	42
▼	Performance Framework	44

Police, Fire and Crime Commissioner's Report

The last year has seen the continuation of our investment programme in Essex Police. This has already resulted in Essex Police growing by more than 700 officers since April 2016 and we have provided funding for this growth to reach 900 additional officers, meaning we will have 3,755 in total by March 2023. This will be the highest number of officers that we have ever had in Essex. During the year, we have also taken stock of the progress we have made, the changing context we operate within, not least the impact of COVID-19, and worked with partners and the public across Essex to set out a new ambitious strategy to get crime down, protect the vulnerable and support victims of crime that is set out in the published Police and Crime Plan 2021-2024.

> **Roger Hirst** welcoming new officers to the Essex Police Force



Our new priorities build on the progress we have made over the last five years, in particular the **growth in officers, the focus of working with communities to get crime such as anti-social behaviour, burglary and theft down, and our work to tackle domestic abuse and drug-driven violence**. They also go beyond our previous priorities to set out more clearly our ambition to tackle violence against women and girls, protect the vulnerable and use the extra capacity our investment programme has delivered to shift the main focus of Essex Police from responding to incidents to preventing them in the first place.

Overall, levels of crime have increased over the last five years as new forms of crimes such as stalking, controlling and coercive behaviour have been added to the statute books and started to be used more commonly. Our work encouraging victims to come forward and report domestic violence means we now have a much better idea of the actual level of domestic violence in society, while we have seen a continued increase in the levels of violence driven by drugs.

At the same time, our response to burglary, theft and anti-social behaviour has led to significant year-on-year reductions showing that where we can focus and implement a clear strategic approach to tackling certain types of crimes, we can get these crimes down consistently.

These trends over the last five years have been significantly impacted by the COVID-19 pandemic and the lockdowns imposed to control its spread. Overall, crime levels fell significantly as shops closed and our movements were significantly reduced. Essex Police also used this time to take significant enforcement action on organised gangs, drug dealers and county lines, successfully targeting and closing down entire lines. The increased use of Domestic Violence Protection Orders and other proactive preventative tactics were also put to good use and had a positive impact.

We also knew that as many people were locked up in their homes, there was an increased risk that vulnerable people could become victims of crime and increased funding was channelled into supporting services, helplines and tailored interventions to prevent this being the case, if at all possible.

> *The Police, Fire and Crime Commissioner out on patrol with the Community Policing Team in Witham*



As the national vaccination programme progressed during 2021 and we slowly returned to normal, we also saw a return of some of the crime types that had been subdued over the previous 18 months. This resulted in a 11.7% increase in overall crime levels in the 12 months to March 2022 compared to the 12 months to March 2021. However, this was still 1% down on the 12 months to March 2020, the last year that did not have a direct impact from the COVID-19 lockdown measures.

These trends show that while overall crime levels have grown in the last year as lockdowns have eased, they are still at a lower level now than they were prior to the pandemic and provide a positive longer-term downward trend.

Essex Police have played a huge role throughout the pandemic, working with partners through the Essex Resilience Forum to co-ordinate the countywide response. During this period, our independent public survey of 7,000 people per year, told us that public confidence in Essex Police significantly increased from 64.7% of people saying that "Essex Police do a good or excellent job" in the 12 months to December 2019, to 76.3% in the 12 months to December 2020 and then 80.1% in the 12 months to December 2021. This is a significant increase and gives a clear picture of the value that both the public and partners place on the force.



Roger Hirst

Police, Fire and Crime Commissioner

PFCC
POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX



WE WILL HAVE

3,755

OFFICERS IN TOTAL BY
MARCH 2023



This will be the highest number of officers that we have ever had in Essex



Chief Constable's Report

Essex Police continues to grow and to put the new and existing resources at its disposal to best use to protect and serve the county. This report relates to the third full financial year since the introduction of the current Essex Police Force Plan, which is focused on victims, vulnerability, violence and visibility.

The number of officers, volunteers (including Special Constables) and police staff is increasing, funded by both central Government and the local precept. By March 2023, we'll have 3,755 officers, an increase of more than 900 since April 2016.

To ensure that these men and women are appropriately skilled, equipped and enabled, the force continues to re-invest savings achieved through its extensive modernisation programme to offer an improved service to the public and to businesses.

This ranges from the force's capability to respond to the most serious crimes requiring extensive long-term investigations to the reassurance afforded to local communities through an increased visible presence in urban and rural areas and crime prevention.

This report is a demonstration of my commitment as Chief Constable and of all those at Essex Police to deliver justice to every victim of crime.

In May of 2021 I congratulated the re-elected Police, Fire and Crime Commissioner (PFCC) for Essex, Roger Hirst and I'm looking forward to continuing work with the



> *The Chief Constable welcoming new officers.*

PFCC to strengthen our force, so that our officers, staff and volunteers can carry on helping people, keeping our county safe and catching even more criminals.

It has been a busy year with helping our national colleagues policing of the G7 Summit in June and the United Nations Climate Change Conference of Parties (COP26) in November which was one of the largest cost recoveries that we've had to complete at more than £1.3m.

During the year the Police Foundation published a report on the future of policing in the context of a national crisis in confidence in policing, and setting out an agenda for fundamental change. There is no doubt that some events linked to policing nationally have impacted public confidence across the UK. However, I'm pleased to say many of the recommendations from the report are already being

implemented in our force and we continue to regularly review our standards of professionalism to ensure that we are doing the right thing, at the right time and in the right way. We continue to police with the consent of our community in Essex, with public confidence in our force remaining at an all-time high. Our independent public confidence survey saw that 80% of the 7,000 residents questioned say Essex Police does a good or excellent job. However, this is not something we are complacent about and we continue to strive to do all we can to give the best possible service to victims and our communities.

 **80%**

OF THOSE RESIDENTS
QUESTIONED SAY
ESSEX POLICE DOES A
GOOD OR EXCELLENT JOB

During the year, a new Crime Prevention Strategy (2021-2025) was launched. The strategy will ensure our preparedness for increased volumes and complexity of crime and sets out our plan to work more closely with partners, the voluntary sector and our communities to prevent crime and find solutions to the issues that cause the most harm to our communities.

We have seen huge successes during the year, including charging more than 330 suspects for drug-related offences. We continue to seize drugs and proceeds of cash earned through committing crime on a daily basis. Of those charged, 148 were jailed for an average of three-and-a-half years, ensuring criminals continue to be removed from the streets of our county. Our work on Operation Grip enables us to use data to pinpoint areas and times where offences are most likely to happen so we can proactively patrol to prevent crime before it happens. This has been held up as best practice by the Government and is now being rolled out across the country. We have been successful in attracting funding for the next three years to continue this work, which allows us to really focus on preventing crime before it happens.

The force has and will police with the consent of all communities and make full use of all available resources to be a diverse and inclusive organisation.

In the 2021/22 financial year our police officer numbers grew from 3,369 to 3,555 (full time equivalents) and it will grow a further 200 in the coming year. We continue to encourage candidates from diverse backgrounds to join our force.

>

Officers working together to prevent disorder and keep our communities safe

< < <



Our colleagues are not only growing in number, they are growing in capability. While continuing to deliver the Force Plan to catch criminals, protect people and keep people safe, we continue to work in an agile way meaning that officers and staff can spend even more time with the people who need our help and less time travelling to and from police buildings.

I have a vision of a united Essex in which we celebrate our diversity and where we value each other's differences. In May, following the relaxation of COVID restrictions, Essex started returning to a level of normality with the county's night time economy returning to business as usual levels. Overall crime levels have grown in the last year as lockdown eased but they still remain lower than they had been prior to the pandemic. The recovery brings new businesses and new communities to our county and we will use all our resources to make sure that Essex is a safe and prosperous place to live and work.



BJ Harrington

Chief Constable of Essex



Report of the Chief Financial Officer, PFCC

The Group Accounts for the Police Fire and Crime Commissioner for Essex and Essex Police explain the Group's financial activity during the financial year 2021/22, as well as the financial position at 31st March 2022. The accounts are prepared and presented in accordance with the Code of Practice on Local Authority Accounting In the United Kingdom 2021/22 (the Code). The Code is prepared under International Financial Reporting Standards (IFRS), which have been adopted as the basis for public sector accounting in the UK. The global financial situation is evolving quickly and this report was written at the end of the 2021/22 financial year and reflects the position at that time.

Results for 2021/22

The Group ended the year on a funding basis, with a surplus of £2.7m, which will be transferred to the General Reserve and earmarked reserves. This surplus is after adjusting for items, required by regulation, between the funding basis and the accounting basis, as shown on page Error! Bookmark not defined.. The main adjustments are for the cost of pensions, the cost of capital, and other minor technical accounting adjustments. The reconciliation of the adjustments are summarised on page Error! Bookmark not defined. of these accounts.

The General Reserve was £14.8m at 31st March 2022, which is 4.5% of net revenue expenditure and an increase of £1.6m since 31st March 2021. Earmarked reserves increased by £4.8m and were £17.1m at the end of 2021/22, including the Future Capital Funding Reserve of £4.4m and £2.6m of reserves held on behalf of partners and third parties.

During 2021/22 the Group invested £12.1m on improving the estate, updating information technology and the replacement programme for the vehicle fleet. This investment was achieved, without any external long-term borrowing. The expectation is that we will need to borrow externally, to deliver the planned capital investment for 2022/23.

2021/22 Funding

In 2021/22 we received the Essex share of the total £550m additional government funding for the Police Uplift Programme, to increase the number of police officers across the country by 20,000. The PFCC also increased the precept by 4.98% (£9.90 per year on a Band D property) allowing an increase to the number of police officers in Essex by a further 186 Full-Time Equivalents (FTE). This has meant that Essex now has 700 more FTE officers, than it had in 2016 and during 2022/23 we have plans to recruit another 200 FTE. This means there will be 3,755 FTE police officers, by the end of 2022/23, which will be the highest number in the history of Essex Police.

Future Pension Payments

We are required under accounting standards to include the total liability of future pension payments in the Balance Sheet, which therefore includes £3.5bn net liabilities for the cost of future pension payments. There are statutory and contractual arrangements in place for funding these pensions, meaning the financial position of the Group is therefore sound.

Medium Term Financial Strategy

The significant increases in inflation in the last few months of the 2021/22 financial year, has already had an impact on the cost of supplies and services, and is expected to impact further during 2022/23 and 2023/24. We have reviewed the impact of these pressures over the next two years and our sensitivity analysis demonstrates we will be able to manage the cost of supplies and services in the short-term. However, with staff being such a significant percentage of our costs, the impact is more likely to come from pay award increases affected by these rising costs. The police staff pay award is settled until September 2023, which provides some certainty, again in the short term, while the police officer pay award is still to be agreed. We will continue to consider the various impacts of our costs in the Medium-Term Financial Strategy (MTFS) as we develop the budget for 2023/24. The MTFS reflects the impact of cost pressures and efficiencies over five years, starting with the first year of the budget being developed. The MTFS we are currently developing considers the period 2023/24 to 2027/28. We have a detailed sensitivity analysis within the MTFS, and we will consider various scenarios, in order that we are able to act promptly to the pressures we might face.

Acknowledgements

I do hope that the readers of these accounts will find the information valuable and of interest and I would like to acknowledge and thank the Chief Constable's Corporate Finance Department for all the hard work that has gone into producing such a comprehensive set of accounts. I am also very grateful for all their hard work and support throughout the year, with the production of the budget, monitoring statements and updates to the MTFS.

> PCSOs out patrolling and providing reassurance in the community



Janet Perry FCCA ACMA CGMA

Chief Financial Officer, PFCC

PFCC
POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX



FURTHER INVESTMENT IN CRIME PREVENTION

Page 90 of 168

Focused investment in crime prevention is essential to reduce overall crime and in keeping our communities safe. Since April 2016, we have invested in the capacity of Essex Police to prevent crime and this investment continued during 2021/2022.

The establishment was increased by 1,986 officers during the year, taking the total increase to 700 and bringing the total establishment of Essex Police up to 3,555. These new officers were recruited throughout the year with the force at establishment by the end of March 2022.

These new officers focused on tackling serious violence, including doubling the size of the Serious Violence Team, tackling domestic abuse including a new Domestic Abuse Problem Solving Team, more officers to tackle serious and organised crime, new Disruption Teams to deal with crime in local districts and increased capacity in teams such as Roads Policing and dog handlers.

Working with partners and the public, we also secured support for further investment in 2022/23 with a commitment to recruit a further 200 officers during the year. This will mean by the end of March 2023, Essex Police will have 3,755 officers, making it the largest and strongest it has ever been.

> Members of the newly recruited Disruption Team discussing their operations



The new officers in 2022/2023 will focus on tackling violence in all its forms, including violence against women and girls, domestic abuse and drug-driven violence and crime prevention work, including boosting Town Centre Teams. This investment in officers has been complemented by additional investment in support staff and technology to improve efficiency and ensure our officers can be visible in their communities rather than stuck behind desks. Investments in smartphones, body-worn video and tasers have equipped our officers to log or process crimes while working within communities. New applications have improved access to guidance and support, making a huge difference in areas such as the use of Domestic Violence Prevention Orders. Body-worn video has drastically improved the level of evidence gathered, especially in domestic abuse cases, leading to stronger cases being presented at court.

Investment in technology has also helped to improve the accessibility of the force with online chat, Report It Online and 101 now making the force more accessible than ever. While this has had a significant impact on call waiting times, which have reduced from 40 minutes to eight minutes over the last four years, it has a bigger impact on the quality and consistency of intelligence received by the force. The force was assessed as Outstanding for its data quality by HMICFRS in 2021, meaning that it has an excellent grip on the level of crime happening in the county and receiving accurate reports from the public. This is vital as the intelligence received from the public informs the intelligence led, targeted intervention that is the most effective way of tackling crime and anti-social behaviour.

Neighbourhood policing is at the core of prevention work and our investments in Town Centre Teams, community policing and volunteers, such as Specials, has had a significant impact on the level, visibility and quality of activity across the county.

During the year, Essex Police worked with the policing districts and their Community Safety Partnerships to identify areas of high demand where focused, highly visible neighbourhood policing activity could make a significant difference and developed a programme of activity that brings partners together and effectively deploys the 1,500 volunteers (Specials, Active Citizens, Police Cadets, Accredited Persons) to target local areas at periods of known high demand.

One successful example of this type of deployment is Street Weeks where the large-scale deployment of multi-agency teams focus on a specific area 24/7 for a week to tackle repeat criminal and anti-social behaviour, build community support and leave a lasting legacy. There have been 12 deployments over the last two years, reaching more than 25,000 people face-to-face. These activities have led to a demonstrable reduction in anti-social behaviour, have solved repeat offending, increased safeguarding opportunities, and also driven an increase in the membership of Neighbourhood Watch, Special Constabulary, Volunteer Police Cadets and Citizens in Policing. They have also had a measurable positive impact on local levels of public confidence.

The activity supports the work of Community Safety Engagement Officers, who were recruited as part of our investment programme to provide greater visibility and communication with local communities and strengthen our ability to respond to identified local issues. These officers are based in each local policing district and work with partners in preventing identified local issues, such as shoplifting, nuisance motorcycles or intimidating behaviour. Specialist teams are also deployed to help this continued investment in prevention activity with focused activity from Roads Policing Teams, the Rural and Business Teams and more depending on the evidence-based demand in the local areas.

> One of the new officers out on patrol as part of a Street Week programme to tackle persistent offenders



Page 93 of 168

> New officers at their passing out parade at Essex Police Headquarters



REDUCING DRUG DRIVEN VIOLENCE



Violence has no place in our society. And yet it accounts for roughly half of all crime in our county. It is a failure on behalf of the perpetrator, in their relationships with others, or ability to cope with their circumstances, and it can be stopped. We must get violent crime down, whether it is by bringing serial and vicious perpetrators to justice, taking weapons and drugs off of our streets, or by protecting and supporting those at risk.



Drug-driven violence is behind 40% of the homicides, while also being a significant cause of serious violence and knife crime. Gangs that exploit people and coerce them into a life of crime are preying on some of the most vulnerable people in our society. We must

crack down on drug-driven violence, knife crime and gangs, protect the vulnerable people these gangs prey on and deal with the hardened criminals whose activities increase violence in our communities.

Our strategy to tackle drug-driven violence has been to invest both in prevention, through our Violence and Vulnerability Partnership, and enforcement, by working with the National Crime Agency and investing in the Essex Police Serious Violence Unit.

In 2021/2022, we increased our investment in the Essex Police Serious Violence Unit and the Serious Crime Directorate and recruited a further 30 officers to these teams. This growth combined with additional central government funding, to support the National Drug Strategy, and the increased use of innovative enforcement tactics, such as using human trafficking charges, has led to a significant improvement in investigations and prevention activity. Our data shows that the level of violence related

> Working with partners Knife Bins are located across the country to provide a safe and secure way for people to dispose of knives and help reduce the number of dangerous weapons on our streets.



to drugs is either falling or steady across the county, the number of county line related homicides are at their lowest level of several years and the level of risk associated with county lines has fallen dramatically since October 2021.

In 2021 alone, the Serious Violence Unit seized more than 100 weapons and £569,000. 97 vulnerable individuals were identified and safeguarded and 37 people were referred to national organisations for support as the suspected victim of modern-day slavery. Comparing the 12 months to August 2021 to the average over the previous three years, the team collectively increased the number of people arrested from an average of 429 a year to 625, charged 578 compared to an average of 315, secured convictions on 92.5% of those charged compared to 73.4% over the last three years and secured an average sentence of 4.9 years compared to 14 months.

IN 2021 ALONE, THE SERIOUS VIOLENCE UNIT SEIZED:

100+
Weapons

£569,000



97 Vulnerable individuals safeguarded



37 People were referred to national organisations for support as the suspected victim of modern-day slavery.

In summary, our extra investment has resulted in significantly stronger enforcement, better cases being presented at court and more weapons, drugs, money and criminals being taken off the street for longer.

Supporting this enforcement activity, a number of innovative prevention activities have also been undertaken to suppress drug-driven violence and make the operating environment for gangs extremely hostile. These focused activities range from co-ordinated, highly targeted activities on specific county lines, to using contacts in drug dealers phones to warn people of the dangers of drugs. One exceptionally successful tactic which was developed in Essex and has since been picked up by central government is short, targeted high visibility patrols. The tactic identifies hot spots within the county which see the most street violence. This violence tends to correlate with areas of high footfall where there is a high likelihood of interactions between individuals and where minor confrontations escalate and/or where excessive alcohol is consumed. In Essex, 79 harm spots across seven major towns were identified and each received 15 minute, high visibility patrols at regular intervals over 266 days. This led to a significant reduction in violence over the period, especially in areas where patrols were strictly adhered to and where they were well targeted at the times and locations where violence was most likely.

This strong activity led by Essex Police is complemented by the work of our Violence and Vulnerability Partnership, where we take a public health approach

to tackling violence with long-term investment across a wide partnership of organisations in Essex.

Following detailed work undertaken last year to map and understand the journey our most prolific offenders take, this year we have been able to isolate and focus on specific periods of risk, such as the time between arrest and

Together, this partnership:

- supports community and voluntary sector organisations to provide activities to those at risk of becoming involved in violence, drugs or gangs
- delivers and funds interventions in identified locations with key groups at times where they are open to changing their lives
- supports professionals, such as teachers or youth workers, to ensure they have the right resources to respond to vulnerable people appropriately
- runs communications campaigns to target vulnerable groups and reduce the risk of them being exploited
- uses data and insights to inform our approach

conviction. Increased visibility and interventions during this period offer the opportunity to drastically reduce the number of individuals that spiral into repetitive violent behaviour.

We have also completed a community listening project with young people at risk of being groomed into a life of crime. This project provided valuable insight into areas of vulnerability which our young and vulnerable people exhibit.

This work, along with additional insight and research, has helped us to target our Vulnerability Community Safety Grants to groups and certain localities where the risk of exploitation is higher. With this fund, we have continued to identify a range of organisations which engage with young, vulnerable people. This can range from counselling or therapeutic support, to 1-2-1 coaching or increased provision of sports clubs and social activities.

These combined activities and collective approach to tackling the root causes of violence have started to turn the tide of violent crime in Essex. However, there is still much to do with violence with injury up by 2.9% over the 12 months to March 2022 compared to the 12 months to March 2020, the last year where the COVID pandemic did not have an effect on the statistics.



PROTECTING VULNERABLE PEOPLE AND BREAKING THE CYCLE OF DOMESTIC ABUSE >>>>>>

Page 98 of 168

Protecting those at greatest risk and reducing the number who become victims of crime is essential to driving down the level of harm in our communities. Domestic abuse accounts for 33% of all violent crime in Essex and in 2021/2022 24,284 cases of violence against the person related to domestic abuse were recorded. This is an increase of 5.4%. These crimes account for a huge volume of the vulnerable people who become victims of crimes committed against them by partners or other family members and as such breaking the cycle of domestic abuse is an important focus to reduce vulnerability in Essex.

In Essex, our work to tackle domestic abuse is co-ordinated by the Southend, Essex and Thurrock Domestic Abuse Board (SETDAB). The board is chaired by Deputy Police, Fire and Crime Commissioner Jane Gardner and works with partners to enable everyone to live a life free from all forms of domestic abuse. The board has a comprehensive strategy, which was refreshed during 2021/2022 to provide a sharper focus following further detail about the Domestic Abuse Act.

The SETDAB strategy focuses on achieving five outcomes:



The Commissioner, along with SETDAB partners, commissions a range of services to support victims from Victim Support who offer the first line of support to more specialist services such as Next Chapter Safe Steps and Changing Pathways which is co-commissioned with Essex County Council, Southend-on-Sea City Council

and Thurrock Council. These services deliver an integrated domestic abuse support service including refuges, Independent Domestic Violence Advisors (IDVAs) and community-based support. These co-commissioned services include the delivery of a seven-day-a-week, single point of access; the Compass helpline, which delivers advice and support for victims and professionals.

Synergy Rape Crisis Partnership, a service for victims of rape and sexual abuse including historic child sexual abuse, is also commissioned to deliver specialist support across the county, including therapeutic support, advocacy, counselling and Independent Sexual Violence Advisors (ISVAs). Synergy also offers a single point of contact for victims of abuse to engage through, ensuring help and advice can be found in a consistent and accessible way.

Essex Police have an important role in safeguarding victims, reducing vulnerability and tackling perpetrators. During 2021/2022, the number of domestic abuse cases reported to them increased by 1,596 cases or 3.9%. In addition, 26% of these cases involved stalking or harassment and 41% were repeat victims. All cases reported are graded as standard, medium or high risk dependent on the circumstances. Over the year, the number of high risk incidents has grown by more than 23.4%, while medium risk cases have increased by 7% and standard risk cases by 1.6%.

This increased level of severity is a concern and may relate to under-reporting of lower or medium risk incidents during the COVID-19

lockdowns, resulting in further escalation prior to being reported to the police.

During the year, the force has launched DA Today, an internal daily update on current cases, which provides additional focus and drive to ensure that attendance at domestic abuse incidents is treated as a priority by local policing teams. The force aims to attend all domestic abuse incidents within 24 hours of being reported, excluding calls graded as emergency or priority which receive an immediate response. Over the last quarter of 2021/2022, Essex Police has attended 88% of domestic abuse incidents within 24 hours. This timely response combined with increased focus by local policing teams and tighter governance has helped to support the capture of better evidence and helped cases to be progressed more successfully.

Wherever possible, the force will pursue prosecutions through the criminal justice system. However, in circumstances where this is not possible, the force focuses on opportunities to improve the safeguarding of victims through use of alternative powers, including Domestic Violence Protection Notices and Orders (DVPNs and DVPOs), Stalking Protection Orders (SPOs) and the application of the Domestic Violence Disclosure Scheme (DVDS) Clare's Law. In the 12 months to October 2021, 278 DVPNs and 214 DVPOs were issued, with 77% of the DVPOs being accepted and enforced by the courts.

Significant additional officers have been invested in our response to domestic abuse over the last few years, including the development of new Domestic Abuse Problem Solving Teams. These

new teams work alongside the established Domestic Abuse Investigations Teams to manage the most prolific domestic abuse perpetrators and the most vulnerable victims. The team is focused on working with these individuals in a sustained manner to identify ways to resolve recurring incidents to prevent future harm and reduce repeat victimisation.

The work of these Domestic Abuse Problem Solving Teams complements a number of perpetrator behaviour change programmes commissioned by the Commissioner. These are designed to confront and change dangerous behaviour before it can cause more harm. In Essex, this work is delivered by The Change Project. The Commissioner has provided £170,000 to deliver the programme which has had more than 280 referrals in the last year and has been able to deliver a 95% reduction in physical violence. This is important work and is vital to driving down the number of people affected by domestic abuse in our county.

Breaking the cycle of domestic abuse requires changes throughout society and this broad partnership work has been evident throughout the year. Partners across Essex joined together to raise awareness of domestic violence and encourage victims to come forward and seek help. Linking activity into White Ribbon Day on 25th November 2021, 16 days of actions were co-ordinated across the country where partners showed their support for eradicating violence against women. This gained significant positive publicity, building on the support available and promoting reporting.

In January, the Essex Chambers of Commerce-led Business Crime Strategic Board hosted a conference for businesses on domestic abuse and what they can do to help support members of their staff who are affected. More than 100 businesses were represented and further events to follow up on the theme have been planned in the coming 12 months.

Perhaps one of the most difficult aspects of domestic abuse to resolve are challenges around housing and how the provision of housing can help victims take the step to end abusive relationships. This has been a significant area of focus for SETDAB over the year, with local agreements being established to provide better support for victims.

> An officer takes a call from the public in the Police Control Room





REDUCING VIOLENCE AGAINST WOMEN AND GIRLS

Page 102 of 168

No woman should feel afraid in their own community or be scared to go out, but the sad truth is that many women and girls do. That is not acceptable, and it is important for us as a society to change that.

Over the last year, since the horrific murder of Sarah Everard in March 2021, the Commissioner has spent time listening to women and girls, the organisations that support victims of male violence against women and working with partners, such as Essex County Council, to get a much better understanding of how women and girls feel in different areas and places across Essex.

Following these conversations, the Commissioner made a clear commitment in the Police and Crime Plan 2021-2024 to support a cultural change within society and provide strong, consistent and vocal support for the safety of women and girls, whether they report crimes against them or not.

Over the last year, working with council partners, education providers and local communities, the Commissioner has identified several areas where women and girls feel unsafe and successfully secured additional government funding, through the Safer Streets fund, to improve them. The latest area of focus is in Chelmsford, where the Commissioner secured £550,000.

This funding is being used to improve street lighting and fencing, encourage local volunteering to manage

the surrounding landscaping, fund a university student-based initiative to create community solutions to safety concerns, run a series of community safety days, fund youth engagement in the area and develop a digital engagement programme. Other activities involve engagement with schools, football clubs and theatre groups to generate a conversation about safety and actions and what we can all do to help spaces feel and be safer for everybody.

As well as supporting this cultural change, the Commissioner has continued to support victims of crime as set out in the domestic abuse chapter above. This continued investment in support services includes specialist services such as counselling, advocacy and therapeutic support. It also includes the increased funding for Independent Sexual Violence Advisors, so victims get the support and help they need to move on.

Notwithstanding the huge amount of work that is currently under way to support victims and make our spaces and places safer for women and girls, the level of violence against women and girls is increasing while the level of successful

> A specialist officer working with a victim of domestic abuse



prosecutions is still woefully inadequate.

While COVID-19 lockdowns have made the year-on-year statistics difficult to interpret, there has been a 12.2% increase in violence against the person incidents committed against women when you compare the year to March 2020 (before the pandemic impacted stats) and the 12 months to March 2022. Over the same period, there was a 27.5% increase in the number of sexual offences committed against females.

While this pattern is one that is being experienced across the country, it is not acceptable, and it is an area that will need significant focus in future years to reverse this trend.

IMPROVING SUPPORT FOR VICTIMS OF CRIME



While we are working hard to prevent crime and reduce the number of people who suffer the impact of crime, where somebody becomes the victim of crime it is important that they receive the support they need to recover. As well as the vital support offered through Essex Police in the form of updates and support from officers investigating cases and working directly with those affected, the Commissioner also oversees a range of general and specialist services to help victims to cope and recover.

> A police officer engages with the public while out on patrol



For the last few years, Victim Support have delivered the general support service provided to all victims of crime in Essex. They receive around 10,000 referrals per quarter, of which between 1,500 and 2,000 choose to engage directly. This service continues to make a significant difference to those who choose to engage, with more than 70% of victims showing clear signs of being better able to cope, feeling safer and being more informed after receiving support.

VICTIM SUPPORT RECEIVE AROUND 10,000 REFERRALS PER QUARTER OF WHICH BETWEEN 1,500 AND 2,000 CHOOSE TO ENGAGE DIRECTLY.

For victims of sexual offences, the Commissioner engages Synergy to provide Independent Sexual Violence Advisors and community support. Over the last year, this service has seen a significant increase in demand with the number of new victims increasing from 750 in the first quarter of 2020/2021 to 1,047 over the same period in 2021/2022. Thanks to the dedication of the team at Synergy, the positive impact of the service on victims has been maintained even under this extra demand with well over 90% of victims showing improved signs of being able to cope, communicate their needs effectively and feeling safer.

The Commissioner also provides funding for Compass who run a 24/7-hour domestic abuse helpline and Changing Pathways and Next Chapter who provide Independent Domestic Violence Advisors, community outreach and refuge. All three services are provided in partnership with Essex County Council and other partners, and form part of the strong and countywide response to domestic abuse set out in the section above and overseen by the Southend, Essex and Thurrock Domestic Abuse Board.

During the year, the Commissioner was successful in securing £832,863 to invest in Independent Domestic Abuse Advisors (IDVAs) and Independent Sexual Abuse Advisors (ISVAs). This funding has allowed these services to expand their delivery and provide a positive response to the impact of COVID-19. This funding from the National ISVA and IDVA Fund and Critical Support Fund was shared between Victim Support, domestic abuse charities Changing Pathways and Next Chapter, and the consortium of rape and sexual abuse specialist support services, Synergy Essex.

The funding meant that two additional caseworkers could be recruited at Victim Support to work with standard and medium risk victims of domestic abuse, providing telephone and face-to-face support. At Changing Pathways, the money was invested in five specialist domestic abuse advocates, including expanding the service to include an advisor for young people. Synergy used the additional funding to increase capacity for Independent Sexual Violence Advisors (ISVAs).

For many victims, having professionally mediated communication with the perpetrator of the crime that affected them is a positive way to help them to cope and recover. For perpetrators, this can also offer a life-changing experience as they come face-to-face with the people their actions have impacted and feel the emotional cost of their actions.

The Essex Restorative and Mediation Service, which is delivered from the Commissioner's team, has made a significant difference to victims and perpetrators. During 2021/22, they received 368 referrals, an increase of 24% compared to 2020/21. 16% (57) of cases resulted in all parties communicating either face-to-face or indirectly. In total, the service contacted 532 victims and 253 perpetrators. 74% of referrals were from Essex Police, 14% from councils or housing agencies, 7% from probation (majority victim liaison officer referrals), 3% Youth service and 2% were self-referrals.

Throughout the year, the service has continued to grow its involvement with domestic abuse cases, having opened up the service to domestic abuse victims in 2020/2021. Over the year, domestic abuse referrals increased from 14 to 38 this year (171% increase) and hate crime referrals increased from 22 to 24 (9% increase).

The service continues to receive positive feedback, with 73% of people who provided feedback saying that the process had a positive impact on them and 89% saying they were satisfied with the service they received. All of the perpetrators who provided feedback said they would behave differently going forward. Essex Restorative and Mediation Service was also shortlisted for Team of the Year at the Essex Police Awards.

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A victim of crime giving evidence.

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Page 106 of 168



PROTECTING RURAL AND ISOLATED AREAS



As part of the wider investment and growth of Essex Police, a Rural Engagement Team was developed in 2017. Working with Community Policing Teams and Local Policing Teams across rural areas of the county, this team has built understanding of rural crime within Essex Police, promoted and improved direct engagement with rural communities and significantly improved the confidence rural communities have in the force.

During 2021/2022, Essex Police has had a significant impact on several rural crimes such as hare coursing, wildlife crime, heritage crime, as well as continuing to reduce the number of unauthorised encampments across Essex by more than 60%.

Working with neighbouring forces, a new co-ordinated approach to tackling hare coursing, including the increased use of community protection legislation, more engagement from rural communities and internal training, has led

REDUCTION IN THE NUMBER OF FLY TIPPING INCIDENTS REPORTED



to a 25% reduction in the number of incidents. This focus will continue to develop with specialist officers reviewing all incidents across the county and using detailed analysis to identify hot spots and target resources effectively.

A similar reduction has been achieved with regards to fly tipping where effective partnership work with local councils and the Environment Agency has led to a reduction in the number of reported incidents, from 385 in the 12 months to March 2018 to 349 in the 12 months to March 2022. While this shows a positive trend, concerns remain about under-reporting, with local rural communities indicating there is a far bigger problem than what is actually reported. Increased work around encouraging the reporting of incidents along with the government's proposed changes to fly tipping will continue to be a focus in the next years.

In the 12 months to February 2022, there have been 202 unauthorised encampments across Essex, a significant reduction from the 530 in the 12 months to 2018. This reduction has been the result of years of close co-operation between

> A member of the specialist Rural Crime Team at a rural show engaging with the rural community.



partners and sustained engagement with rural communities leading to positive and productive long-term relationships.

While these successes show the improvement in tackling these specific areas of rural crime, our engagement with rural communities clearly demonstrates that there is still much to be done. Overall confidence in Essex Police from rural communities is at 82.9% for the 12 months to December 2021. This is an improvement of 4.5% over the previous 12-month period and 2.9% above the general confidence levels. This is a significant turnaround from five years before and indicates the significant positive impact that investing in a dedicated specialist team has achieved.

PREVENTING DOG THEFT



Page 110 of 168

Incidents of dog theft across Essex has been relatively small, however, over the last 18 months a national increase in these thefts has resulted in a significant increase in reported incidents and the fear of theft.

The force has reacted swiftly to this trend and proactively engaged with the recommendations from the National Pet Taskforce, introduced a process for all cases to be reviewed by a specialist officer, established the ability to proactively respond to reports of pet theft and established strong working relationships with the RSPCA, Dog Watch and Crimestoppers to promote prevention measures.

Work has been undertaken to improve the recording of incidents of pet thefts with stronger processes introduced in the force control room and national learnings introduced wherever possible.

The Rural Engagement Team have increased the engagement with pet owners attending country shows and other engagement opportunities to share best practice in preventing the theft of pets. This activity and advice has also featured strongly across the Commissioner and Essex Police's communication channels.

> Officers from the Rural Engagement Team working with communities to help prevent dog theft



Page 111 of 168

PREVENTING BUSINESS CRIME, FRAUD AND CYBER CRIME >>>>>>

Increased online activity since the start of the COVID-19 pandemic combined with higher levels of social isolation have led to an increase of 26% in the number of cybercrime or cyber enabled crimes reported in the 12 months to December 2021, compared to the 12 months to December 2020. At the same time, due to the lower levels of social interactions, there has also been a reduction in face-

26%

**RISE IN THE NUMBER
OF CYBERCRIME OR
CYBER ENABLED CRIMES**

reported in the 12 months to
December 2021

to-face fraud of 22%.

In 2021, these offences accounted for 10,883 cases, the majority received via Action Fraud (the national fraud reporting process). 63% of these cases are cyber enabled, 93% were against individual victims and 7% were against organisations.

While the reported loss to victims in Essex is £45.2m, we know that the impact of these crimes is much more significant with businesses suffering loss of earnings while they can't operate effectively, and vulnerable victims suffering

significant emotional and financial turmoil.

Working with businesses and wider communities, Essex Police and the Commissioner undertake a range of activities to build awareness of the dangers of fraud and cybercrime and how individuals and businesses can protect themselves from becoming victims.

The Essex Chamber of Commerce-chaired Business Crime Strategic Board provides strategic level support and engagement with the Essex Police Business Crime Team to help share best practice, identify areas of focus and build resilience within the business community.

Essex Police's Fraud Prevention Officers also work within communities and with individual victims to provide advice and guidance to help to build resilience and provide warnings around current scams and threats. Regular fraud alerts were introduced in 2019 and grew in importance significantly during the pandemic as a way of highlighting specific scams.

The Strategic Business Board also has a wider role working with the Business Crime Team in tackling all business crime and has been effective in identifying areas of focus, establishing relationships between the police and different sections of the businesses community, and supporting proactive operations to target persistent offenders and disrupt repeat patterns

> Business Crime Team out and about promoting their 'open for business and closed for crime' campaign



of criminal activity, such as shoplifting.

Under the leadership of the Essex Chamber of Commerce, the board has also stepped outside of this narrow focus and worked with the police and the wider business community to raise awareness of domestic abuse and how businesses can support staff who are being affected by this crime.

One area of significant focus over the last year has been in tackling violence against shop workers where the Business Crime Team-led campaign Open for Business, Closed for Crime helped to improve the level of reporting as businesses recognised the offences against their staff as well as against their business. This campaign has led to a 124.5% increase in reported offences and has given us a much better picture of what is happening and how to tackle it.

IMPROVE SAFETY ON OUR ROADS

> > > > > >

Working through the Safer Essex Roads Partnership (SERP), Essex Police and the Police, Fire and Crime Commissioner for Essex continue to promote safer driving behaviours and robustly target those who cause the most harm.

During 2021/2022, 846 people were killed or seriously injured on our roads in Essex and 48 of these lost their lives. While this number is over 40% lower than the average between 2002 - 2009 and continues the long-term trend of fewer people being killed or seriously injured, it is still far too high.

The investment in extra officers in 2020 continues to make a significant contribution to the strength and scale of roads policing across the county. This has resulted in greater capacity to improve road safety and disrupt those people intent on using our roads to commit other forms of crime, such as drug dealing or human trafficking.

Targeted enforcement at speed hotspots, either through the use of mobile speed cameras, permanent cameras or disruptive activity such as Community Speed Watch deployments, continues to be successful in addressing behaviours at specific sites. However, while work continues to tackle the wider issues of inappropriate and excessive speeds being used, this continues to be a significant cause of incidents.

Raising awareness of dangerous driving behaviour and educating high risk drivers continues to be a key priority and during

2021/2022, SERP has delivered a wide range of targeted engagement activity to reach these groups. This ranges from 24 Vision Zero days where a single town or area with a high rate of bad behaviour is focused on with all vehicles entering the areas being stopped and provided with advice, to engagement via schools or freshers fairs where young drivers can be reached.

Several programmes have been developed/specifically designed for young people, from class-based activities to online theatre. These have reached more than 20,000 students during the year at key points in their education

Motorcyclists are engaged through Better Biking courses, which help riders to build expertise and better identify risks, while the Essex County Fire and Rescue Service Fire Bike Scheme also goes out and proactively meets with bikers at high risk areas to raise awareness of specific areas of danger.

While this engagement activity, combined with increased enforcement, is making a difference and as a result we are seeing reducing numbers of deaths and serious injuries, SERP as a group are also taking a broader look at how they can achieve our shared vision to have zero deaths on our roads by 2040.

The development of Essex over the next five years will significantly impact road users with



large infrastructure projects planned on the A12, Lower Thames Crossing, Bradwell B as well as numerous smaller projects. These have the potential to increase risk to road users, but done well could also have a positive impact on driver behaviour.

Essex Police work closely with local planning authorities and Essex County Council Highways to promote the inclusion of technology in new infrastructure developments to enforce speed limits on new housing developments and infrastructure projects. These developments will increasingly lead to a shift across Essex in driver behaviour.

In particular, the force, through SERP, promote increased use of average speed systems within the design and build stage of projects and look

for opportunities to reduce the risk of collisions. This drive has been supported by the inclusion of Essex Police, Essex County Fire and Rescue Service and the East of England Ambulance Service within the Essex Design Guide. This is the first time the emergency services have been represented in the guide and provides early guidance to developers on designing safer communities.

At a national level, the Police, Fire and Crime Commissioner has been working with other Police and Crime Commissioners across the country to influence government policy so that emergency services are included as statutory consultees on all new building projects. This change would significantly increase the ability for our emergency services to shape our road network, removing risk and preventing deaths and serious injuries.

While these structural improvements will make our main road routes through the county significantly safer, we know that 49% of road deaths occur on rural roads. In these areas, mobile targeted enforcement or prevention activity is a key area, including the significant role undertaken by Community Speed Watch Groups.

There are more than 102 active Community Speed Watch Groups across Essex, with 950 volunteers. Together, these groups provide the data that results in an average of 1,265 warning letters being sent out each month. While this in itself is impressive, the real difference is being made by the impact this visible activity has on the countless other drivers who see the activity and moderate their driving behaviour as a result.

These groups operate predominately in rural areas and provide a highly visible deterrent. During the year, Essex Police have managed to significantly increase their attendance alongside Speed Watch groups to enforce speed limits.

This mobile targeted enforcement approach will grow in the coming few years with the introduction of a revised Speed Management Strategy which will provide a much greater focus on rural roads as a response to recent revisions of the Highway Code and in line with Essex County Council's Speed Management Strategy.

> Safer Essex Roads Partnership using specialist vehicles to engage with young people



Page 116 of 166



ENCOURAGING VOLUNTEERS AND COMMUNITY SUPPORT

Page 118 of 168

Working with our communities to prevent crime, support victims and ensure criminals have no place to operate is a vital part of effective policing. In Essex, we are proud to have the second largest Special Constabulary in the country, with only the Metropolitan Police having a larger number of volunteers. These 478 officers provide vital operational support to the force, while providing a unique and durable link to the communities we serve. The Special Constabulary has also proven attractive as a route for ethnic minority officers to join the force with 5.7% of the current Specials self-identifying as coming from an ethnic minority.

The Special Constabulary has also been an important source of recruits into the regular constabulary, with 269 officers making the step from a Special to a Regular over the last five years.

We have also continued to see the benefit of the close relationships we have built with our local businesses and councils. Essex has 100 officers in the Special Constabulary who are supported by the businesses they work for and are provided with time off to perform their Special duty. 51 businesses across Essex are already signed up to this scheme, with a further 66 businesses at different stages of joining. This is by far the largest Employer Supported Policing Scheme in the country and represents well over 50% of all businesses signed up across England and Wales.

Our parish and town councils have also shown their support by sponsoring Specials in their

communities. We have 12 Community Special Constables on active duty receiving financial and engagement support from their local council, with a further 20 officers in the pipeline. This scheme has proven to be very popular with requests from councils far exceeding the volunteers available from within their community. During the last two years, we have worked hard with councils to better align their appetite to support this initiative via the availability of people within their communities to make the commitment to step up and volunteer.

The Commissioner and Essex Police have also continued to support wider forms of volunteering, such as Active Citizens, Police Cadets and Accredited Persons who are provided with specific policing powers while working for different organisations such as councils. As set out under the further investment in crime prevention section, in total there are more than 1,500 volunteers directly connected to Essex Police who are integrated into days of action and other general proactive, prevention activity.

This number grows significantly when you include the members of the public who volunteer for other groups, such as Street Pastors, Crimestoppers and Neighbourhood Watch. All of these groups are supported and work closely with Essex Police while maintaining their own independence. Neighbourhood Watch alone has more than 100,000 members across Essex and provides a vital connection to communities. The Essex Association of Local Councils also provides important connections linking the active positive forces within communities with information about preventing crime and working together to improve our communities.

Within the Commissioner's office, there are also about 50 volunteers working in the Essex Restorative and Mediation Service, Independent Custody Visiting Scheme and the Dog Welfare Scheme. These volunteers provide a valuable service to the public and are highly regarded in the office and across the force for their professionalism, dedication and specialist skills.

During the year, the Essex Restorative and Mediation Service trained ten new volunteers, upskilled four volunteers to take advanced cases, and provided refresher training to 32 volunteers. To thank the volunteers for their contribution, three events were organised this year for the volunteers: a Christmas meal, a family afternoon at Hylands House and our annual Volunteer Appreciation Event. This event is a thank-you to our volunteers and includes an opportunity to hear from and meet experts across criminal justice and dog welfare and also includes an awards ceremony with categories for long service, special mention and people's choice. In addition, we also thank our volunteers with a small token gift and thank-you letter during Volunteer Week each year.

> Volunteers sharing crime prevention advice in communities



SUPPORTING OUR OFFICERS AND STAFF

Page 120 of 168



The officers, staff and volunteers who work for Essex Police and the Commissioner's office do a great job in difficult circumstances. Their dedication, commitment and professionalism has shone through over recent years as they have been tested by the challenges presented by the COVID-19 pandemic.

In this light, both the Chief Constable and Commissioner in their distinct roles have pushed hard for better recognition of the contribution they have made and greater support. This includes strong support for the doubling of sentences for those who attack emergency workers, close engagement with central government about the proposed police covenant and support for Specials gaining the protection and support offered by members of the Police Federation.

The Chief Constable personally chairs the force's Diversity, Inclusion and Equality Group and has taken strong individual leadership of the force's drive to increase representation from a diverse range of communities and people and promote confidence within those communities. Over the last two years, this focused work has resulted in a gradual increase in the numbers of ethnic minority officers representing the force, from 3.7% in February 2020 to 4.4% in 2022. Confidence levels among non-white residents has also increased, with 77% of people self-identifying as non-white stating that they think Essex Police do a good or very good job. This is compared to 80% of people identifying as white, and reflects a 2% reduction in the gap

between these groups over the 12 months to January 2022.

The recruitment activity also continues to have a positive impact on the number of women within Essex Police, with a continued increase in recent years up to 35% of all officers by the

end of December 2021. This is the highest it has ever been. Whilst steady progress is being made in relation to representation, it is also a positive sign that the number of officers and staff leaving Essex Police is at its lowest level since 2013.

> A Essex Police officer out on patrol in Rural Maldon.



Page 121 of 168

INCREASING COLLABORATION

> > > > > >

Page 122 of 168

Working together with other emergency services in Essex and other police forces and partners regionally and nationally, helps Essex Police and the Police, Fire and Crime Commissioner for Essex to provide the best possible service to residents.

The benefits of collaboration were evident throughout the response to the COVID-19 pandemic, with our Chief Constable BJ Harrington co-chairing the Essex Resilience Forum with Deputy Chief Fire Officer Rick Hylton. This emergency response brought together agencies across Essex, including councils, health and the voluntary sector and re-enforced the excellent relationships that were already in place.

Building on this culture of collaboration has allowed us to continue to unlock resources to reinvest and improve the service we offer to the public. The Emergency Services Collaboration Programme was established in 2017 following the Police, Fire and Crime Commissioner taking on the governance of Essex Fire and Rescue Service.

Since October 2017, the programme has seen the successful introduction of a number of collaborative projects, including -

- **The Tri-Service Rural Community Prevention Officer project** which has been piloted during the year in the Dengie. This project uses a single officer to provide visibility, prevention activities and advice, as well as other community-based support, to residents on behalf of all three emergency services. Initial feedback suggests this has had a positive impact on local engagement with residents and has resulted in financial benefits to all services
- **Harwich and Dovercourt – 2021** saw agreement for the co-location of Essex Police and Essex Fire and Rescue services at the current Dovercourt Fire Station which will result in a new, purpose-built facility for Essex Police on the site, including dedicated collaborative spaces. Essex Police will benefit from a capital receipt from the sale of the current Harwich Police Station, which requires considerable maintenance and investment
- **The Essex Joint Education teams** have been delivering safety education to all schools in Essex since 2019. The teams provide a wide range of

training inputs, including cyber safety, arson and hoax call prevention, knife crime prevention, gang awareness, road safety, hate crime prevention, and anti-social behaviour prevention. This provides a consistent and combined approach on community safety issues to all Essex schools and is anticipated to deliver savings of around £1.8m between 2017 and 2027

- **Collapsed Behind Closed Doors** is a project that utilises the expertise and specialist equipment of Essex County Fire and Rescue Service to access individuals that may be trapped behind locked doors or inaccessible locations. This results in time savings for police officers and paramedics and results in injured people being assessed quicker, possibly avoiding hospital treatment or increasing the timeliness of them being transported to receive medical assistance. As well as improving outcomes for the public, this project is delivering savings in excess of £600k over the ten-year length of the collaboration programme

In total, it is estimated that through improved efficiency and effectiveness, the programme can generate savings of about £13m over ten years. This financial benefit leads to stronger investment in the three services, improved services to the public and, ultimately, safer and more secure communities.

While the Emergency Services Collaboration programme continues to deliver strong savings and improved services, we are also continuing to maximise the benefits of collaboration between Essex Police and Kent Police and engage effectively with all seven forces regionally. The relationship between Essex and Kent is a strong partnership that has been in place for more than ten years, with combined support services such as Human Resources, the Serious Crime Directorate, as well as other integrated strategic and operational activities. Both forces recognise the improved strength they have together to deliver for their public and positively impact national and regional policing. This is evident in the integrated IT projects that have continued to be delivered over the last year and the increased focus on tackling violence and homicide where both forces have been able to learn about, and improve upon, their tactical responses together.

PERFORMANCE FRAMEWORK



The PFCC chairs a Performance and Resources Board that holds the Chief Constable and the force to account for the performance of the force officers and staff against the delivery of the Police and Crime Plan.

On a monthly basis, the current performance data of the papers and minutes of the Performance and Resources Board are published on the PFCC website at:

www.essex.pfcc.police.uk/scrutiny/essex-police-performance/

The Police, Fire and Crime Panel receive a quarterly report on the progress against the twelve priorities in the Police and Crime Plan.

Crime, including violent crime, has risen. This is in line with the national trend for crime increase and has been primarily influenced by the Government's easing of restrictions on gathering and movement in relation to COVID-19.

POLICE AND CRIME PLAN

FURTHER
INVESTMENT
IN CRIME
PREVENTION

REDUCING DRUG
DRIVEN VIOLENCE

PROTECTING
VULNERABLE
PEOPLE AND
BREAKING
THE CYCLE OF
DOMESTIC ABUSE

REDUCING
VIOLENCE
AGAINST WOMEN
AND GIRLS

IMPROVING
SUPPORT FOR
VICTIMS OF CRIME

PROTECTING
RURAL
AND ISOLATED
AREAS

PREVENTING
DOG THEFT

IMPROVE SAFETY
ON OUR ROADS

ENCOURAGING
VOLUNTEERS
AND COMMUNITY
SUPPORT

SUPPORTING
OUR OFFICERS
AND STAFF

INCREASING
COLLABORATION

Police and Crime Plan Priorities	Police Priority Indicators	12 months to Mar 2020	12 months to Mar 2021	12 months to Mar 2022	Number Difference 2021/22	% Difference 2021/22	Direction of Travel 2021/22
Priority 1 - Further Investment in Crime Prevention	Percentage of people who have confidence in policing in Essex (internal survey) ¹	64.7	76.3	80.1	3.8	-	Improving
	Confidence Interval ²	1.1	0.9	0.9			
	Number of all crime offences	167,266	148,135	165,518	17,383	11.7	Deteriorating
	Harm (Crime Severity) Score - All Crime ³	13.9	12.0	14.3	2.3	-	Deteriorating
Priority 2 - Reducing Drug Driven Violence	Number of drug related homicides ⁴	6	6	3	-3	-	Improving
	Percentage of people who have confidence that the policing response to drug crime is improving (internal survey) ¹	-	-	61.3	-	-	--
	Confidence Interval ²	-	-	2.3			
Priority 3 - Protect Rural and Isolated Areas	Number of rural crime offences	26,395	22,984	24,228	1,244	5.4	Deteriorating
	Harm (Crime Severity) Score for Rural Crime	8.9	7.1	8.8	1.7	-	Deteriorating
	Percentage of people who have confidence in policing of rural areas in Essex (internal survey) ¹	64.2	78.4	82.9	4.5	-	Improving
	Confidence Interval ²	2.1	1.8	1.7			
Priority 4 - Improving safety on our roads	All people killed or seriously injured (KSI) in road collisions ⁵	820	648	846	198	30.6	Deteriorating
	Number of driving under the influence of drink and/or drugs on Essex roads	3,694	3,883	2,885	-998	-25.7	Deteriorating
	Number of driving related mobile phone crime on Essex roads ⁶	1,530	485	448	-37	-7.6	Deteriorating
	Percentage of people who have confidence that the policing response to policing the roads is improving (internal survey) ¹	68.2	75.5	63.9	-11.6	-	Deteriorating
	Confidence Interval ²	1.1	1.0	1.1			
Priority 5 - Encouraging Volunteers and Community Support	Percentage of people who feel there are good opportunities for those who want to volunteer to assist policing and reduce crime in Essex (internal survey) ¹	-	-	61.6		-	-
	Confidence Interval ²	-	-	2.7			
Priority 6 - Improving our services to support victims of crime	Number of repeat victims of crime	42,764	41,886	47,684	5,798	13.8	Deteriorating
	Percentage of victims of crime who have confidence in policing in Essex (internal survey) ¹	52.7	63.5	61.0	-2.5	-	Stable
	Confidence Interval ²	3.5	3.0	3.5			
Priority 7 - Violence against women and girls	Number of violence against the person (including Stalking & Harassment offences) against females	35,443	36,168	39,769	3,601	10.0	Deteriorating
	Number of sexual offences against females	4,005	3,723	5,105	1,382	37.1	Deteriorating
	Number of sexual offences against females solved ⁷	254	274	281	7	2.6	Improving
	Number of violence against the person (including Stalking & Harassment offences) against males	27,669	26,797	31,031	4,234	15.8	Deteriorating
	Number of sexual offences against males	644	597	855	258	43.2	Deteriorating
	Number of sexual offences against males solved ⁷	46	41	42	1	2.4	Improving
	Percentage of females who feel safe walking alone in their area after dark (internal survey) ¹	-	-	41.2	-	-	-
	Confidence Interval ²			2.1			
	Percentage of males who feel safe walking alone in their area after dark (internal survey) ¹	-	-	74.1	-	-	-
	Confidence Interval ²			2.0			

Note 1 - Question from the independent survey commissioned by Essex Police. Results are for the period 12 months December 2021 versus the 12 months to December 2020

Note 2 - The confidence interval is the range +/- between where the survey result may lie. This is mainly influenced by the number of people answering the survey. The more people that answer the survey, the smaller the interval range

Note 3 - Crime Severity Score measures 'relative harm' of crimes by taking into account both the volume and the severity of offences, and by weighting offences differently. National data for the 12 months to January 2022 have been used in order that comparisons can be made to Essex's Most Similar Group of Forces (MSG)

Note 4 - The methodology used for identifying these investigations are drug related is subjective and based on the circumstances presented. These figures will include investigations where the victim or the suspect are involved Drug Use, Possession or Selling

Note 5 - 'Killed or Seriously Injured' (KSI) refers to all people killed or seriously injured on Essex's roads, regardless of whether any criminal offences were committed. 'Causing Death/Serious Injury by Dangerous/Inconsiderate Driving' offences refers to the number of crimes of this type

Note 6 - In 2019, the definition as to what constituted "use" of a mobile phone in relation to driver-related mobile phone offences was subject to a legal challenge. This resulted in a ruling, which held that while "use" included accessing the interactive functions of the mobile phone it did not extend to solely accessing the device's internal functions. Few mobile phone offences were subsequently prosecuted from this point. In 2021, however, the law was changed: it is now illegal to "hold" a phone or sat nav when driving or riding a motorcycle

Police and Crime Plan Priorities	Police Priority Indicators	12 months to Mar 2020	12 months to Mar 2021	12 months to Mar 2022	Number Difference 2021/22	% Difference 2021/22	Direction of Travel 2021/22
Priority 8 - Dog Theft	Number of dog thefts ⁸	64.7	76.3	80.1	3.8	-	Improving
	Percentage of people who have confidence that the policing response to dog theft is improving (internal survey) ¹	1.1	0.9	0.9			
	Confidence Interval ²	167,266	148,135	165,518	17,383	11.7	Deteriorating
Priority 9 - Business Crime, Fraud and Cyber Crime	Number of business crime offences	23,601	15,929	18,802	2,873	18.0	Deteriorating
	Number of business crime offences solved ⁷	4,553	2,860	2,780	-80	-2.8	Deteriorating
	Number of fraud crime offences						Improving
	Number of fraud crime offences solved ⁹						Deteriorating
	Number of cyber crime offences						Deteriorating
	Number of cyber crime offences solved ⁹						Improving
	Percentage of people who have confidence that the policing response to tackling business crime offences is improving (internal survey) ⁵	77.0	78.0	79.0	1.0	-	DoT
	Confidence Interval ²	3.4	3.5	3.6			
	Percentage of people who have confidence that the policing response to tackling fraud is improving (internal survey) ⁵	77.0	78.0	79.0	1.0	-	DoT
	Confidence Interval ²	3.4	3.5	3.6			
Priority 10 - Protecting vulnerable people and supporting victims of crime	Number of domestic abuse offences	27,801	28,951	30,894	1,943	6.7	Deteriorating
	Number of domestic abuse offences solved ⁷	3,058	3,455	3,140	-315	-9.1	Deteriorating
	Number of child abuse offences	5,470	5,397	6,282	885	16.4	Deteriorating
	Number of child abuse offences solved ⁷	301	315	395	80	25.4	Improving
	Percentage of people who have confidence that the policing response to protecting children and vulnerable people is improving (internal survey) ¹	83.2	89.7	86.3	-3.4	-	Deteriorating
	Confidence Interval ²	1.0	0.8	0.9			
Priority 11 - Staff	Ethnic Minority employees: percentage of total workforce ⁹	3.7	4.2	4.4	0.2	-	Improving
	• % of all Police ¹¹	3.2	3.7	4.2	0.6	-	DoT
	• % of all staff (excluding PCSOs) ¹¹	3.7	4.4	4.5	0.2	-	DoT
	• % of all PCSOs ¹¹	2.5	0.9	1.0	0.0	-	DoT
	• % of all specials ¹¹	6.9	6.6	6.0	-0.8	-	DoT

Note 7 -Solved outcomes are crimes that result in: charge or summons, caution, crimes taken into consideration, fixed penalty notice, cannabis warning or community resolution

Note 8 -This is the number of theft offences in which dogs were stolen, and not necessarily the number of dogs which were stolen

Note 9 – Ethnic minority employees as a percentage of the total workforce

ORGANISATIONAL OVERVIEW



Current Structure

The Police & Crime Commissioner (PCC) was established by the Police Reform and Social Responsibility Act 2011 (PRSRA) as a corporation sole with a separate body of Chief Constable, also as a corporation sole. Mr Roger Hirst was elected Police and Crime Commissioner on 5th May 2016 and re-elected again in May 2021. Jane Gardner is the Deputy Police and Crime Commissioner.

From 1st October 2017, the PCC also took on the governance of Essex County Fire and Rescue Service, becoming the country's first Police, Fire and Crime Commissioner (PFCC). The governance arrangements of the PFCC and Chief Constable are included in the joint Annual Governance Statement.

The Role of the PFCC

The PFCC is directly elected by the public and has a statutory duty to hold the police to account on their behalf for the delivery and performance of the police service in Essex. The PFCC provides the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action.

The PFCC is responsible for setting the strategic direction and objectives of the force through the Police and Crime Plan, setting an annual budget, monitoring financial outcomes and approving a medium-term financial plan and capital programme in consultation with the Chief Constable.

The PFCC is also responsible for the scrutiny, support and challenge of overall performance of the force including against the policing priorities to protect Essex, and holds the Chief Constable to account for the performance of the force's officers and staff. The PFCC prepares and issues an annual report to the Police Fire and Crime Panel on performance against the objectives set within the Plan. The PFCC has wider responsibilities than those relating solely to the police force, namely:

- Delivery of community safety and crime reduction
- Ability to bring together Community Safety Partnerships at the force level
- Allocate crime and reduction grants within Essex
- Duty to ensure that all collaboration agreements with other local policing bodies and forces deliver better value for money or enhance the effectiveness of policing capabilities and resilience
- Enhancement of the delivery of criminal justice in their area

The Role of the Chief Constable

The Chief Constable is responsible for and accountable to the PFCC for the delivery of efficient and effective policing and the management of resources and expenditure by the police force. He remains operationally independent in the service of the communities of Essex. The Chief Constable is responsible to the public and accountable to the PFCC for leading the force in a way that is consistent with the attestation made by all constables on appointment and ensuring that it acts with impartiality. He has day to day responsibility for the financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by the PFCC.

The Chief Constable supports the PFCC in the delivery of the strategy and objectives set out in the Plan, and in planning the force's budget. In agreement with the PFCC the Chief Constable enters collaboration agreements with other Chief Constables, other policing bodies and partners that improve the efficiency or effectiveness of policing.

The respective responsibilities of the PFCC and Chief Constable as corporations sole are brought together in legal and accounting terms to form the 'PFCC Group'.

OUR WORKFORCE

> > > > > >

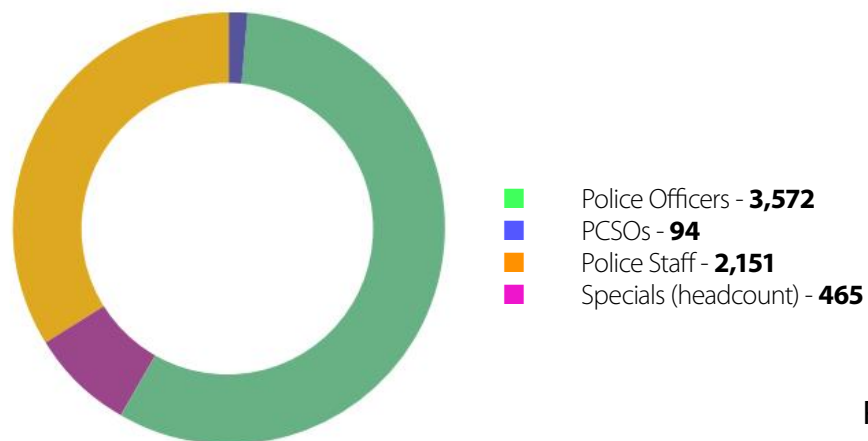
Our Workforce

Essex Police continues to grow and during the 2022/23 year the police officer establishment will grow by 200 additional officers, 180 of which are as a result of the government's ambition to recruit an additional 20,000 police officers nationally. At the end of 2021/22 the force had recruited 17 additional officers above the established budget of 3,555 to assist in meeting the 2022/23 target of bringing the total number of officers to 3,755 FTE by March 2023.

2022/23 will be the final year of the government's national uplift programme and any further growth from 2023/24 onwards would need to be funded by increases to the council tax precept or from savings elsewhere within the force.

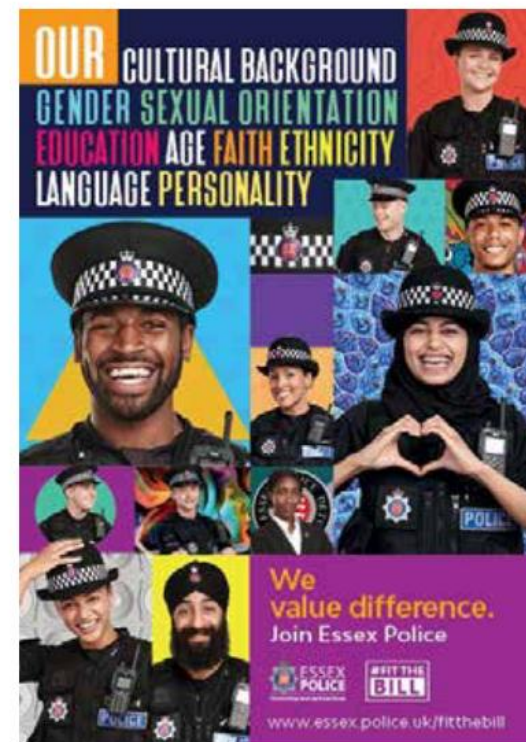
In addition to making the most of our own workforce, partnership working and collaboration permeates throughout the force and is fully embedded within both force business planning and delivering services. The force uses a wide variety of different models and approaches to maximise the benefits working in partnership brings. The force collaborates with other forces at a national level, regional and local level and has joint operational and support directorates with Kent Police to maximise efficiency and effectiveness. During 2021/22 our police officer strength numbers increased by 159 FTEs to 3,572. The chart below shows the make-up of the workforce for the group as at 31st March 2022.

Our Workforce - FTEs at 31st March 2022



Essex Police's Diversity, Equality and Inclusion Strategy 2020-2025 recognises that there is a unique life-enhancing power in genuine equality, greater diversity and dignity for all. One of the objectives within this strategy is to attract, recruit, progress and retain a more diverse workforce that better reflects our communities to improve confidence in Essex Police. In 2021, Essex Police continued with the #FitTheBill police officer recruitment campaign, 'We Value Difference', originally launched in 2020, to attract more diversity into the force. Nationally, policing struggles to attract people who are black, Asian, minority ethnic, LGBTQ, female or who declare other protected characteristics. The 'We Value Difference' campaign tackles diversity and inclusion in its entirety and shows that it is our values (Transparency, Impartiality, Integrity and Public Service) which define us and that these values are what policing is most interested in.

The campaign is changing the make-up of the force and making it more representative of the communities it services. Whilst application numbers for police officers slowed in 2021/22 compared to previous years, ethnic minority and female proportions have remained strong. The officer ethnic minority position was 4.17% (as a proportion of all officers) as at 31st March 2022 compared to 3.72% a year earlier and female officers represented 35.84% as at 31st March 2022 compared to 34.53% on 31st March 2021.



FINANCIAL OVERVIEW



Financial Overview

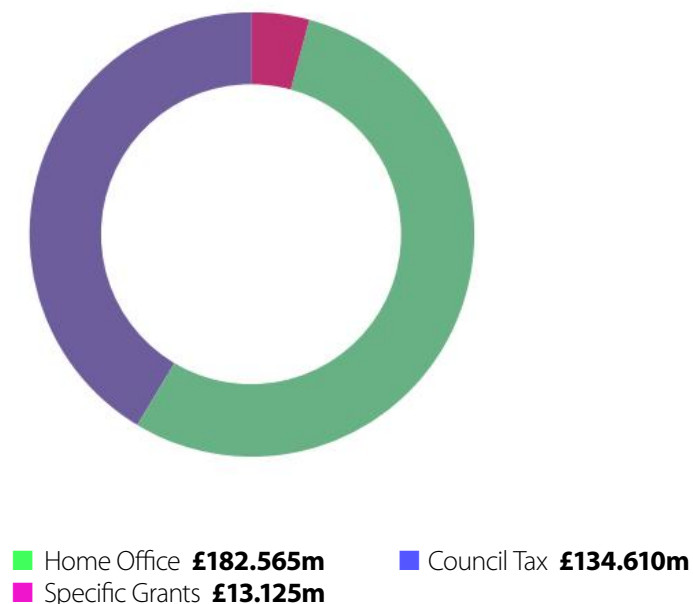
Essex Police's Diversity, Equality and Inclusion In recognising the respective responsibilities of the PFCC and Chief Constable all assets, liabilities and contracts are in the name and ownership of the PFCC whereas most police staff along with police officers and PCSO's are employed by the Chief Constable.

An ambitious programme of transformation continues to help prepare Essex Police to meet the demands of today and the future, involving police estates, technology and an enhanced police operating model.

Where the Money Comes From

The chart below shows an analysis of the PFCC's key sources of funding in 2021/22 totalling £330.3m. The Home Office core grant paid to the PFCC accounted for 55% of the total funding. These grants and income raised by council tax funded the net revenue budget for 2021/22 of £330.3m.

Funding Sources 2020/22



What the Money is Spent on

The graph below shows an analysis of the Group's net revenue expenditure totalling £327.589m.



Total - £327.589m

FINANCIAL PERFORMANCE



Financial Performance

The Chief Constable has operational control of police officers, PCSOs and police staff (excluding PFCC staff). The PFCC has strategic control of all assets, income, PFCC staff and liabilities and is responsible for establishing most reserves and controlling all cashflow.

The tables overleaf show budgeted and actual net expenditure, with the latter also being included in note 9 (Expenditure and Funding Analysis). The net expenditure excludes depreciation, pensions liabilities, accumulated absences and other items which do not impact on the transfer to or from the General Reserve. These charges are included and accounted for in the Comprehensive Income and Expenditure Statement (CIES) within the Core Financial Statements in accordance with proper accounting practice. The Expenditure and Funding Analysis shows how the funding has been used and provides a link to the figures reported in the Comprehensive Income and Expenditure Statement.

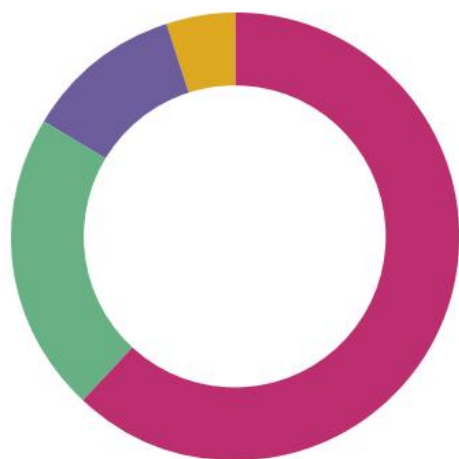
The net expenditure budget of £330.712m, as approved at the Police and Crime Panel in February 2021, included planned contributions of £0.402m from reserves with the remainder of £330.310m funded from general grants and council tax. The actual position for the year was a surplus of £2.711m. The PFCC Group underspent by £1.720m against the latest approved budget with this, less a £0.064m budgeted withdrawal from the reserve, resulting in a net contribution of £1.656m transferred to the General Reserve for future use, and £1.055m transferred to earmarked reserves for specific operations and projects in future years.

Group - 2021/22 Financial Performance					
	Original Budget	Virements	Current Budget	Actual	Variance over / (under)
	£000	£000	£000	£000	£000
Employees					
Police Officer pay and allowances	196,955	5,698	202,653	204,178	1,525
PCSO pay and allowances	3,574	9	3,584	3,351	(233)
Police staff pay and allowances	87,709	2,379	90,088	89,980	(108)
Ill-health/medical pensions	4,496	(409)	4,087	4,243	156
Training	1,882	42	1,924	1,935	11
Other employee expenses	1,526	(790)	736	439	(297)
	296,143	6,930	303,073	304,126	1,054
Other Service Expenditure					
Premises	9,978	221	10,199	9,491	(707)
Transport	5,805	96	5,901	6,254	353
Supplies & services	36,871	3,364	40,235	38,081	(2,154)
Third party payments	9,347	(1,602)	7,746	7,756	10
	62,001	2,080	64,081	61,582	(2,499)
Gross Operating Expenditure	358,144	9,010	367,154	365,709	(1,445)
Income	(29,690)	(12,377)	(42,067)	(42,447)	(380)
Net Cost of Services	328,454	(3,368)	325,087	323,261	(1,825)
Other Expenditure / (Income)					
Other Expenditure / (Income)	77	-	77	(12)	(89)
Capital & other adjustments	2,181	2,160	4,340	4,340	-
	2,258	2,160	4,417	4,328	(89)
Net Expenditure	330,712	(1,208)	329,504	327,589	(1,915)
Sources of Funding					
Police grant	(126,258)	6,930	(119,328)	(119,328)	-
Formula funding grant	(56,307)	(6,930)	(63,237)	(63,237)	-
Council tax precept	(134,406)	-	(134,406)	(134,406)	-
Council tax support grant	(10,992)	-	(10,992)	(10,992)	-
Council tax freeze grant	(2,133)	-	(2,133)	(2,133)	-
Collection fund surplus	(214)	-	(214)	(204)	10
	(330,310)	-	(330,310)	(330,300)	10
(Surplus)/Deficit before Transfer to Earmarked Reserves	402	(1,208)	(806)	(2,711)	(1,905)
Transfer to/(from) Earmarked Reserves	798	72	870	1,055	185
Transfer to/(from) the General Reserve	(1,200)	1,136	(64)	1,656	1,720

Capital Expenditure

A capital investment programme amounting to £19.079m for 2021/22 was approved in February 2021 to maintain the infrastructure needed to support an effective and efficient police service. By March 2022 capital approvals had been updated to £12.170m reflecting decisions to reprofile schemes into future years. The force has experienced delays in the delivery of the capital programme including problems with supply chains, shortage of labour and other issues due to the on-going effects of the COVID-19 pandemic. There has also been significant slippage in delivery of the fleet replacement programmes due to ongoing issues with the National Vehicle Framework agreement and worldwide shortages of semi-conductor chips. The £12.170m invested during 2021/22 is shown in the chart below.

Capital Expenditure 2021/22 (£m)



■ Estates - **£7.546m**
■ IT - **£2.653m**
■ Transport - **£1.380m**
■ Other - **£0.591m**

Estates

Of a total spend of £7.546m, £3.481m related to the purchase of a depot at Boreham which had previously been leased, £1.878m on completion of refurbishment works at Chelmsford Police Station and the remainder primarily spent on the maintenance and refurbishment of the force estate.

IT

Investment in IT of £2.653m included expenditure on:

- £1.419m for the annual refresh programme including replacement of servers, printers, docking stations, desktop and laptop computers along with the wider IT infrastructure and telephony network; and
- £0.929m on the migration of a data centre

Transport

Investment in Transport of £1.380m included expenditure on:

- £1.315m for the annual fleet replacement programme; and
- £0.019m on maintenance of the Marine Unit's rigid inflatable boat (RIB)

Other

This includes investment in body armour of £0.214m, automatic number plate recognition (ANPR) of £0.147m, and firearms and associated component parts of £0.071m.

The force has a capital investment programme totalling £132m over the six year period commencing 2021/22. There are three main areas of spend, Estates, Transport and Information Technology. The programmed investment will support the vision and strategic priorities within the Police and Crime Plan. The main element of spend relates to Estates, with a forecast investment of £77m and Information Technology with a forecast investment of £36m. This requirement is linked to a historic lack of investment in the estate leading to ongoing requirements for modernisation and maintenance, and includes a key project to significantly redevelop and modernise the force HQ site in Chelmsford. The investment in IT relates to a wide range of national and locally led projects with the overriding objective to provide more efficient digital solutions for all aspects of operational policing and their support services.

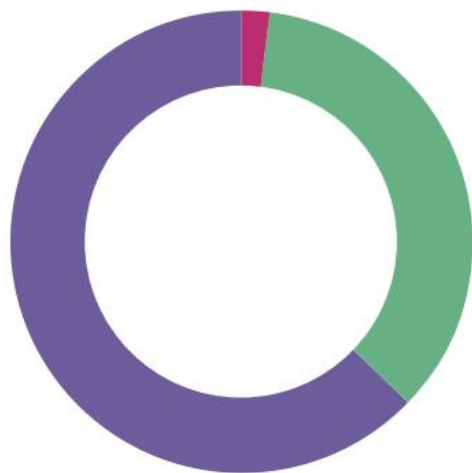


Capital Funding

Capital resources available to fund capital investment come from four main sources, primarily from capital receipts, government grants and contributions, and revenue contributions. If capital investment exceeds these available resources the force can borrow to finance its capital investment providing it can demonstrate that it is complying with the Prudential Code of Practice which requires any borrowing to be affordable, prudent and sustainable. There was a need to finance 2021/22 capital investment with £7.614m of prudential borrowing but due to the level of cash resources held it has been possible to fund this spend from internal borrowing thereby avoiding interest payments. It is anticipated that there will be a need to externally borrow from 2022/23 onwards to fund future investment plans.

Capital financing resources applied in 2021/22 are shown below.

Capital - Financing Sources £m



Capital grant and other contributions - **£0.251m**

Capital receipts - **£4.305m**

Prudential Borrow - **£7.614m**

Future capital expenditure is planned to increase over the coming years as investment in Estates and IT takes place with capital expenditure forecast to be in excess of £118m over the next five years, with indicative prudential borrowing of £76m over the same period. The annual revenue cost of borrowing to finance the capital programme is forecast to reach £4.6m per annum by 2026/27.

Reserves

The revenue reserves are key to the financial strategy of the force, ensuring that there is some resilience to cope with unpredictable financial pressures and long-term financial commitments. Specific earmarked reserves are held to manage known financial liabilities and possible risks.

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

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

General Reserve

The General Reserve is held to provide a working balance to protect the force against unexpected cost pressures. The balance on the General Reserve as at 1st April 2021 was £13.162m. The 2021/22 contribution to the General Reserve of £1.656m increases the balance to £14.818m, 4.5% of net revenue expenditure.

Earmarked Reserves

Included under this heading are revenue earmarked reserves, including the Future Capital Funding Reserve as described in the Balance Sheet and further referred to as the PFCC's earmarked reserves, and which total £17.107m at 31st March 2022. Included within these reserves is £2.565m held on behalf of third parties, an example of which is a reserve to hold receipts received through the Asset Recovery Incentive Scheme (ARIS) to fund crime reduction-related expenditure. The level of reserves alongside the General Reserve are shown in the chart below.

Useable Reserve Reserves as at 31st March 2022



- Operational Reserves - **£6.233m**
- Reserves held for specific projects - **£4.385m**
- Reserves held by Essex Police but managed as third party reserves - **£2.565m**
- Carry Forward Reserves - **£3.924m**
- General Reserve - **£14.818m**

Pension Liabilities

Accounting standards require that the total future liabilities for the cost of pension payments to past and present police officers and police staff are fully reflected in the Balance Sheet. Accordingly, the Balance Sheet figures included within the accounts (see note 42) includes net liabilities of £193.569m (2020/21 £249.309m) for police staff and £3,297.849m (2020/21 £3,328.893m) for police officers.

The PFCC has an agreed position with the pension administrator regarding the future liability provision. The statutory arrangements for funding the police officer pension liability and the PFCC's arrangements for funding the police staff pension deficit, therefore, mean that the financial position of the PFCC remains sound.

> Officers and firefighters working together to manage safety on the road



Future Trends and Risks

Trends in Crime and the Force's Long Term Vision

There is a high and increasing demand for policing services due to both the volume of crime and incidents, and their severity and increasing complexity. In the year to 31st March 2022, 165,518 offences were recorded, an 11.7% increase (17,383 additional offences) compared to this period in 2021 and a 1% decrease (1,748 fewer offences) compared to this period in 2020. The increase in crime over the last year has primarily been influenced by the Government's easing of restrictions on movements and gatherings in relation to COVID-19.

Prevention remains a key focus of the force building on investment already made during 2019/20 to 2021/22 to strengthen activity to tackle the issues causing the most harm. The force will continue working with partners to deliver against a Crime Prevention Strategy and whole system approach to enable the force to optimise its investment. The Force Management Strategy (FMS) aligns existing resources (both financial and people) to unlock additional capacity, capabilities and potential to prevent crime.

Despite the force growing, with its allocation of the additional 20,000 officers nationally and investment from increases in council tax, Essex Police has a good track record of delivering cash and efficiency savings to maximise the benefit out of every penny. In 2021/22 £4.4m savings were delivered with £2.9m of these recurring annually and there continues to be an ambitious savings programme with £4.7m programmed to be delivered in 2022/23. This is in the context of funding challenges from being one of the lowest funded forces in the country.

Current and emerging risks and mitigation

The three year comprehensive spending review has provided some certainty over Home Office funding up to 2024/25 which will make it easier to consider demand pressures compared to future funding levels. One of the challenges the force faces is that it is the lowest funded force nationally (funding from grants and council tax), and the ninth lowest in receipt of government grant per head of population. It also has the lowest spend per head of population.

The detrimental impact of COVID-19 on government finances along with significant increases in inflation in recent months, driven by both domestic and global factors, impacting the costs of supplies and services, is expected to result in significant funding challenges to Essex Police and partners with the potential withdrawal of non-statutory services and these challenges are likely to impact public services for some years to come.

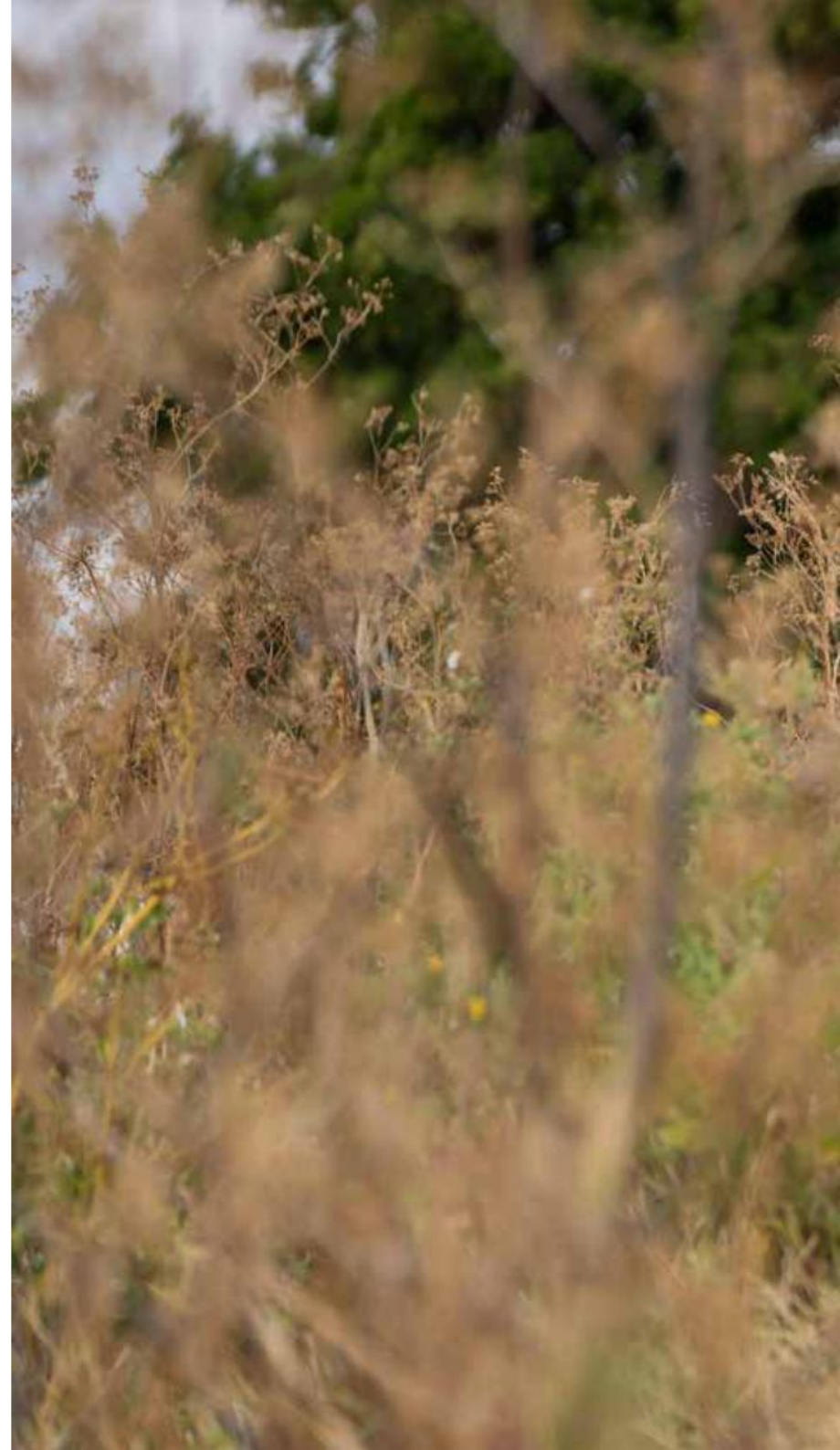
The mitigation to these funding challenges will be the continuation of the work to review services and drive out efficiencies and cashable savings, including the review of the Essex Police estate to generate capital receipts to fund other vital capital investment and reduce annual revenue estate running costs.

On 1st April 2022 Just Stop Oil (JSO) begun sustained protest activity at petrochemical distribution sites in West Essex and petrol station forecourts. During April and into May 2022 large numbers of JSO protestors disrupted multiple sites in Essex simultaneously, using a wide range of tactics to cause disruption. This was a significant development for Essex Police post year-end with forecast costs of the operational response anticipated to be approximately £6m. The Chief Constable and the PFCC are working together and seeking financial assistance from the Home Office, the extent of which is not known at the time of writing. Any costs not recompensed by the Home Office will need to be met from reserves which would in turn create financial pressures in future years as reserves are replenished.

In addition to the risks around future funding and increasing costs of services, the following are strategic risks that the force and the PFCC is currently facing which are likely or almost certain to have a major impact:

- **Emergency Services Mobile Communications Programme (EMSCP)**
 - Cost will continue to escalate due to the continuing delays of the national ESMCP and the Emergency Services Network in delivering a credible, comprehensive, and fit for purpose communications solution
- **Electrification of the Vehicle Fleet** – The Government's ban on the sale of petrol and diesel engine vehicles comes into force in 2030. To meet the target the force needs to take action now to build charging or fuelling infrastructure whilst investing in compliant vehicles presenting with a considerable cost pressure
- **Reducing drug driven violence** – Challenges in relation to drug driven violence if underlying issues are not addressed, competing priorities amongst partners with limited resources to dedicate to this priority, and external factors with the risk of the number of people killed or seriously injured not improving
- **Protecting vulnerable people and breaking the cycle of domestic abuse** – A risk of increase in harm to victims with the potential for more domestic homicides. Priority may not be realised due to various potential issues including conflicting priorities against police budgets

Strategic risks and associated mitigating actions are reviewed regularly by the force, the PFCC and Joint Audit Committee.







EQUALITY ACT 2010

> > > > > >

The Police Fire and Crime Commissioner's objectives, published in-line with The Public Sector Equality Duty (PSED) of the Equality Act 2010, are:

- Scrutinise the work of Essex Police and Essex County Fire and Rescue Service (ECFRS) against their obligations in the Equality Act 2010 and their own equality objectives. In the case of ECFRS this will also include performance against the Equality Framework for Fire and Rescue Services and in the case of Essex Police this will include a focus on Stop and Search activity.
- Improve our understanding and connection with communities so everyone has equal opportunity to express their views on policing and fire and rescue services in Essex.
- Develop and deliver engagement programmes that provide the opportunity for all people across Essex to provide their input in key strategic documents, including the Police and Crime Plan, and Fire and Rescue Plan. To provide a particular focus on engagement with young people and people from BAME communities.
- Ensure that key strategic decisions consider the three aims of the Public Sector Equality Duty and provide clear evidence of what has been considered and contributed to the final decision. Where necessary undertake a full Equality Impact Assessment.
- Monitor the effectiveness of our commissioned services in reaching all protected groups and how they are proactively supporting the three objectives within the Equality Act 2010.

- Improve inclusive culture and increase awareness and understanding of diversity and quality through delivery of mandatory training, equality data analysis, equality and health impact assessment, and effective community engagement.
- Adopt and advance the NPCC Diversity, Equality and Inclusion Strategy 2018-2025 and accompanying toolkits.

- Narrow the disparity between protected groups and non-protected groups in respect of the use of police powers such as stops, searches and the use of force. Improve the experience of policing services without reducing the legitimate use of police powers to protect communities.
- Increase satisfaction and confidence amongst protected groups, wider communities and victims of crime. Tackle hate crime and address any complaints and concerns raised.
- Attract, recruit, progress and retain a more diverse workforce that better reflects our communities to improve confidence in Essex Police.



ANNUAL GOVERNANCE STATEMENT SUMMARY

The PFCC and Chief Constable produce an Annual Governance Statement which is published in full at **www.essex.pfcc.police.uk**. Below is a summary of the governance arrangements in place and the current governance issues being addressed.

Governance Framework

The governance framework comprises the systems and processes, and culture and values by which the work of the PFCC is directed and controlled and the activities through which the Commissioner accounts to and engages with the community. It enables the PFCC to monitor the achievement of their Police and Crime Plan and to consider whether these objectives have led to the delivery of appropriate, cost effective services, including achieving value for money.

Good governance core principles

- ✓ **Focusing** on the purpose of the PFCC and Chief Constable and on outcomes for citizens and service users;
- ✓ **Ensuring** that both the PFCC and Chief Constable perform effectively in clearly defined functions and roles;
- ✓ **Promoting** the values of the PFCC and Chief Constable and demonstrating the values of good governance through behaviour;
- ✓ **Taking informed**, transparent decisions and managing risk;
- ✓ **Developing** the capacity and capability of the PFCC to be effective, and
- ✓ **Engaging** stakeholders and making accountability real

Governance Structure



- Maintenance of Essex Police
- Ensure it is effective and efficient
 - Complies with law and proper standards
- Public money is safeguarded
- Secure continuous improvement



Roger Hirst



Chief Constable

- Maintains the Queen's Peace
- Direction and control of the force's officers and staff
- Responsible for supporting the PFCC in the delivery of the Police and Crime Plan



Ben-Julian Harrington
Chief Constable

Performance and Resource Board

- Financial and performance monitoring

Strategic Board

- Strategic governance, oversight of Essex Police's strategic transformation programme, Medium Term Financial Strategy and capital programme.
- Primary adviser to the PFCC and Chief Constable in respect of strategic decisions

Joint Audit Committee

- Advise the PFCC and the Chief Constable according to good governance principles
- Adopt appropriate risk management arrangements

Significant governance issues 2021-22

Within the Annual Governance Statement significant issues are addressed and progress against last years significant issues are reported on. For the current year the following significant issues have been identified.



Demand Management



Comprehensive Spending Review 2021



Public confidence and victim satisfaction



Blue light collaboration



Recovery from the COVID-19 pandemic



Government's PCC Review



Police and Crime Plan 2021 - 2024

Page 145 of 168





Report title: 2023/24 Budget - Baseline Challenge	
Report to: Essex Police, Fire and Crime Panel	
Report author: Police, Fire and Crime Commissioner for Essex	
Date: 29 September 2022	For: Noting and comment
Enquiries to: Janet Perry, Strategic Head of Performance & Resources and Chief Financial Officer, PFCC E-mail: janet.perry@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

This report lays out the background issues, the current assumptions, and the baseline challenge in setting the 2023/24 budgets for both Essex Police and Essex Fire and Rescue Services.

2. Recommendations

To note the background issues, the current assumptions, and the baseline challenge, in setting the 2023/24 budgets for Essex Police and Essex Fire and Rescue Services

3. Context

- 3.1. The 2023/24 budgets for Essex Police and Essex Fire and Rescue Services are being set against the backdrop of a challenging economic environment, with inflation expected to rise to an annual increase of 13% before the end of 2022, interest rates rising and the likelihood of a recession increasing.

4. Essex Police - Medium Term Financial Strategy (MTFS)

- 4.1. The Essex Police MTFS that was presented to the Police, Fire and Crime Panel in February 2022 showed the following position as laid out in figure 1 below:

2023/24 Budget - Baseline Challenge

Figure 1 Essex Police MTFS at February 2022

Actual/Forecast			Medium Term Financial Strategy 2022/23 - 2026/27						
2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	5 Year Total	
£m	£m	£m	£m	£m	£m	£m	£m	£m	
300.3	312.8	338.3	Net Budget Requirement - before appropriations to/from reserves	356.1	369.5	375.1	384.0	390.1	1,874.8
2.0	6.7	4.4	Net Appropriations to/(from) Reserves	(0.2)	(0.6)	0.0	0.0	0.0	(0.8)
302.3	319.5	333.9	Budget Requirement (Inc Appropriations to Reserves) - before Savings & Efficiencies	355.9	368.9	375.1	384.0	390.1	1,874.0
(4.7)	(4.8)	(3.6)	Savings & Efficiencies Plan (Cashable)	(3.7)	(3.0)	(3.0)	(3.0)	(3.0)	(15.7)
297.6	314.7	330.3	Net Budget Requirement - after savings applied	352.2	365.9	372.1	381.0	387.1	1,858.3
(297.6)	(314.7)	(330.3)	Total Funding	(352.2)	(363.1)	(373.0)	(379.7)	(386.6)	(1,854.6)
0.0	0.0	0.0	Annual (Shortfall)/Surplus	0.0	(2.8)	0.9	(1.3)	(0.5)	(3.7)

4.2. At this time the shortfall in 2023/24 of £2.8m was based on the following key assumptions:

- A council tax precept increase of 2.5%;
- Police officer FTEs at 3,755 from the start of the year;
- A pay increase of 2.5% for officers and staff in September 2022 and September 2023
- A 1.75% increase in the tax base (1.73% increase in 2022/23);
- A £1.8m surplus on the Collection Fund (includes a share of the 2021/22 deficit, which local authorities have been able to spread over three years;
- New recurring cashable savings of £3.0m, and
- The Home Office police grants in line with the most recent Comprehensive Spending Review (CSR), with Essex receiving a share of the grant uplift in line with existing funding share allocations.

4.3. These assumptions have been updated and the MTFS at September 2022 shows the position as laid out in figure 2 below, which demonstrates the baseline challenge:

Figure 2 Essex Police September 2022 MTFS

			Medium Term Financial Strategy 2023/24 - 2027/28						
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	5 Year Total	
£m	£m	£m	£m	£m	£m	£m	£m	£m	
312.8	330.5	357.9	Net Budget Requirement - before appropriations to/from reserves	384.4	386.0	393.3	400.2	405.2	1,969.1
6.7	2.7	(2.0)	Net Appropriations to/(from) Reserves	(3.1)	(2.6)	(2.4)	(1.4)	0.0	(9.5)
319.5	333.2	355.9	Budget Requirement (Inc Appropriations to Reserves) - before Savings & Efficiencies	381.3	383.4	390.9	398.8	405.2	1,959.6
(4.8)	(2.9)	(3.7)	Savings & Efficiencies Plan (Cashable)	(7.8)	(3.0)	(3.0)	(3.0)	(3.0)	(19.8)
314.7	330.3	352.2	Net Budget Requirement - after savings applied	373.5	380.4	387.9	395.8	402.2	1,939.8
(314.7)	(330.3)	(352.2)	Total Funding	(369.4)	(379.5)	(386.3)	(393.4)	(400.8)	(1,929.4)
0.0	0.0	0.0	Annual (Shortfall)/Surplus	(4.1)	(0.9)	(1.6)	(2.4)	(1.4)	(10.4)

2023/24 Budget - Baseline Challenge

- 4.4. The position in figure 2 for 2023/24 shows a deficit of £4.1m, compared to the £2.8m deficit in figure 1, at February 2022. This movement is made up of a number of changes to the assumptions, as well as actual changes that have taken place since February 2022. Figure 3 below shows the assumptions at February 2022 and those in the September 2022 MTFS, with an estimated financial impact to analyse the overall adverse movement of £1.3m.

Figure 3 Essex Police MTFS summary of September 2022 MTFS 2022/23 movements since the February 2022 MTFS

Assumptions			2023/24 Movements
	February 2022 MTFS	September 2022 MTFS	£m (Deficit/Adverse)
February 2022 MTFS (Deficit in 2023/24)			(£2.8m)
Precept	2.5% each year from 2023/24	4.57% (£9.99) in 2023/24 2.5% each year from 2024/25	£3.1m
Police Officers 31 March 2023	3,755 FTEs	3,755 FTEs	
Pay Award	2.5% each year (officers & staff)	2022/23 £1,900 increase (officers & staff) 2.5% each year from 2023/24 (officers & staff)	(£7.5m)
South-East Allowance		£500 increase 2022/23	(£2.1m)
Taxbase	1.75% increase annually	1.75% increase annually	
Inflation	Contractual inflation on previous year's trend	Contractual inflation on previous year's trend Utilities & fuel updated following global rises Contractual inflation updated based on bids	(£3.0m)
One off Budget pressures	Funded from recurring budget of £3.3m	Funded from reserves 2023/24 onwards.	
Collection Fund	Surplus of £1.8m annually	Surplus of £1.8m annually	
Savings	£3m annually	2023/24 £7.8m identified by Efficiency Savings and Growth Board. £3m annually thereafter	£4.8m
Home Office Grants	Increase in line with 2021 CSR Share of uplift in line with Essex share of existing allocations Ring fenced element of 2022/23 PUP funding rolled up into main grant	Increase in line with 2021 CSR Uplift share based on Essex share of existing allocations Ring fenced element of 2022/23 PUP funding rolled up into main grant Additional £3.2m of grant towards cost of police officer pay award and remains in core grant annually thereafter.	£3.2m
	Other Changes		£0.2m
	Overall Movement		(£1.3m)
September 2022 MTFS (Deficit in 2023/24)			(£4.1m)

2023/24 Budget - Baseline Challenge

4.5. The table at figure 4 shows the detail of the changes to the MTFS since February 2022, based on the assumptions in the table at figure 3. In addition, the table at figure 5 shows the impact that the current MTFS has on the General Reserve. Whilst in 2023/24 it will remain above the 3% targeted requirement, in the following years it progressively falls to 0.7%, which is not a practicable position. Therefore, in further iterations of the MTFS and the 2023/24 budget, we will need to consider options to build the General Reserve back to 3% in future years.

Figure 4 Essex Police detail of the September 2022 MTFS movements since the February 2022 MTFS

									Movements since the February 2022 MTFS				Explanation of Movements since the February 2022 MTFS	
Actual / Forecast			Medium Term Financial Strategy - 2022/23 to 2026/27						2023/24		5 Year Total			
2020/21 Actual £m	2021/22 Actual £m	2022/23 Forecast £m	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	5 Year Total £m	2023/24 £m	Change (reduction)/ increase £m	5 Year Total £m	Change (reduction)/ increase £m		
312.8	333.8	330.3	Opening Budget Requirement	352.2	373.5	380.4	387.9	395.8	1,889.8	352.2	0.0	1,801.5	88.3	Impact of all changes in each year's carry forward
(1.9)	(1.4)	0.9	Prior year activity agreed at Budget Setting	0.5	(1.3)	0.0	0.0	0.0	(0.8)	0.7	(0.2)	0.9	(1.7)	
	2.8		Pay Award	12.3	5.0	5.2	5.2	5.4	33.1	4.8	7.5	23.3	9.8	Sept 2022 increase from 2.5 % to £1,900
	2.3		Pay Progression	2.4	2.4	2.4	2.4	2.4	12.0	2.0	0.4	10.3	1.7	Updated pay increments
	3.7		Pay - Other	(0.7)	0.3	0.3	0.3	0.3	0.5	1.1	(1.8)	8.1	(7.6)	Increase to 'turnover' adjustment
	0.0		LGPS Pension Shortfall & Auto Enrolment	0.6	0.0	0.0	0.5	0.0	1.1	0.6	0.0	0.6	0.5	Increase for known increases
	0.9		Contractual Inflation	3.5	2.0	1.0	1.0	1.0	8.5	0.5	3.0	2.9	5.6	Includes updates to PEQF forecast
	3.4		Contractual & Legal	0.8	0.4	0.5	0.5	0.0	2.2	0.9	(0.1)	5.1	(2.9)	
	0.0		COG Approved Investment	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	5.9		Committed Change (Includes FYE of PUP)	6.8	0.0	0.0	0.0	0.0	6.8	5.8	1.0	12.6	(5.8)	FYE of Sept 2022 pay award on FYE of PUP
	2.1		Revenue Impact of Investment	2.5	2.2	2.5	1.3	0.3	8.8	2.6	(0.1)	10.4	(1.6)	Updates on capital forecasts
	8.9		New Demand & Budget Growth	3.5	1.5	1.0	1.1	0.0	7.1	1.6	1.9	16.5	(9.4)	South East Allowance from £2,500 to £3,000
	(3.3)		Use of One-off Recurring Budget	0.0	0.0	0.0	0.0	0.0	0.0	(3.3)	3.3	(16.5)	16.5	Removal of one-off recurring budget
6.7	2.7	(2.0)	Appropriations to/(from) Reserves	(3.1)	(2.6)	(2.4)	(1.4)	0.0	(9.5)	(0.6)	(2.5)	(0.8)	(8.7)	Includes £3.1m from reserves for one-off costs
317.6	335.1	355.9	Net Budget Requirement - before savings	381.3	383.4	390.9	398.8	405.2	1,959.6	368.9	12.4	1,874.9	84.7	Impact of all changes in each year's carry forward
(2.9)	(4.8)	(3.7)	Savings & Efficiencies Cashable - Recurring	(7.8)	(3.0)	(3.0)	(3.0)	(3.0)	(19.8)	(3.0)	(4.8)	(16.6)	(3.2)	2023/24 Savings at identified level
314.7	330.3	352.2	Net Budget Requirement - after savings	373.5	380.4	387.9	395.8	402.2	1,939.8	365.9	7.6	1,858.3	81.5	Impact of all changes in each year's carry forward
(314.7)	(330.3)	(330.3)	Opening Funding	(352.2)	(369.4)	(379.5)	(386.3)	(393.4)	(1,880.8)	(352.2)	0.0	(1,798.3)	(82.5)	Impact of all changes in each year's carry forward
	(10.9)		Government Funding	(8.5)	(3.5)	0.0	0.0	0.0	(12.0)	(5.3)	(3.2)	(19.7)	7.7	Estimated HO Grant Sept pay award (2.3%/£140m)
	(6.0)		Council Tax - Base	(8.9)	(9.2)	(6.6)	(6.8)	(7.1)	(38.6)	(8.9)	0.0	(34.1)	(4.5)	
	(2.7)		Council Tax - Taxbase change	(0.2)	(0.2)	(0.1)	(0.1)	(0.1)	(0.7)	(0.2)	0.0	(3.2)	2.5	
	(0.2)		Council Tax - Precept increase	(0.1)	2.8	(0.1)	(0.2)	(0.2)	2.2	3.0	(3.1)	2.3	(0.1)	Precept from 2.5% to £9.99 increase (4.57%)
	(2.1)		Collection Fund	0.5	0.0	0.0	0.0	0.0	0.5	0.5	0.0	(1.6)	2.1	
(314.7)	(330.3)	(352.2)	Total Funding	(369.4)	(379.5)	(386.3)	(393.4)	(400.8)	(1,929.4)	(363.1)	(6.3)	(1,854.6)	(74.8)	Impact of all changes in each year's carry forward
0.0	0.0	0.0	Adjusted Annual (Shortfall)/Surplus	(4.1)	(0.9)	(1.6)	(2.4)	(1.4)	(10.4)	(2.8)	(1.3)	(3.7)	(6.7)	

Figure 5 Essex Police detail of the September 2022 MTFS on the General Reserve

Reserves					
	2023/24	2024/25	2025/26	2026/27	2027/28
	£m	£m	£m	£m	£m
Earmarked Revenue Reserves	17.5	16.6	16.3	16.0	15.8
General Reserve	12.4	9.3	6.7	4.3	2.9
Total - Revenue Reserves	29.9	25.9	23.0	20.3	18.7
General Reserves % of net revenue expenditure	3.50%	2.50%	1.80%	1.10%	0.70%

4.6. Sensitivities relating to assumptions have also been considered. The possible impact of changes to inflation and pay award assumptions are reflected in figure 6 below:

Figure 6 Essex Police inflation and pay award assumptions sensitivities

Inflation and Pay Award Assumption Sensitivities	2023/24	2024/25
	£m	£m
Inflation		
The impact of fuel costs increasing by a further 20% in 2023/24	(0.4)	(0.4)
The impact of Gas and Electricity costs increasing by a further 20% in October 2022 on contract renewal	(0.8)	(0.8)
Pay Award		
The impact of the Officer and Staff Pay Award being 5% in September 2023 and unfunded	(4.1)	(6.3)

2023/24 Budget - Baseline Challenge

5. Essex Fire and Rescue Services - Medium Term Financial Strategy (MTFS)

5.1. The Essex Fire and Rescue Service's MTFS that was presented to the Police, Fire and Crime Panel in February 2022 showed the following position as laid out in figure 7 below:

Figure 7 Essex Fire and Rescue Services MTFS at February 2022

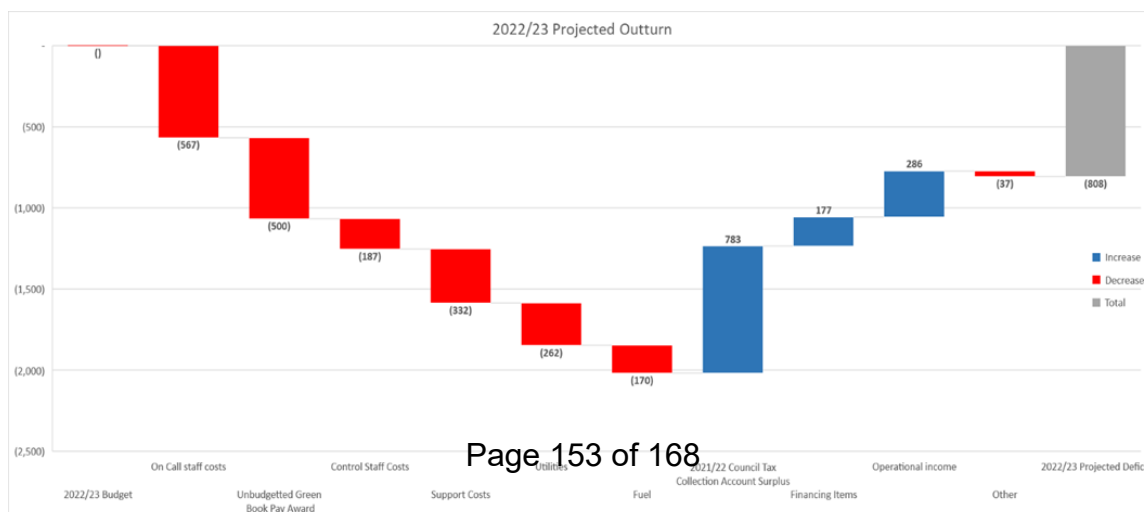
Actuals		Medium Term Financial Strategy 2021/22-2024/25				
2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m	Total £m
		80.9	84.0	84.1	87.1	336.1
		(0.6)	(1.8)	0.0	0.0	(2.4)
				(1.0)	(2.3)	(3.3)
		(0.6)	(1.8)	(1.0)	(2.3)	(5.7)
78.0	80.9	80.3	82.2	83.1	84.8	330.4
0.0	0.1	2.7	1.9	0.4	0.0	5.0
(77.9)	(81.7)	(80.1)	(82.2)	(83.1)	(84.8)	(330.2)
0.1	(0.7)	2.9	1.9	0.4	0.0	5.2
0.0	(0.1)	(2.7)	(1.9)	(0.4)	0.0	(5.0)
0.1	0.8	(0.2)	(0.0)	(0.0)	0.0	(0.2)

5.2. In the fire sector, pay is determined through negotiations with the National Joint Council (NJC). In July 2022, an offer of £1,925 was made to green book staff, (support staff). This offer results in a 10.5% increase to those on Scale Point 1. Everyone on the NJC pay spine will receive a minimum 4.04% pay increase for 2022/23, with the overall impact on the service estimated as a 5.2% increase. This would result in an unbudgeted cost pressure of £0.5m in 2022/23. The pay offer is currently under consideration by the unions.

5.3. In June 2022, an offer of a 2% pay award was made to grey book staff (firefighters) for 2022/23, which was subsequently rejected in July 2022. At the time of writing there has not been any further pay award offer made to grey book staff. If there was to be a further offer made which exceeded 2%, this would create a further cost pressure for the Authority.

5.4. The current 2022/23 projected outturn is shown in the waterfall chart in figure 8 below:

Figure 8 Essex Fire and Rescue Services 2022/23 Projected Outturn



2023/24 Budget - Baseline Challenge

5.5. The key financial movements are:

- a) (£0.56m) on call costs relating to additional activity training
- b) (£0.5m) unbudgeted Green Book Pay Award (based on the latest pay offer)
- c) (£0.43m) unbudgeted utilities and fuel costs
- d) £0.78m unbudgeted Council Tax Collection Account surplus from 2021/22

5.6. If a pay award was made to grey book staff in excess of 2%, this would create a further financial pressure. A few scenarios are shown in figure 9 below, along with the financial impacts:

Figure 9 Essex Fire and Rescue Services Impact of unbudgeted Grey Book Pay Award

	3% Pay Award (1% Additional)	4% Pay Award (2% Additional)	5% Pay Award (3% Additional)	Equivalent to Green Book Offer (£1,925)
Impact of Pay Award - £000's	(500)	(1,000)	(1,500)	(1,800)
Revised 2022/23 Projected Outturn - £000's	(1,308)	(1,808)	(2,308)	(2,608)

5.7. In setting the 2023/24 budget, various budget assumptions are being considered, which are reflected in figure 11 below:

Figure 10 Essex Fire and Rescue Services 2023/24 Potential Budget Assumptions

Additional Cost Pressures from 2022/23					
2022/23 Green Book Pay Award (Current Offer)	Unbudgeted impact in 2022/23 (Per latest forecast)				
2022/23 Grey Book Pay Award	-	-	-	-	-
2022/23 Utilities & Fuel	Unbudgeted impact in 2022/23 (Per latest forecast)				
Cost Pressures For 2023/24					
2023/24 Pay Award (Green and Grey Book)	1.00%	2.00%	3.00%	4.00%	5.00%
2023/24 Utilities	30.00%	40.00%	50.00%	60.00%	70.00%
2023/24 Fuel Costs	30.00%	40.00%	50.00%	60.00%	70.00%
2023/24 Other Non Pay Costs	1.00%	2.00%	3.00%	4.00%	5.00%
Funding					
Council Tax Base Growth % (Band D)	1.10%	1.10%	1.10%	1.10%	1.10%
Council Tax Base (Band D)	661,850	661,850	661,850	661,850	661,850
FireLink Grant	-20.00%	-20.00%	-20.00%	-20.00%	-20.00%

5.8. The financial impact / sensitivities of these assumptions are reflected in figure 11 below:

2023/24 Budget - Baseline Challenge

Figure 11 Essex Fire and Rescue Services Financial Impacts / Sensitivities of Budget Assumptions

	£000's	£000's	£000's	£000's	£000's
Additional Cost Pressures from 2022/23	£000's	£000's	£000's	£000's	£000's
2022/23 Green Book Pay Award (Current Offer)	500	500	500	500	500
2022/23 Grey Book Pay Award (Based on Offer Made)	0	0	0	0	0
2022/23 Utilities & Fuel	432	432	432	432	432
2022/23 Cost Pressures	932	932	932	932	932
Additional Cost Pressures For 2023/24					
2023/24 Pay Award (Green and Grey Book)	617	1,234	1,851	2,468	3,085
2023/24 Utilities	249	332	415	498	581
2023/24 Fuel Costs	139	185	231	277	323
2023/24 Other Non Pay Costs	222	445	667	890	1,112
2023/24 Cost Pressures	1,227	2,196	3,165	4,133	5,102
Funding					
Council Tax Precept	981	981	981	981	981
Council Tax Base	553	553	553	553	553
FireLink Grant	(100)	(100)	(100)	(100)	(100)
2023/24 Additional Funding	1,435	1,435	1,435	1,435	1,435
Shortfall In Funding	725	1,693	2,662	3,631	4,599
Council Tax Precept (Band D) Required to Produce a Balanced Budget	£77.92	£79.39	£80.85	£82.32	£83.78
Council Tax Precept Increase from Current Year	£2.59	£4.06	£5.52	£6.99	£8.45
Council Tax Precept Increase % from Current Year	3.44%	5.39%	7.33%	9.27%	11.22%

5.9. The Essex Fire and Rescue Services MTFS presented to the PFCC / ECFRS Strategic Board in September 2022 showed the position as laid out in figure 12 below:

Figure 12 Essex Fire and Rescue Services MTFS September 2022

Actuals			Medium Term Financial Strategy 2022/23-2025/26					
2019/20 £m	2020/21 £m	2021/22** £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m	
		79.4	Budget before Savings & Efficiencies	85.3	88.1	90.3	92.6	356.3
		0.6	Identified Savings & Efficiencies	(2.2)	(2.4)	(2.4)	(2.4)	(9.4)
			Unidentified Savings & Efficiencies		(2.1)	(2.6)	(3.2)	(7.9)
		0.6	Total Savings & Efficiencies Planned	(2.2)	(4.5)	(5.0)	(5.6)	(17.3)
78.0	80.9	80.0	Core Budget after Savings & Efficiencies	83.1	83.6	85.3	87.0	339.0
0.0	0.1	1.7	Specific Costs funded by Earmarked Reserves	1.9	0.4	0.0	0.0	2.3
(77.9)	(81.7)	(80.5)	Core Funding	(82.2)	(83.6)	(85.3)	(87.0)	(338.1)
0.1	(0.7)	1.2	Total Annual Shortfall/(Surplus)	2.8	0.4	0.0	0.0	3.2
0.0	(0.1)	(1.7)	Annual (Shortfall)/Surplus - Funded From Earmarked Reserves	(1.9)	(0.4)	0.0	0.0	(2.3)
0.1	0.8	0.5	Annual (Shortfall)/Surplus - Funded From General Fund	(0.9)	0.0	0.0	0.0	(0.9)

5.10. Alternative MTFS scenarios were also considered at the Strategic Board. The assumptions for 2023/24 for these scenarios are shown in figure 13 below. In each of the scenarios both pay, and non-pay inflation are assumed to be 2% from 2024/25.

2023/24 Budget - Baseline Challenge

Figure 13 Essex Fire and Rescue Services MTFS Scenarios

	Scenario 1 £000's		Scenario 2 £000's	
2022/23 Green Book Pay Award		500		500
2022/23 Grey Book Pay Award (Based on Green Book Award)		1800		1800
2022/23 Utilities & Fuel		432		432
2022/23 Cost Pressures		2,732		2,732
2023/24 Pay Award (Green and Grey Book)	4.50%	2,700	10.00%	6,000
2023/24 Utilities	40.00%	332	40.00%	332
2023/24 Fuel Costs	40.00%	185	40.00%	185
2023/24 Other Non Pay Costs	4.50%	1,013	10.00%	2,250
2023/24 Cost Pressures		4,229		8,767
Funding				
Council Tax Precept Growth	1.99%	981	1.99%	981
Council Tax Base Growth % (Band D)	1.10%	553	1.10%	553
FireLink Grant	-20.00%	-100	-20.00%	-100
2023/24 Additional Funding		1,435		1,435
Shortfall In Funding		5,526		10,064

5.11. The MTFS scenarios are shown in figures 14 and 15 below:

Figure 14 Essex Fire and Rescue Services MTFS Scenario 1

Actuals			Medium Term Financial Strategy 2022/23-2025/26						
2019/20 £m	2020/21 £m	2021/22** £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	T total £m		
		79.4	Budget before Savings & Efficiencies		87.1	92.1	94.4	96.8	370.4
		0.6	Identified Savings & Efficiencies		(2.2)	(2.4)	(2.4)	(2.4)	(9.4)
			Unidentified Savings & Efficiencies						0.0
		0.6	Total Savings & Efficiencies Planned		(2.2)	(2.4)	(2.4)	(2.4)	(9.4)
78.0	80.9	80.0	Core Budget after Savings & Efficiencies		84.9	89.7	92.0	94.4	361.0
0.0	0.1	1.7	Specific Costs funded by Earmarked Reserves		1.9	0.4	0.0	0.0	2.3
(77.9)	(81.7)	(80.5)	Core Funding		(82.2)	(83.6)	(85.3)	(87.0)	(338.1)
0.1	(0.7)	1.2	Total Annual Shortfall/(Surplus)		4.6	6.5	6.7	7.4	25.2
0.0	(0.1)	(1.7)	Annual (Shortfall)/Surplus - Funded From Earmarked Reserves		(1.9)	(0.4)	0.0	0.0	(2.3)
0.1	0.8	0.5	Annual (Shortfall)/Surplus - Funded From General Fund		(2.7)	(6.1)	(6.7)	(7.4)	(22.9)

Figure 15 Essex Fire and Rescue Services MTFS Scenario 2

Actuals			Medium Term Financial Strategy 2022/23-2025/26					
2019/20 £m	2020/21 £m	2021/22** £m	2022/23 £m	2023/24 £m	2024/25 £m	2025/26 £m	Total £m	
		79.4	Budget before Savings & Efficiencies	87.1	96.6	99.0	101.5	384.2
		0.6	Identified Savings & Efficiencies	(2.2)	(2.4)	(2.4)	(2.4)	(9.4)
			Unidentified Savings & Efficiencies					0.0
		0.6	Total Savings & Efficiencies Planned	(2.2)	(2.4)	(2.4)	(2.4)	(9.4)
78.0	80.9	80.0	Core Budget after Savings & Efficiencies	84.9	94.2	96.6	99.1	374.8
0.0	0.1	1.7	Specific Costs funded by Earmarked Reserves	1.9	0.4	0.0	0.0	2.3
(77.9)	(81.7)	(80.5)	Core Funding	(82.2)	(83.6)	(85.3)	(87.0)	(338.1)
0.1	(0.7)	1.2	Total Annual Shortfall\Surplus	4.6	11.0	11.3	12.1	39.0
0.0	(0.1)	(1.7)	Annual (Shortfall)\Surplus - Funded From Earmarked Reserves	(1.9)	(0.4)	0.0	0.0	(2.3)
0.1	0.8	0.5	Annual (Shortfall)\Surplus - Funded From General Fund	(2.7)	(10.6)	(11.3)	(12.1)	(36.7)

2023/24 Budget - Baseline Challenge

6. Next steps

- 6.1. Further iterations of the MTFS and the 2023/34 budget for both Essex Police and Essex Fire and Rescue Services will continue to be developed as savings plans are agreed and further information on the assumptions within the MTFS become clearer. The PFCC will also continue to work with the Panel Budget Setting Working Group, which has proven to be extremely beneficial in previous years.
- 6.2. An update on the budgets for 2023/24 and the MTFS for Essex Police and Essex Fire and Rescue Services will be shared with the Panel in December.

Report title: Police, Fire and Crime Commissioner (PFCC) Decisions	
Report to: Essex Police, Fire and Crime Panel	
Report author: Police, Fire and Crime Commissioner	
Date: 29 September 2022	For: Noting
Enquiries to: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer) (01245) 291613 pippa.brent-isherwood@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

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

2. Recommendations

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

3. Context / Summary

- 3.1 This report contains information about decisions made since 7 July 2022 up to and including 16 September 2022.

4. Appendices

Appendix A: PFCP Meeting 29 September 2022: PFCC Decisions Detailed
Appendix B: PFCP Meeting 29 September 2022: PFCCFRA Decisions Detailed

Ref	Decision On	Value	Outline	Date approved
013	Vehicle Hire Contract	£454,867 over three years	Report seeking approval from the PFCC to enter into a contract with Enterprise Rent-a-Car UK following a procurement exercise.	15/07/2022
020	Mobile First for the Essex Special Constabulary - Stage 2 Business Case	£103k capital and £395k recurring revenue over five years	Proposal to procure 328 Mobile First devices to equip the Special Constabulary (540 Specials).	11/08/2022
022	Drug Examination Facility	£*	Proposals relating to drugs examination and drying facilities, the details of which are operationally sensitive.	12/07/2022
056	Victim Support Contract Extension	£572,127	To seek approval to extend the contract for services provided by Victim Support for a further year	07/07/2022
062	Updated Policies, Declarations and Standards	N/A	Report seeking approval of the updated policies, declaration and standards listed below: <ul style="list-style-type: none"> • Data Protection Policy • Access to Information Policy, including the publication schedule • Business Interest Declaration • Correspondence Standards 	07/07/2022
066	IT Infrastructure – Technical Refresh	£1,255.7k capital and £3.7k recurring revenue	Report seeking approval of a Stage 2 Technical Infrastructure Refresh Business Case for End User Devices to proceed with the programme of work required to deliver the device refresh	12/07/2022
067	EPC Portacabin	£168,500 additional investment (total investment £768,500)	A recommendation to the PFCC to invest £768,500 of capital funding in replacement modular classrooms at the Essex Police College.	19/08/22
070	7F Construction Consultancy Framework	Estimated cost over the initial two-year	This report seeks approval for the 7F Multi-Disciplinary Construction Consultancy Contract award for Essex Police	03/08/2022

Ref	Decision On	Value	Outline	Date approved
		contract period = £1.36m - £1.5m Potential whole contract life cost of £3.42m - £3.76m		
071	PAC Stage 2 Capital Bid	£*	Report regarding an update to the building access control system, the details of which are operationally sensitive.	12/07/2022
072	Update to 7 Force Contract Standing Orders and Section 22A Collaboration Agreement	N/A	The purpose of this report is to set out the outcome of the annual review of the Contract Standing Orders and to seek approval for their adoption. In addition, changes are proposed to the Section 22A Agreement which underpins the Eastern region procurement function, which are also detailed in this report for consideration and approval	22/07/2022
073	Licence to Alter Building	£*	This decision report is associated with a formal licence for alterations to existing accommodation, the details of which are operationally sensitive.	03/08/2022
076	SERP MOU Addendum No.1	N/A	This report seeks the agreement to the proposal to transfer the Safer Essex Roads Partnership (SERP) Communications function from Essex Police to Essex County Council.	03/08/2022
077	CSPs 2021-22 Grant Carry Forward	£12,932	To seek approval to allow Community Safety Partnerships (CSPs) in Basildon, Harlow, Rochford, Uttlesford and Thurrock to carry forward underspends from their 2021-22 PFCC grants into their budgets for 2022-23.	04/08/2022
078	Treasury Management Strategy	N/A	The PFCC is recommended to approve the attached reports incorporating the Treasury Management Strategy (TMS), Investment Strategy and Capital Strategy, and to note the revised limits and thresholds proposed.	03/08/2022

Ref	Decision On	Value	Outline	Date approved
079	SETDAB Discovery Project	£30,000	To seek approval for the allocation of up to £30,000 as a contribution towards a partnership research and discovery project on the systemic response to domestic abuse.	08/08/2022
082	Purchase of software	£*	Report relating to the purchase of a software solution, the details of which are operationally sensitive.	16/08/2022
083	Amendments to the PFCC's Standard Grant Agreement	Legal costs of £3,250	Following recent queries and requests for amendments to the PFCC's standard grant agreement from various grant recipients, along with queries raised by the PFCC, the PFCC's legal advisors have been engaged to carry out a review of the template document and to propose any recommended changes to it. This report sets out the outcomes of this work and proposes an updated standard grant agreement for adoption by the PFCC.	12/09/2022
084	Second and Final Extension to the Kent and Essex Police Mobile First SaaS Contract with HCL	£602,957	This report seeks approval to extend the Mobile First SaaS Mobile Working Solution contract with HCL Technologies UK Ltd for Essex Police for the period 1st January 2023 to 31st December 2023 at a cost to Essex of £602,957.	22/08/2022
085	Brake Roads Victim Support	£7,055	Report recommending that the PFCC approves the allocation of £7,055 from the 2022-23 Community Safety Fund to Brake for the provision of support and information to those involved in serious injuries or road deaths in Essex	04/08/2022
086	Festival of Rice and Spice 2022	£4,000	Report recommending that the PFCC allocates £4,000 from the 2022-23 Community Safety Fund to Essex Police as a contribution towards the cost of the 2022 Festival of Rice and Spice.	15/08/2022
087	Essex Synergy Contract Extension 2023-24	£1.1m	This decision report recommends an extension to the existing contract for provision of sexual violence and abuse support services with the Synergy Rape Crisis Consortium from April 2023 to March 2024	16/08/2022
091	Next Generation Procurement Physical Forensics Contract	£*	This report contains sensitive details relating to the Next Generation Procurement for Physical Forensics	03/08/2022
092	Analytics for Everyone (A4E)	£700,000	Approval requested to enter into a contract with Agilisys Ltd for Analytics for Everyone (A4E).	15/08/2022

Ref	Decision On	Value	Outline	Date approved
093	Why Me? Restorative Justice and Business Crime Pilot	£10,000	The national restorative justice charity Why Me? has approached the Essex Restorative and Mediation Service to be a pilot site for a Home Office backed project around restorative justice and retail crime. The project will last for 18 months and will have a budget of £50k, £10k of which is expected to be contributed from the PFCC with the remainder being contributed from retailers and the Home Office.	31/08/2022
095	Domestic Abuse / Sexual Violence Victim Services MoJ Grant Allocation	£503,698 p.a. for 3 years	This report outlines a proposal to accept the DA / SV Victim Services Fund grant from the Ministry of Justice and outlines how the £503,698 p.a. funding will be allocated.	08/08/2022
096	IDVA and ISVA Additional MoJ Grant 2022-25	£703,353 over 3 years	This report outlines a proposal to accept the allocation of additional Independent Domestic Violence Advisor (IDVA) and Independent Sexual Violence Advisor (ISVA) funding from the Ministry of Justice and outlines how the £780,353 funding will be allocated.	15/08/2022
097	MoJ Core Grant Allocation Acceptance	£2,149,813 p.a. for 3 years	This report outlines a proposal to accept the MoJ's core victim grant for 2022-25 and sign the associated grant agreement. The grant is valued at £2,149,813 p.a.	03/08/2022
101	Community Remedy	N/A	This report seeks approval of the updated Essex Community Remedy Menu, and seeks sign-off of the associated website content update	15/08/2022
102	Restorative Justice Resources	£14,742 p.a.	This report seeks endorsement of a proposal to increase the hours of the Essex Restorative and Mediation Service (ERMS) Co-ordinators from 1.6 FTE to 2.0 FTE and to recruit an additional part time (0.6 FTE) ERMS Co-ordinator	22/08/2022
103	Phase 2 of the Essex 'Violence and Vulnerability Joint Budget' 2022/23	£435,780	This report seeks approval for the allocation of £435,780 from the Essex 'Violence and Vulnerability Joint Budget' to the organisations detailed in section 4.1 for delivery against the objectives set out in the Essex Violence and Vulnerability Work Programme 2022/23.	03/08/2022
106	MoJ Domestic Abuse and Sexual Violence Grant Acceptance 2022-25	£5,482,583 p.a. for 3 years	This report outlines a proposal to accept the allocation of Ministry of Justice domestic abuse and sexual abuse funding (2022-25) of £5,482,583.	08/08/2022
109	Public Sector Equality Duty (PSED) Annual Report 2021/22	N/A	This report seeks approval for publication of the Public Sector Equality Duty (PSED) Annual Report 2021/22 and, in so doing, ensure the	19/08/2022

Ref	Decision On	Value	Outline	Date approved
			Commissioner's compliance with their statutory duty under the Equality Act 2010.	
110	Sale of a former police house	£*	This decision report recommends that the PFCC disposes of a vacant, surplus to operational requirements former police house	03/08/2022
114	BlueLight Commercial Membership Vote	n/a	On 6 July 2022, BlueLight Commercial Limited circulated a proposed Written Resolution relating to proposed changes to the company's Articles of Association, to be passed by way of Special Resolution. The PFCC for Essex has received the Resolution in their capacity as a member of BlueLight Commercial Limited and is requested to agree or disagree with the Resolution as they see fit. The purpose of this decision report is to summarise the key changes proposed and the associated implications, to assist the PFCC in their decision making around how to cast their vote	25/07/2022
115	Home Office Grip Funding Grant Agreement 2022/25	£*	The Home Office has approved a grant to the Police, Fire and Crime Commissioner for the three-year period 1 st April 2022 to 31 st March 2025. This decision report summarises how Essex Police will utilise the grant (the details of which are operationally sensitive) and seeks agreement from the Commissioner to sign the grant agreement.	04/08/2022
129	Increase to the Southeast Allowance	£2.1m p.a.	This report sets out a proposal to increase the Southeast Allowance for police officers currently entitled to receive this to the maximum of £3,000 per annum with effect from September 2022. The in-year cost for 2022/23 would be £1.177m and the full year ongoing cost would be £2.1m per annum. This report sets out the rationale for this increase alongside the budget proposal to fund this.	31/08/2022
130	Authority to be named in a Standstill Agreement	£*	The purpose of this report is to seek the PFCC's authorisation for BlueLight Commercial to agree a Standstill Agreement on their behalf, the details of which are sensitive.	04/08/2022
132	PFCC's Safer Streets Earmarked Reserve	£1.755m	The purpose of this report is to propose that the funding identified for Safer Streets projects, and set up as an earmarked reserve in 2021/22, be used to launch the potential awards for PFCC Safer Streets Funding. The launch is proposed as a targeted offer to areas with unfunded bids from the national Safer Street Rounds (SSRs)	04/08/2022

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

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

Please note: This report contains PFCC decisions made after 7 July 2022, up to and including 16 September 2022 (ahead of submission for the PFCP meeting of 29 September 2022).

Ref	Decision On	Value	Outline	Date approved
022	Procurement of an Integrated Workforce Management System	£542,063 over 4 years + £156,832 implementation costs	The purpose of this report is to request approval for the awarding of a contract following the procurement of a new workforce management solution to Working Time Solutions Ltd.	22/07/2022
025	Sale of Surplus Property	£*	Relates to the sale of PFCCFRA estate	07/07/2022
027	Renewal of the Firelink Contract 2022/23	£907,342	The purpose of this report is to seek approval for the renewal of the Firelink contract and payment of the service fees for the financial year 2022-23.	07/07/2022
028	Sale of Surplus Property	£*	Relates to the sale of PFCCFRA estate	08/07/2022
035	Publication of the Unaudited Financial Statements 2021/22	n/a	The Authority is required to publish its Unaudited Financial Statements Accounts by 31 st July each year in accordance with the Accounts and Audit (Amendment) Regulations 2021. The purpose of this paper is to obtain formal authority to publish the 2021-22 Unaudited Financial Statements on our website.	22/07/2022
036	Reserves Position as per the Unaudited Financial Statements 2021/22	n/a	This report seeks approval for the General and Earmarked Reserve positions as per the 2021/22 Unaudited Financial Statements.	22/07/2022
039	Health and Safety Annual Statement	n/a	To request that the Police, Fire and Crime Commissioner (PFCC) agrees and signs the Health and Safety (H&S) Annual Statement of intent.	22/08/2022
040	Health and Safety Annual Report	n/a	Report seeking the approval, prior to publication, of the Health and Safety Annual report covering the period 1 April 2021 – 31 March 2022	16/08/2022

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

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

Please note: This report contains PFCC decisions made after 7 July 2022, up to and including 16 September 2022 (ahead of submission for the PFCP meeting of 29 September 2022).

Report title: Forward Work Plan	
Report to: Essex Police, Fire and Crime Panel	
Report author: Sophie Campion, Senior Democratic Services Officer	
Date: 29 September 2022	For: Consideration
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County Divisions affected: All Essex	

1. Purpose of report and background

1.1 To plan the business of the Panel.

1.2 The next Meeting of the Panel is scheduled for **Thursday 8 December 2022**.

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

Provisional Date	Topic Title	Lead Contact	Purpose and Target Outcomes
8 December 2022	• Police and Crime Plan Performance Measures – Quarter 2	OPFCC	Statutory Duty to review the Police and Crime Plan and monitor performance
	• Budget Update	OPFCC	Monitoring performance
	• HMICFRS Report – progress and performance	OPFCC	
	• End of Plan Report on the Police and Crime Plan as extended to 2021	OPFCC	Statutory Duty to review the Police and Crime Plan and monitor performance
	• Report on the current policy of deployment to incidents and performance against it	OPFCC	A focussed look at performance against Priority 1 – More Local, Visible and Accessible Policing from the Police and Crime as extended to 2021

7 February 2023	<ul style="list-style-type: none"> • Proposed Fire Precept • Proposed Police Precept • Fire and Rescue Plan Quarterly Performance Update 	OPFCC OPFCC OPFCC	Statutory Duty to review the proposed precepts Statutory Duty to review the Fire and Rescue Plan and monitor performance
TBC	<ul style="list-style-type: none"> • A review of the issues relating to E-Scooters 	TBC	As agreed at the Panel's meeting on 22 March 2022

2. Recommendation

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