



PFCC 
**POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX**

Annual Report 2017-2018



CONTENTS

POLICE, FIRE AND CRIME COMMISSIONER'S REPORT

Page 4

CHIEF CONSTABLE'S REPORT

Page 6

PRIORITIES

MORE LOCAL, VISIBLE AND ACCESSIBLE POLICING

Page 8

CRACK DOWN ON ANTI-SOCIAL BEHAVIOUR

Page 12

BREAKING THE CYCLE OF DOMESTIC ABUSE

Page 16

REVERSING THE TREND IN SERIOUS VIOLENCE

Page 20

TACKLE GANGS AND ORGANISED CRIME

Page 24

PROTECTING CHILDREN AND VULNERABLE PEOPLE

Page 28

IMPROVE SAFETY ON OUR ROADS

Page 32

PERFORMANCE FRAMEWORK

Page 34



POLICE, FIRE AND CRIME COMMISSIONER'S REPORT

Essex is a great county with strong vibrant communities, beautiful countryside and a number of large urban areas. As the Police, Fire and Crime Commissioner, I spend a considerable amount of time meeting those of you who live and work in the county to find out what matters to you, so I can work with Essex Police to ensure that you get the efficient, effective and responsive police service that you deserve.

For me, and many of you that I meet, safe and secure communities are the bedrock on which we build wellbeing and prosperity for all. This vision was at the heart of my election manifesto when I was elected Police and Crime Commissioner back in May 2016, and this formed the basis of our Police and Crime Plan which was published in October 2016 that year.

This report covers the first full year since the publication of the Police and Crime Plan 2016-2020 and, as such, is the first to show our progress against this vision over a full financial year. To achieve this vision, I set seven clear priorities within the Police and Crime Plan. These were developed following active engagement with partners and members of the public.

My priorities are:

- More local, visible and accessible policing
- Crack down on anti-social behaviour
- Breaking the cycle of domestic violence
- Reversing the trend in serious violence
- Tackling gangs and organised crime
- Protecting children and vulnerable people from harm
- Improving safety on our roads

This report looks at the performance of Essex Police. However, it is important to recognise some of the significant changes happening across the country that are having an impact on policing in Essex. As I highlighted in the 2016/17 Annual Report, the demands on policing and the nature of crime continues to change. Increasing levels of online crime present new challenges and demand. There has been a rise in the reporting of crimes such as domestic abuse and non-recent sexual abuse. These are complex crimes to investigate and resource intensive. The last 12 months have also seen some of the worst terrorist attacks in the UK for decades in Manchester and London.

These attacks have a very real impact on policing in this county. Essex Police provided support to those forces where the incidents took place and delivered extra activity in Essex following the increased national terrorist threat level. It is reassuring at these times to know that measures and plans are in place to protect us all and I would like to thank the officers and staff across the force who have stepped up to this challenge.

Overall crime in Essex has increased by **11.2%**



Overall crime nationally (to Dec 2017) has increased by **15.3%**



These ongoing pressures have grown as funding in real terms has continued to be restrained. Due to a number of challenges, including a historically low precept and the current funding formula, Essex Police remains the tightest funded police force in the country while continuing, as shown in regular HMICFRS Inspections, to deliver very good value for money. By making tough decisions early, Essex Police has been able to achieve significant savings and is now more efficient than many other forces. This has involved increased collaboration with a wide range of partners, including the sharing of services with Kent Police and a much closer working relationship with local councils to tackle local problems efficiently and effectively.

This ongoing tight control of resources is reflected in this year's financial statements. Spending has been controlled and there is only a small variance to the £268.946m budget of £0.015m (0.01%). It is also reflected in the comparatively lean general reserve of 4.5 per cent of the 2017/18 budgeted net expenditure. In terms of revenue earmarked reserves, these are £7.822m at 31st March 2018 - a reduction of £1.137m and one of the lowest of any non-metropolitan area in England.

While Essex Police continues to be well managed and efficient, the recent increases in demand and the changing nature of crime have had an impact. This has been felt most significantly by the Community Policing Teams. Against this tight financial position, the force carried out a detailed demand analysis during the year that showed a significant shortfall in the number of frontline officers needed to meet future demand, especially those allocated to Local Policing Teams and Community Policing Teams.



Having assured myself that Essex Police was using public funds efficiently and there was a genuine need for additional funding, I have worked hard to make the case to Government for extra resources. Firstly, this was on behalf of Essex and, once I was appointed as the national lead, on behalf of the Association of Police and Crime Commissioners across the country. Following extensive, detailed discussion, the Government announced in December 2017 that for the first time in seven years police funding nationally would be increased with up to £450m of funding in the 2018/19 financial year. Further funding will also be available in 2019/20, although this will be dependent on forces throughout the country meeting efficiency saving targets.

As part of this funding settlement, Police and Crime Commissioners were given the opportunity to increase the police precept of the council tax by up to £12 per year for an average (Band D) property. In Essex, this resulted in an extra £7.5m in revenue. This additional revenue, and £3.5m identified in further efficiency savings for the 2018/19 year, has allowed the Chief Constable to increase the number of frontline officers by 150 and continue to modernise Essex Police through ongoing investment in technology and mobile policing. This is a significant step forward in securing additional funding to invest back into community policing and strengthens Essex Police's ability to prevent crime from happening in the first place. However, further funding will be required if, as I believe you want, we are to get ahead of crime and disorder and turn back the recent increases in demand.

Another important strategic development was the approval by the Government for our Local Business Case on joint governance of Essex Police and Essex County Fire and Rescue Service. Following this decision, I became the country's first Police, Fire and Crime Commissioner on 1st October. This is an important development in a number of respects. Firstly, as identified in the Local Business Case, there is £30m in potential savings which could be realised by better collaboration between Essex County Fire and Rescue Service and Essex Police. This money will be directly invested back into both organisations, allowing more resources to be used for frontline services.

Secondly, and perhaps even more importantly, closer collaboration between the two services will allow greater co-ordination at an operational response level, allowing them to do more together to prevent incidents happening in the first place and to protect the public. This is still in the early stages, but we are already seeing some positive signs. One recent example has been the introduction of jointly badged education teams which are funded by both services and have been providing fire and community safety sessions in schools across the county. Since their introduction in September 2016, these teams have already reached 299,000 children.

Significant progress has been made over the last year against my priorities in the Police and Crime Plan 2016-2020 and this is highlighted later in this report. Essex Police have been consistently judged by HMICFRS as a good force that offers good value for money for the public. The force is also growing with extra officers being recruited and more work being undertaken in partnership. This is helping the force to make a bigger difference within the county.

Essex Police has more Specials Constables, more Active Citizens and more Police Cadets. It is working closer than ever before with local councils, the voluntary sector and communities. It is listening to its communities more and finding new ways to deliver. These efforts are directly linked to the vision and priorities within the Police and Crime Plan 2016-2020 and for this ongoing focus I would like to thank the Chief Constable and his team for their continued efforts and the difference they are making.



Roger Hirst

PFCC
POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX



CHIEF CONSTABLE'S REPORT

Over the past year, Essex Police has worked hard to make sure that Essex remains a safe county and understand and improve public confidence and victim satisfaction in the help we provide.

I am proud of the way the force has responded to the challenges in the past decade that have been brought about by financial necessity, changing patterns of both crime types and demand and how we have grasped the opportunities presented by new technology.

That work has manifested over the past year in such diverse areas as the highly effective roll-out of mobile devices for frontline officers, an informed and intelligent approach which has meant the force has a better understanding of current and predicted future demand than ever before, the development of a forward-looking operating model for policing the county and, of course, multiple examples of dedicated work every day from frontline to back office.

Our success has been recognised nationally; Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services has graded Essex Police as 'good' in its PEEL inspections of efficiency, effectiveness and legitimacy. Those reports bear testimony to the work of people across the force in making sure that every penny we spend and every decision we take to deploy is done with best information and evidence. I am confident that Essex Police is a force that is ambitious and driven to achieve 'outstanding' gradings in the near future.

Essex, like the rest of England and Wales, is experiencing increase in crime after more than a decade of crime reduction. Pleasingly, dwelling burglary and reported anti-social behaviour incidents in Essex both fell last year, but the crimes that have increased the most are among those which cause the most harm, including sexual assault and violence with injury. That has not only meant incidents which have caused immense loss and pain for residents of the county; it has meant increasing demands on the teams which investigate and solve such complex crimes.

The challenges of policing a large and diverse county on the lowest level of funding per head in the country are never far from my mind. Yet, I am proud of our work to attract new recruits – both Police Constables and Special Constables – to Essex Police. They have seen our approach to growing trends bear fruit: our work, for example, in tackling the menace of the 'county lines' problem of drug and gang crime saw in 2017 Operation Raptor team's work secure sentences of a total of 336

years in prison for offenders, as well as the recovery of more than £1,000,000 in cash or Class A drugs.

I have seen Essex Police embrace the opportunities afforded to policing and public safety of new technology, with Project Crystallise in the north of the county developing a nationwide blueprint for best use of digital investigation and intelligence tools and techniques. With 'online' crimes as diverse as fraud, online grooming of children and hate crime on the internet increasing, that improved and increased capacity is vital.

And yet to counter that new technology we have also broadened and deepened our response to rural crime, with more resource allocated to tackle issues like hare coursing and unauthorised encampments.

Internal to the force, I am extremely proud of the services we provide to officers and staff who are affected by the nature of the work they do, particularly important in a climate where assaults on police officers have increased. Our investment in occupational health services, mindfulness sessions and events reflecting on how past mistakes inspire future success, such as the force's first Maria Stubbings Memorial Lecture, provide help to our helpers.

My focus is on providing a force which has clarity on what demand looks like, is resourced and skilled to respond appropriately to that demand and is positive and ambitious about its role in partnerships across the county aimed at making us all safer.

With a focus on doing our very best to be as efficient as possible, making sure we provide what the local and visible policing communities need and being prepared for the gamut of incidents from national counter terrorism incidents to local problems, Essex Police is a force that pound-for-pound is in a good place and getting better.

**Stephen Kavanagh QPM,
Chief Constable**



POLICE AND CRIME PLAN

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

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

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

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



MORE LOCAL, VISIBLE AND ACCESSIBLE POLICING

PRIORITY

01



This is the first priority in the Police and Crime Plan and a vital element in building the safe and secure communities that are the bedrock on which we build success and wellbeing for all.

Over the next six months, people will start to see more officers out and about as Essex Police recruits, trains and deploys 150 additional officers across the county. They will also start to see the impact of our increased number of Special Constables and the many Active Citizens and Police Cadets who are volunteering to work with Essex Police and make a difference in their communities. Ongoing investment in new technology will continue to extend the amount of time that police officers can spend out and about in their local areas rather than at their desks making them more visible and accessible more of the time.

The work carried out over the last year has started to increase the number of police officers and the capacity within Essex Police and this growth will continue in the coming years. Increasingly, these changes in police numbers, volunteering and investment in technology will reshape Essex Police and offer a better service to the public. This year, significant progress has been made to achieve a more local, visible and accessible police force.

POLICE PRECEPT

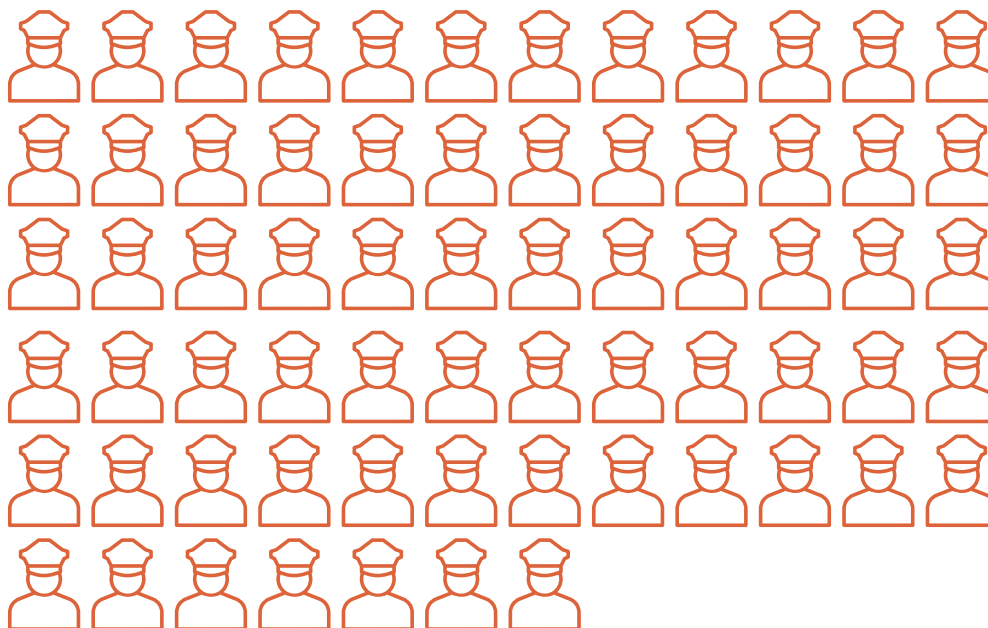
Financially, for the first time in seven years, Essex Police and the police nationally will be getting a significant increase in their funding. Following the successful negotiation with central Government and the decision to increase the police precept by £12 per year for an average (Band D) property, there will be an additional 150 officers in Essex by the end of March 2019. This builds on the 41 additional officers recruited following the 2017/18 precept increase and will be followed by a further increase in police numbers for the 2019/20 financial year.

GROWTH IN SPECIAL CONSTABULARY AND VOLUNTEERING

In terms of volunteering, Essex Police launched the #myotherlife recruitment campaign in May 2017 featuring real Special Constables. Between April 2017 and April 2018, the number of Special Constables has grown from 360 to 427 and is now at the largest number since January 2014. An additional 110 candidates were in pre-employment checks in March 2018 and a further 121 applications were received.

This strong growth in the Special Constabulary is a significant step towards achieving our aim set out in the Police and Crime Plan 2016-2020 to double the number of Specials. This growth is significant, especially given that this has been achieved at a time where we are also recruiting heavily for regular officers and many of our Special Constables have taken the opportunity to apply for these positions.

As well as the number of Specials increasing, it is also worth noting that the number of hours each Special Constable is working is also increasing. Over the year, Special Constables worked 128,726 hours, the majority in high visibility, operational duties, and the equivalent to an additional 67 full-time officers.



A further development in 2017/18 has been the introduction of Community Special Constables and a growth in the Employer Supported Policing Programme. The Community Special Scheme creates a partnership between town or parish councils and the police, where the council contributes towards the operational costs of Special Constables who, once trained, are allocated to their community. Eight councils have already signed up for the scheme with many agreeing to support more than one Special. A further 18 councils are in active discussions.

This Community Special Programme has been developed in parallel with an increased focus on Business Supported Policing. This scheme works with businesses to make it easier for their staff to train and volunteer as a Special Constable. This has been received positively with five businesses signed up and a further eight looking to join. The scheme currently supports 51 Specials and is being publicised by Essex Chamber of Commerce.

Building on the success of the Special Constable Programme is the continued growth in Active Citizens and Police Cadets. By the end of the reporting period, there are 129 Active Citizens across the county and a further 287 Volunteer Police Cadets. These groups get involved in a number of reassurance and operational activities. They support officers at public engagement events, provide high visibility patrols in local communities and work with Neighbourhood Watch and other volunteer partners to support vulnerable victims.

One example of this successful partnership has been the recent #besafeessex campaign which ran in October 2017 and where Neighbourhood Watch, Street Pastors and Active Citizens worked together in town centres across the county to spread the message about the risk of burglary.

MAKING IT EASIER TO CONTACT THE POLICE

At the beginning of this reporting period, it is fair to acknowledge that the 101 and public contact service was not as good as it should be. Following the small increase in police precept in the 2016/17 financial year, Essex Police were able to invest more resources into this area with an additional 15 police staff members recruited for the Force Control Room to improve the service. Over the first half of the year, additional demand meant that these new resources did not make an immediate difference on the service people received. Over the second half of the year, progress has been made by introducing new technology and business practices. However, further progress is needed.

LISTENING TO AND WORKING WITH THE PUBLIC

Effective policing in Essex, like in the rest of the country, is done with the active participation of the wider community. This is why building and strengthening the relationships between Essex Police and the communities within Essex is so important. Over the period of this report, the Police, Fire and Crime Commissioner and Deputy Police, Fire and Crime Commissioner have undertaken more than 120 public engagements across the county, ranging from online chats and community meetings to organised debates with local media. These events offer a valuable opportunity for the people of Essex to hear directly from them, their elected representatives, their local district police commander, a senior fire officer as well as representatives from their Community Safety Partnerships. People going along can give their views on policing in the local area and discuss the ways that community safety issues can be solved together.

Over this reporting period, Essex Police also agreed its Public Engagement Strategy. This commits each policing district to devise, with their communities, their own specific programme of public engagement. These plans have developed over the reporting period and have resulted in a significant increase in the level and scope of public engagement activity. From Coffee with Cops, to rural policing sessions, these flexible plans allow activity to be tailored to suit the communities in each district. Improvements will be measured through a recently commissioned independent survey into public perceptions of Essex Police and Policing in Essex.

RURAL CRIME STRATEGY

The Rural Crime Strategy was launched in November 2017 and is a great example of Essex Police working in partnership with local communities and other partners. This strategy sets a clear direction for Essex Police in tackling rural crime, working with the community to build effective participation through Rural Watch and Farm Watch and helping rural communities to keep themselves safe.

This strategy will be supported by Essex Police's Gypsy, Traveller and Rural Engagement Team (GTRET) which was established in October 2017. This team are focused on reducing crime and anti-social behaviour in rural communities across the county and providing a link between the rural community and local policing teams. They provide extra patrols in rural areas and work with other organisations to tackle issues such as unauthorised traveller encampments, hare coursing and fly-tipping.



The team have taken a lead in Operation Buzzard, a countywide operation which provides a co-ordinated, proactive response to rural crime by bringing together specialist teams, new technology, such as the use of drones, and intelligence from our rural communities.

In January 2018, the Essex County Fire and Rescue Service Rural Community Builders pilot was launched. This team work on referrals from partners including Essex Police to identify and visit people and businesses in rural areas of Braintree and Uttlesford to provide direct advice on how to be safe in their homes and businesses.

“Over the next six months, people will start to see more officers out and about as Essex Police recruits, trains and deploys 150 additional officers across the county.”

SUPPORTING LOCAL SOLUTIONS FOR LOCAL PRIORITIES – COMMUNITY SAFETY PARTNERSHIPS

Community Safety Partnerships (CSPs) exist in all districts of the county. These Partnerships were established as statutory bodies at district and unitary local authority level under the Crime and Disorder Act 1998. Originally known as Crime and Disorder Reduction Partnerships (CDRPs), they were defined as “an alliance of organisations which generate strategies and policies, implement actions and interventions concerning crime and disorder within their partnership area”. CSPs were assigned the role of developing local approaches to dealing with issues including anti-social behaviour, substance misuse and re-offending. CSPs were designed to bring together statutory, voluntary and private sector partners to tackle community safety issues.

Local and Community Policing Teams from around the county form a vital element of these CSPs and undertake joint tasking groups to provide co-ordinated and effective responses to local issues. Essex Police also take local level direction from the priorities identified through the CSP, whether that is to focus on tackling anti-social behaviour, rural crime or a different local priority area.

The Police, Fire and Crime Commissioner supports the network of CSPs across Essex with approximately £270,000 of funding annually.

These grants support local partnerships to undertake activity to support their own priorities and those within the Police and Crime Plan. In addition, the Police, Fire and Crime Commissioner also contributes to a central Domestic Homicide Review Fund which covers the costs of Domestic Homicide Reviews and provides resources to support the administration and management of these reviews, providing vital extra capacity for what can be a complex and resource-intensive process.

There are also a number of district-level physical Community Safety Hubs with co-location of community safety workers from different organisations improving joint-working. Some of these Hubs offer a limited public counter service, while others focus on the benefits of police, local authorities and other agencies sharing office space, leading to better information sharing and a co-ordinated approach to addressing local issues. Good examples of local Hubs include Tendring, where Police Officers regularly work from council buildings, and Southend where some local authority staff are based with the Police Station.

Community Safety Hubs help to achieve Priority 1 in the Police and Crime Plan 2016-2020, which commits to More Local, Visible and Accessible Policing, particularly with regard to improving communications and enabling CSPs to work with Community Policing Teams and others to set local priorities. The Community Safety Hub Steering Group is a strategic group that meets on a regular basis to review the successes of Hubs and to examine how barriers to their creation and effectiveness can be overcome. Plans are underway to expand two existing co-working arrangements and to introduce two new ones. Moving forward, we will continue to work with CSPs and their organisational members to assist the establishment of more Hubs across the county, to expand the involvement of partners at existing Hubs and to promote their benefits to partner organisations.



A close-up photograph of a person's hand, wearing a dark, textured sweater. The hand is positioned in the lower right quadrant of the frame. The entire image is overlaid with a semi-transparent green filter. In the top left corner, the text 'CRACK DOWN ON ANTI-SOCIAL BEHAVIOUR' is written in white, bold, uppercase letters. In the top right corner, the text 'PRIORITY 02' is written in white, uppercase letters, with '02' being significantly larger than 'PRIORITY'. A thin white horizontal line is located below the main title text.

CRACK DOWN ON ANTI-SOCIAL BEHAVIOUR

PRIORITY
02

We want to reduce the disruption and distress anti-social behaviour causes people and have been working hard with our Community Safety Partnerships to achieve this. It is positive that this year we have again seen a reduction in the number of Anti-Social Behaviour incidents reported to the police.

Across the county during this reporting period, anti-social behaviour has reduced by 5.4 per cent or 2,841 offences. While this is a positive result and is the second year that we have seen a reduction, any level of anti-social behaviour can have a significant impact on the quality of people's lives and it is important that we maintain our focus on reducing this further.

WORKING IN PARTNERSHIP TO FIND LOCAL SOLUTIONS

Across the county, Essex Police is working closely with partners to identify and target persistent anti-social behaviour. In the Chelmsford district, the city council and local police team have established an operation to tackle persistent street drinkers. While the operation is still ongoing, it has already had a positive effect with Community Protection Warnings and Notices being issued, one offender referred to drug counselling and a prosecution which is currently going through the court system.

In Colchester, there is now a bespoke Policing, Crime and Harm Reduction Plan which is a partnership approach to tackling Anti-Social Behaviour and issues around the Night Time Economy. Building on the success of Taxi-Watch, Pub-Watch and Face-Watch schemes, this plan brings together all of the relevant groups to run specific high visibility activities such as Street-Weeks and supports the appropriate use of Dispersal Orders and Public Space Protection Orders.

In the south of the county, joint enforcement teams have been developed with partners who are undertaking joint patrols. These are being supported by the effective use of targeted Civil Orders. In July 2017, a Criminal Behaviour Order was granted following breaches of a Community Protection Notice to an adult who was frequently causing ASB by begging and drinking in Southend town centre. This case was the first in Essex to include a positive condition to engage in counselling sessions for treatment and recovery.

In West Essex, there has been a re-organisation of the team to move more officers into the Community Policing Teams.

An operation in Harlow involved responding to concerns from the community and providing extra support to areas of high Anti-Social Behaviour. This has led to a reduction in the number of incidents.

These examples highlight the positive impact that targeted local solutions carried out in partnership can have within communities and the benefit of targeting activity at some of the most prolific offenders within these communities.

REPEAT, HIGH HARM ANTI-SOCIAL BEHAVIOUR

A new approach is being trialled to review and manage difficult to resolve cases. This brings together the Local Policing Support Unit, Anti-Social Behaviour officers and the Officer in the Case to fully review persistent cases, ensuring all issues and avenues have been explored and to work with partners to look for ways to engage and resolve issues. The two cases currently being reviewed via this new approach involve highway and housing related Anti-Social Behaviour.

ESSEX RESTORATIVE AND MEDIATION SERVICE

The Police, Fire and Crime Commissioner directly funds the Essex Restorative and Mediation Service through the use of a grant from the Ministry of Justice. The service receives referrals from a range of organisations, including Essex Police, housing organisations and self-referrals, and works with incidents ranging from community Anti-Social Behaviour issues to out of court disposals to serious offences. During 2017/18, 371 cases were sent as referrals to the Restorative and Mediation Service, resulting in

915 people being offered a restorative or mediation approach.

More than 100 victims had an opportunity to communicate with the person who had caused them harm.

Satisfaction among participants following a restorative approach is high, with an overall rating of 4.9 out of 5 and 86 per cent of respondents saying they felt better as a result of the restorative approach. Of those cases in which facilitators were unable to arrange communication between parties (i.e. one or both parties declined), 63 per cent still reported feeling better after having spoken with one of the facilitators.

The service continues to expand and this year has improved training to enable facilitators to work with more serious post-sentence cases, including sexual and domestic harm. This has been in response to an increase in referrals from prisons. There is also an improved service to communities in the introduction of community justice panels which address big issues such as street drinking and Anti-Social Behaviour in public areas.

UNLAWFUL ENCAMPMENTS

In October 2017, the Police, Fire and Crime Commissioner published a joint protocol on how to manage unlawful encampments following a series of round table discussions with Essex Police and representatives from district, county and unitary councils.

The shared process and protocol was the first of its kind in the country and provides a fair, robust and clear mechanism for managing unlawful encampments. The group recognised the distress caused to local residents and aimed to set out a procedure that provides greater understanding of how relevant laws will be applied, what factors will be taken into account and who can be contacted for help. This work has been supported by the creation of Essex Police's Gypsy, Traveller and Rural Engagement Team.

“ Across the county during this reporting period, anti-social behaviour has reduced by **5.4 per cent** or **2,841** offences. ”





BREAKING THE CYCLE OF DOMESTIC ABUSE

PRIORITY

03



Domestic abuse, while often hidden from society, has a profound and damaging effect on victims and their families. Essex Police and the Police, Fire and Crime Commissioner work with local councils, other statutory bodies and voluntary organisations through the Southend, Essex and Thurrock Domestic Abuse Strategic Partnership. The Partnership works to support victims and their families affected by domestic abuse to feel safe, cope and recover through targeted help and jointly commissioned services; and tackle offending behaviour through robust behaviour change programmes.

The Southend, Essex and Thurrock Domestic Abuse Strategic Partnership commissioning strategy has five outcomes:

1. YOUNG PEOPLE ENJOY HEALTHY RELATIONSHIPS:

To help young people to develop a good understanding of healthy relationships and reduce the number of young people who become repeat victims or perpetrators of crime, the Partnership supports the Risk Avert Programme which is being rolled out across Essex schools. This programme delivers targeted activities related to young people's emotional wellbeing, resilience and self-efficacy. It identifies at risk young people and provides teachers with strategies to build better relationships with their students and tackle risk-taking behaviours.

2. VICTIMS (ADULTS AND CHILDREN) AND THOSE AT RISK OF EXPERIENCING DOMESTIC ABUSE FEEL AND ARE SAFE:

The PFCC commissions SaferPlaces to deliver Independent Domestic Violence Advisors (IDVAs) across the county. The purpose of this service is to address the safety of victims at high risk of harm from intimate partners, ex-partners or family members and to secure their safety and that of their children. The national SafeLives survey showed that Essex has enough IDVAs to cover 100 per cent of the required service to all high risk victims.

3. VICTIMS (ADULTS AND CHILDREN) ARE ABLE TO RECOVER AND MOVE ON TO LIVE INDEPENDENTLY:

Through the IDVAs, the Partnership aims to improve the number of victims who report quality of life improvements, report changes to feelings of safety, have a reduced risk of further harm and stop experiencing all types of abuse. These measures are recorded according to the number of victims who report these changes out of the total number seen by the IDVA service. The national SafeLives benchmark for these indicators is 50 per cent, while in Essex all four indicators have consistently achieved 70 per cent or more during the reporting period.

4. PERPETRATORS ARE PREVENTED FROM CAUSING PHYSICAL AND EMOTIONAL HARM:

The Partnership, supported by Essex County Council, Social Finance and Office of PFCC, has secured Essex as one of three national Drive Perpetrator Programme pilot sites.

The Drive Perpetrator Programme is an innovative approach to tackling offender behaviour, now in the final year of its three-year pilot programme. The programme engages with high risk perpetrators to disrupt their offending behaviour. Cases are selected from the Multi Agency Risk Assessment Conference (MARAC) and then caseworkers work with the perpetrators to change their behaviour. The programme is showing promising signs of improving the safety of victims by addressing offending behaviour and is due to be independently evaluated in July 2018.

5. COMMUNITIES HAVE A GREATER AWARENESS OF WHAT AN ABUSIVE RELATIONSHIP IS AND HOW TO REPORT IT AND, AS A CONSEQUENCE, FEEL SAFE:

To achieve this objective, the Partnership launched the Domestic Abuse and Older Person (55+) campaign in December 2017. The campaign used real case studies to raise awareness of Domestic Abuse and promote increased reporting. The campaign used a range of media to reach more than one million Essex residents and resulted in an increase of 33.5% in the number of over 55s reporting Domestic Abuse and an increase of 18.7% in general reporting of Domestic Abuse.

To compliment this work, Essex Police also ran the Reflect Campaign in late 2017. The campaign was aimed at getting domestic abusers to reflect on and then change their dangerous behaviour. This award-winning, multi-agency campaign had a reach of more than 700,000 people, with 30 people seeking direct support to address their behaviours as a result of viewing the campaign.

Working in partnership, the Domestic Abuse Strategic Board was successful, during this reporting period, in a three-year, £450,000 partnership bid to the Home Office Violence against Women and Girls Transformation Fund. The funding will improve pathways for responding to perpetrators of domestic and sexual violence and abuse through developing a joint working approach to improve information sharing and targeted service delivery.

The partnership approach to Breaking the Cycle of Domestic Violence is supported by a significant ongoing operational focus on supporting victims and tackling perpetrators within Essex Police and, in particular, through its specialist Juno teams. These teams are based across the county as part of the district Local Policing Teams and work alongside the Domestic Abuse Investigation Team focussing on protecting vulnerable people at risk of Domestic Abuse.

Both the partnership work and the increased operational effectiveness of the Essex Police teams has supported an increase in awareness of how to report offences of domestic abuse and confidence that when offences are reported, they will be dealt with appropriately. This has been seen in recent levels of reporting. As such, it is positive that we are still seeing strong reporting in this area.

In 2017/18, 34,992 cases of domestic abuse were reported, a 9.3 per cent increase on the previous year.

Domestic abuse cases are classified into three risk levels with appropriate support provided depending on the level of risk and vulnerability involved. While we can be confident that high risk cases are managed effectively, there is still more to do to ensure that those cases classified as lower risk are still managed as well as possible. In January 2018, a review of the current classification system and how these domestic abuse allegations are then managed in terms of the approach to victims and perpetrators was started. This will look at what contact is made and when, what level of response is provided, through to investigation and safeguarding.





REVERSING THE TREND IN SERIOUS VIOLENCE

PRIORITY

04

A blurred, blue-tinted background image showing a person in a white shirt and dark pants, holding a knife. The person is in a dynamic, possibly aggressive, pose, and the image is out of focus, emphasizing the overall theme of violence.

Serious violence remains an area of concern with the number of violence with injury offences increasing during this reporting year nationally and in Essex. While this is partially driven by a new definition of the offence, which was introduced in November 2017, and the national rise is significantly higher than the increase in Essex, this is still a concerning trend.

During the year, Essex Police has been developing a Violence Prevention Strategy that will provide a co-ordinated and focused approach to preventing crime. This will be cognisant of and reflect the priorities outlined in the Home Office's Serious Violence Strategy which was published in April 2018. It is anticipated that the Violence Prevention Strategy will be released during the 2018/19 reporting year.

A significant volume of violent crime is driven by gang activity and the fight against this is led by the Operation Raptor Teams. These teams are embedded within local policing teams across the county and work with local partners to focus on specific types of local gang activity. This can vary according to what is happening in the area and allows activity to be directed to where it will make the most difference.

One example of this type of local activity was an operation in Colchester District aimed at tackling a recent increase in Robbery. Working with partners, the team were able to identify that this increase was related to specific groups stealing property such as mobile phones, bags and personal items from victims across the district. The operation was carried out in conjunction with the Community Safety Partnership which brought together Social Care, Youth Offending Teams and Housing. Through this approach, the operation led to the identification and arrest of the two ring leaders who were later found guilty and sentenced to nine months in prison.

In Chelmsford, a team was formed including officers from Operation Raptor, CID and the Community Policing Team, working with Metropolitan Police teams to tackle knife crime. This resulted in 28 people being arrested, nine knives being seized on arrest and applications for nine Criminal Behaviour Orders being made.

In the south of the county, a recent joint operation between Essex Police and the Metropolitan Police led to the successful arrest of a person for supplying Class A drugs. The suspect had originally claimed he was simply holding a phone for somebody else. However, after research between the two forces, evidence was found identifying them as a known gang member and ultimately to their position within the gang hierarchy.



REDUCING THE NUMBER OF WEAPONS ON OUR STREETS

A number of local Community Safety Partnerships have used their annual grant funding from the Police, Fire and Crime Commissioner to deliver knife and weapon awareness sessions through the charity, Only Cowards Carry. These often form part of Crucial Crew sessions held in schools.

The Police, Fire and Crime Commissioner also funded Only Cowards Carry in 2016/17 to install a number of knife amnesty bins throughout Essex. These bins led to the surrender of a significant number of knives and other weapons.

SERIOUS SEXUAL OFFENCES

A revised Rape Improvement Plan was developed in December 2017. This highlights the quality of investigations, increasing the focus on proportionate investigations being conducted and examines alternative models for delivering a better quality of service to victims of non-recent offences. The plan includes the development of a closer working arrangement between Essex Police's Crime and Public Protection Command and Crown Prosecution Service and aims to achieve the faster development and submission of case files and improved case quality. The plan also sets out the introduction of regular debriefing sessions to identify best practice and opportunities for improvement and regular recording of suspect interviews to support effective prosecutions.

The existing analytical process for rape offences is being reviewed to provide clearer detail on offences. The option to allow rape suspects access to the new perpetrator psychological course (currently offered to domestic abuse suspects) is also being explored.

A new risk assessment is being devised for rape victims to ensure that better support is provided and to assist with the prevention of offences. Feedback from Independent Sexual Violence Advisers (ISVAs) is also now being received across Essex Police and incorporated into officers' Continuous Professional Development.

The Police, Fire and Crime Commissioner hosted a multi-agency roundtable event in February 2018, which brought together key stakeholders and included testimony from a survivor of sexual abuse about their experiences and the harm they endured. The event aimed to improve understanding of the key issues in tackling sexual abuse across Essex, find out the needs of those experiencing sexual abuse and consider a partnership approach to combatting sexual abuse. In particular, the session identified that partners wanted a clear referral pathway that was consistent across Essex and that awareness of sexual abuse should be promoted among all stakeholders, including opportunities for training to professionals.

Following on from this roundtable, the refreshed Essex Sexual Abuse Support Partnership (SASP) Board, which includes the Police, Fire and Crime Commissioner, Essex Police, local authorities, criminal justice and health partners, have committed to work collaboratively to develop a partnership sexual abuse strategy. This will set out and monitor key shared outcomes in relation to sexual abuse, including working towards a jointly commissioned sexual abuse support pathway that provides a holistic, countywide service for victims to enable them to cope and recover from harm.

The Independent Sexual Violence Advisor (ISVA) and community based support service that is commissioned by the Police, Fire and Crime Commissioner has been highlighted as an example of good practice in the 2016 Home Office Violence Against Women and Girls commissioning toolkit.





TACKLE GANGS AND ORGANISED CRIME

PRIORITY
05



Gangs and organised crime groups are involved in a large number of criminal activities, including the exploitation of vulnerable people, drugs and violent crime. At a strategic level, the Police, Fire and Crime Commissioner has been leading a sub-group on behalf of Safer Essex to develop a Violence and Vulnerability Framework. This will bring together activity being undertaken to disrupt, tackle and target gangs at a county level filtering all the way to local neighbourhood actions. This framework, which is currently under development, is due to be published in 2018/19 and will provide greater opportunities to co-ordinate activities between partners and deliver an even more co-ordinated approach across the county.

DRUG AND ALCOHOL ACTION TEAMS

Drugs, drug addiction and crime resulting from drug addiction are all closely related to gangs and organised crime. As a preventative measure, the Police, Fire and Crime Commissioner makes an annual contribution of more than £500,000 to local drug and alcohol action teams to provide substance misuse services that address issues in relation to community safety, crime reduction and reducing re-offending. This includes tackling reoffending, supporting recovery, drug testing on arrest and young people's substance misuse services.

EXAMPLES OF LOCAL OPERATIONS

At an operational level, the fight against gangs is led through Essex Police's Operation Raptor Team - a well-established team that provides a robust and proactive approach to tackling gangs. In the 2017/18 financial year, Essex

Police disrupted 86 organised gangs in Essex and made 1,167 arrests for the trafficking of drugs.

In terms of trafficking arrests, this is about the same as last year, while the number of disruptions is a relatively new measure so comparative data isn't available.

During a three-month period in north Essex, the Operation Raptor Team executed 12 warrants, stopped and searched 20 people, made 86 arrests, charged 14 people and got 26 convictions. Nine of those convicted are serving 24 years in prison between them. Other results include five people referred to the National Referral Mechanism (a framework for identifying victims of human trafficking or modern slavery), 1,278 wraps of crack cocaine and heroin, 15 grams of uncut heroin (valued between £15,000 - £20,000), £260 worth of cannabis, nine weapons and £4,465 cash being seized as a result of the Raptor teams work during this three-month period alone.

At the start of October 2017, Essex Police launched an Operation as part of their fight against those involved in gang crime and the illegal drugs trade. Teams from across the force, including Operation Raptor, the Operational Support Group (OSG),

Roads Policing and Public Protection, and the community and local policing teams were involved. They used a variety of tactics, including automated number plate recognition (ANPR) operations to target known criminals using the roads; working with neighbouring forces to target criminals crossing county borders to commit crime; and covert and high visibility patrols in key areas. The operation resulted in more than 53 people being arrested 1,000 wraps of Class A drugs – including heroin, cocaine and crack cocaine – being seized, as well as nearly £4,000 in cash. During a warrant in Chadwell St Mary, officers seized 272 cannabis plants and following a warrant in Colchester, four people were arrested and two later charged with possessing with intent to supply Class A drugs.

In December 2017, Essex Police, working with partners, secured a conviction against members of the Jay Boys Gang, a county line drugs gang operating from London who earned between £2,000 and £3,000 per day. The gang were sentenced to a collective total of more than 41 years.

As well as cracking down on those who are committing offences, a significant amount of effort is also invested in preventative measures to help stop vulnerable people being coerced into a life of crime by becoming a member of a gang.

SUPPORTING THE VICTIMS OF HUMAN TRAFFICKING AND MODERN DAY SLAVERY

197 offences of human trafficking and modern day slavery were recorded in Essex over this reporting period, compared to 62 the year before. This large increase is a result of both new legislation (The Modern Slavery Act 2015) and significant work to increase awareness among partners and communities. 1,000 frontline professionals have received awareness training to help them to spot the signs of modern day slavery, including people from healthcare, education, faith groups and the homeless sector. A further 19 people have also been trained to deliver further training in the future.

The Modern Slavery Police Transformation Unit recently issued a position summary for Kent and Essex that states both forces have well-established modern slavery structures in place with regards to governance arrangements, multi-agency partnerships, strategic and tactical modern slavery response and training programmes.

A recent example of the success of this programme is the Modern Slavery/ Human Trafficking investigation in Waltham Abbey, where a woman was recovered from a lorry. The victim would not engage in the criminal justice process, but was safeguarded into the National Referral Mechanism process.





PROTECTING CHILDREN AND VULNERABLE PEOPLE

PRIORITY

06



Protecting children and those most vulnerable in our society is an important focus for Essex Police and the Police, Fire and Crime Commissioner.

Working with partners and the Southend, Thurrock and Essex Safeguarding Boards, we help to hold to account the statutory bodies involved and are held to account by the other members. These boards have independent chairs and add an important element of scrutiny to the way safeguarding is managed in the three areas providing opportunities to share best practice and co-ordinate activity.

The Essex Police, Fire and Crime Commissioner is responsible for the provision of victim support services and manages a grant from the Ministry of Justice of £2.8million to support victims to cope and recover from the impact of crime. The Police, Fire and Crime Commissioner also directly funds the Community Safety Fund of £2.4m and the Community Safety Development Fund of £0.3m, both of these funds support the delivery of the Police and Crime Plan, including a focus on protecting children and vulnerable people.

As part of the range of victim support services provided, the Police, Fire and Crime Commissioner went out to market to procure the countywide victim referral and assessment service in 2017/18. This service offers support to victims of crime to help them to cope and recover from their experience in line with the Ministry of Justice's Code of Practice for victims of crime. Victim Support was successful in the procurement exercise. The service has the primary aim of ensuring that people are supported to cope and recover after being victims of crime and increase levels of victim satisfaction. The service provides practical and emotional support which can be delivered face-to-face, over the phone or using web-chat facilities. It also works with local specialist services to ensure victims that require additional support are referred or signposted to appropriate organisations.

The Police Fire and Crime Commissioner also commissions the Essex Rape Crisis Partnership (ERCP), a specialist service which provides a countywide Independent Sexual Violence Advisors (ISVAs) service as referred to under priority three. Independent Sexual Violence Advisors, or ISVAs, play an important role in supporting victims of sexual violence. They are victim-focused advocates who work with people who have experienced rape and/or sexual abuse to help them to navigate the criminal justice system and access the services they need. This service represents an important step in providing consistency and predictability to a vital victim service which has historically struggled to access sustainable funding.

The Police, Fire and Crime Commissioner also uses the Ministry of Justice funding to provide additional support to vulnerable victims of child sexual abuse, including those at risk of, or experiencing, child sexual exploitation. Working with the Children's Society and the Centre for Action on Rape and Abuse (CARA), the fund is used to promote awareness of the signs of abuse and provide direct support to those who have been victims of abuse or exploitation.



MENTAL HEALTH ACT

A significant change during 2017/18 was the introduction of Section 136 of the Mental Health Act which removed a police station from the definition of a recognised 'place of safety' for 136 arrests. Only in very special cases where the threat would be unmanageable at a hospital can a detainee now be taken to a police station. This has had an important impact on how people experiencing a mental health crisis are supported. In Essex, a collaborative approach with representatives from local councils, the health sector and Essex Police established a co-ordinated approach to managing this legislative change. This has led to a drastic reduction in the number of people experiencing a mental health crisis being placed in police custody as a place of safety. Instead, a number of more appropriate places of safety have been identified around the county to support these people and help them to recover and access support services. During the reporting period, only 14 people were detained in custody, compared to 150 during the previous reporting period.

The introduction of the Street Triage Team in 2016/17 has also led to significant improvements to the service provided. This is a joint team made up of officers from Essex Police and mental health workers from local NHS providers. It gives advice and support to officers encountering people in crisis and directs intervention where appropriate. The team delivers a much more appropriate service, while also reducing pressure on the resources of Essex Police and partners.

The Police, Fire and Crime Commissioner, working with Essex Police, Essex County Council, local Clinical Commissioning Groups and NHS England, has recently commissioned a new Integrated Health and Justice Service. This five-year contract has been awarded to Essex Partnership University NHS Foundation Trust (EPUT) who will deliver healthcare to vulnerable people who may find themselves inadvertently coming into contact with criminal justice agencies.



IMPROVING REPORTING OF HATE CRIME

Over the last year, Hate Incident Reporting Centres (HIRCs) have been available across Essex and there are now

43 reporting centres active within the county.

This is part of an initiative to make third party reporting facilities available to the whole of Essex by 2018. To support these centres, training has been provided to more than 450 Hate Crime Ambassadors (HCAs) countywide, including 48 youth council ambassadors in the west of Essex.

As part of the Strategic Hate Crime Prevention Partnership (SHCPP), Essex Police is working with partners, including Essex County Council, Essex County Fire and Rescue Service, Education, Community Safety Community Safety Partnerships, Victim Support and other third parties to develop and launch a hate crime strategy for the county to run from 2018-2021. This strategy will adopt a multi-agency approach to understand and prevent hate crime while promoting the reporting of hate crime along with improving support for victims.

To build awareness of how to report hate crime, Essex Police launched an awareness campaign for National Hate Crime awareness Week (NHCAW) which ran from 14th-20th October 2017. This campaign used infographics on social media to help to develop people's understanding of hate crime; it also held 20 face-to-face events countywide, supported by HIRCs to recruit organisations and individuals to the HIRC networks.



IMPROVE SAFETY ON OUR ROADS

PRIORITY
07



Policing our roads is an important element of both crime reduction and community safety. It is important to remember that driving related offences, such as speeding, drink and drug driving and using a phone while driving, cause more serious injuries and deaths than all other forms of crime in our county.

The road network also plays a vital part in wider criminality, providing access to the county to criminals for a range of activities. This includes a number of high priority offences, such as drug dealing, gang activity, modern day slavery, burglary, child sexual exploitation and vehicle crime.

The network also provides easy access for crime groups that operate within London and may wish to extend their activities to communities within our county. Beyond these larger conurbations, the road network also provides access to rural communities where incidents of fly-tipping, hare coursing and the theft of agricultural machines can cause significant harm to communities and rural businesses.

MAKING OUR ROADS SAFER

Effective policing of our road network will make our county safer and in 2017/18 we have seen a continuation in the ongoing reduction in the number of people killed or seriously injured on our roads. During the reporting period, 923 people have been killed or seriously injured on our roads, compared to 977 in the previous year. This is a 5.5 per cent reduction.



Working through the Safer Essex Roads Partnership, the last year has seen real progress in how, together, the Partnership can make the roads of Essex safer. The introduction of the Extra Eyes scheme has provided a successful mechanism for motorists to share footage from their dash cams. This allows access to more intelligence and better evidence, but also reaffirming, in a modern context, the importance of communities and the police working together to keep our county safe.

Within the first few months of the scheme being launched in December 2017, 79 reports had been received by Essex Police with 39 identifying enough supporting evidence highlighting risk to support a prosecution.

The relaunch of Community Speed Watch Volunteers, supported by Essex County Fire and Rescue Service, has reinvigorated this important scheme. During the 2017 calendar year, a total of 15,050 warning letters were sent to drivers as a result of Community Speed Watch Volunteer activity, with 217 members of the public trained bringing the number of registered groups to 90 and the number of volunteers to 504.

In November 2017, Essex Police and the Police, Fire and Crime Commissioner, in partnership with Maldon District Council, started a trial of Community Protection Officers employed by Maldon District Council enforcing speed limits across the district. This pilot has taken advantage of new technology and legislation to provide an innovative response to local concerns. Fifty-four enforcement sites across the Maldon District have been selected based upon road traffic collision casualty data or in response to local community consultation.

Through the Safer Essex Roads Partnership, significant work has continued throughout the year to raise awareness of the dangers of driving unsafely, focusing on changing the behaviours of high risk and vulnerable groups. This has included campaigns focused at specific road users, such as those aged between 16-25 years of age and those aged over 76.



PERFORMANCE FRAMEWORK

The PFCC chairs a Performance and Resources Board that holds the Chief Constable and the force to account for the performance of the force officers and staff against the delivery of the Police and Crime Plan. On a monthly basis, the current performance data of the papers and minutes of the Performance and Resources Board are published on the OPFCC website:

<http://www.essex.pfcc.police.uk/scrutiny/essex-police-performance/>

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

Crime, including violent crime, has risen. This is in line with the national trend for crime increase (Essex is not an outlier when compared to other UK police forces). Some of this increase will be due to changes in crime recording.

The increase in crime has led to heightened demand on officers, which in turn has contributed to a decreasing solved rate. Solved rates are declining nationally (Essex is not an outlier when compared to other UK police forces).

The number of incidents of domestic abuse is also increasing. However, there is no national comparison data available. There is nothing further to indicate whether – or how much of – the increase in incidents of domestic abuse may be attributed to media campaigns or initiatives that encourage reporting.

Police and Crime Plan Priorities	Police Priority Indicators	12 months to March 2017	12 months to March 2018	Number Difference	% Difference	Direction of Travel
Priority 1 - More local, visible and accessible policing	Percentage of people who have confidence in policing in Essex ¹	-	82.6	-	-	-
	<i>Confidence Interval</i>	-	1.2			
	Confidence in the local police (CSEW) ²	59.8	47.9	-11.9	-	Deteriorating
	<i>Confidence Interval</i>	4.2	5.6			
	Number of all crime offences	120,665	134,185	13,520	11.2	Deteriorating
Priority 2 - Crack down on anti-social behaviour	Number of anti-social behaviour incidents	52,170	49,329	-2,841	-5.4	Improving
	Percentage of people who have confidence that the policing response to ASB is improving ¹	-	69.1	-	-	-
	<i>Confidence Interval</i>	-	1.5			
Priority 3 - Breaking the cycle of domestic abuse	Number of incidents of domestic abuse	32,009	34,992	2,983	9.3	Deteriorating
	Number of repeat incidents of domestic abuse ³	-	15,026	-	-	-
	Percentage of domestic abuse offences solved	26.2	17.7	-8.4	-	Deteriorating
Priority 4 - Reverse the trend in serious violence	Number of homicides	15	24	9	60.0	Deteriorating
	Number of violence with injury offences (new definition from Nov 2017)	12,542	13,704	1,162	9.3	Deteriorating
Priority 5 - Tackle gangs and organised crime	Number of Organised Criminal Group disruptions ⁴	26	17	-9	-34.6	Deteriorating
	Trafficking of drugs arrests	1,238	1,196	-42	-3.4	Deteriorating
Priority 6 - Protecting children & vulnerable people	Number of child abuse outcomes ⁵	332	278	-54	-16.3	Deteriorating
	Child abuse solved rate	13.5	9.8	-3.7	-	Deteriorating
Priority 7 - Improve safety on our roads	Number of driving related mobile phone crime on Essex roads	4,424	2,557	-1,867	-42.2	Improving
	Number of driving under the influence of drink and/or drugs on Essex roads	1,718	2,221	503	29.3	Deteriorating
	All people killed or seriously injured (KSI) in road collisions ⁶	977	923	-54	-5.5	Improving

¹ These questions are from the recently commissioned confidence and perception survey, which began in June 2017 and are for the period April 2017 to September 2017.

² Crime Survey for England and Wales (CSEW) - 12 months to September 2017 vs. 12 months to September 2016.

³ The number of repeat incidents of domestic abuse is for the 12 months to March 2018. The previous period cannot be produced due to a change in how this measure is captured.

⁴ The number of Organised Criminal Group disruptions are for the period January 2018 to March 2018 vs. October 2017 to December 2017.

⁵ All solved outcomes (outcomes 1,2,3,4,6,7 & 8).

⁶ 'Killed or Seriously Injured' refers to all people killed or seriously injured on Essex's roads, regardless of whether any criminal offences were committed.



FINANCIAL REVIEW

In recognising the respective responsibilities of the PFCC and Chief Constable, all assets, liabilities and contracts remained in the name and ownership of the PFCC, whereas the majority of police staff along with Police Officers and PCSOs are employed by the Chief Constable. The staff structure of the Office of the Police and Crime Commissioner consists of 16 permanent staff supplemented by additional contract staff recruited to deliver short-term pieces of work in response to the demands of the service. The PFCC chairs the Strategic Board which governs major programmes of change, including the Strategic Change Programme.

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

In setting the budget and precept for 2017/18, the PFCC had to comply with the Government's limit for excessive rises in council tax. In January 2017, the PFCC set a precept increase of 3.25% resulting in a band D council tax of £157.05. For each year in office, the PFCC has increased the precept up to, but not exceeding, the level determined by the Government. This policy was to help address the historic low precept base in Essex in light of substantial budget savings necessary to support the Government's fiscal plan and also to support local investment in services. After several years of increasing the precept, the level of the precept in Essex was still one of the lowest of the shire forces. Following the increase in the Government's limit for precept increases to £12 for 2018/19, the PFCC has increased the precept for 2018/19 by £11.97 from £157.05 to £169.02, an increase of 7.62%, in order to invest an additional £5.0m into frontline policing services.

MEDIUM TERM FINANCIAL STRATEGY

The Medium Term Financial Strategy (MTFS) addresses future challenges. The MTFS was approved by the PFCC in January 2018. The MTFS is continually reviewed during the financial year as future challenges are reviewed.

Over the next five years, £35.5m saving are to be found based on the latest MTFS.



MEDIUM TERM FINANCIAL STRATEGY 2018/19 - 2022/23 - PRECEPT INCREASE 0% FROM 2019/20

	2017/18 Budget £m	2018/19 Budget £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	5 Year Total £m
Original Budget - Budget Book Net Expenditure (prior year)	266.3	268.9	277.4	278.4	277.2	276.4	
Adjustment from prior year activity agreed at Budget Setting	(1.8)	0.6	0.0	0.0	0.0	0.0	
Opening Budget Requirement	264.5	269.5	277.4	278.4	277.2	276.4	
Unavoidable Cost Pressure	4.9	1.5	5.5	7.2	6.0	5.8	26.0
New Investment	3.1	9.6	3.2	1.5	0.4	0.6	15.3
Short Term one-off costs	3.5	2.3	1.1	2.0	1.7	1.5	8.6
Transfer to / from Reserves - one-off costs	0.0	0.8	0.0	0.0	0.0	0.0	0.8
Short Term one-off costs - to be allocated	0.0	0.0	1.7	0.8	1.1	1.3	4.9
Short Term one-off costs budget	(3.5)	(2.8)	(2.8)	(2.8)	(2.8)	(2.8)	(14.0)
Budget Requirement - before Savings & Efficiencies	272.5	280.9	286.1	287.1	283.6	282.8	
Government Funding	(169.6)	(169.6)	(169.6)	(167.4)	(165.2)	(163.0)	
Council Tax	(97.4)	(106.2)	(107.5)	(108.8)	(110.2)	(111.6)	
Council Tax - surplus on Collection Fund	(1.9)	(1.6)	(1.3)				
Total Funding	(268.9)	(277.4)	(278.4)	(277.2)	(276.4)	(275.6)	
Annual (Shortfall) / Surplus before cashable Savings & Efficiencies Plans	(3.6)	(3.5)	(7.7)	(9.9)	(7.2)	(7.2)	(35.5)

FUNDED BY:

Strategic Change Savings & Efficiencies Plan (S&EP) - cashable	(3.6)	(3.5)	(4.0)	(1.4)	0.0	0.0	(8.9)
Annual (Shortfall)/Surplus after cashable S&EP - to be found / invested	0.0	0.0	(3.7)	(8.5)	(7.2)	(7.2)	(26.6)

A. Key % Assumptions

Overall Reduction in Home Office grants	(1.3%)	0.0%	0.0%	(1.3%)	(1.3%)	(1.3%)
Increase in Council Tax	3.25%	7.62%	0.00%	0.00%	0.00%	0.00%
Change in Taxbase	1.85%	1.33%	1.25%	1.25%	1.25%	1.25%
Inflation Recurring - Officers Pay	1.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Inflation Recurring - Staff/PSCOs Pay	1.00%	2.00%	2.00%	2.00%	2.00%	2.00%



PRINCIPAL RISKS AND UNCERTAINTIES

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

Below are the main risks from the PFCC's Risk Register:

- There is insufficient cash to fund all the force's commitments
- The benefits from initiatives are not realised
- The Community Safety funding is not being effectively used to support the delivery of the Police and Crime Plan
- The priority to have more local, visible and accessible policing is not realised
- The Essex Police Transformation programme does not deliver the planned improvements

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

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

- If the force is unable to manage existing and future demand through the use of technology and more efficient business processes, it may not be able to provide an effective service that protects people from harm.
- Historical lack of investment in the IT infrastructure creates a risk that critical IT systems may fail periodically, causing lack of access to operationally important data/information during the repair process, or in the worst case scenario, permanent loss of data.

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

The strategic risks are reviewed and challenged by the Joint Audit Committee on a regular basis.

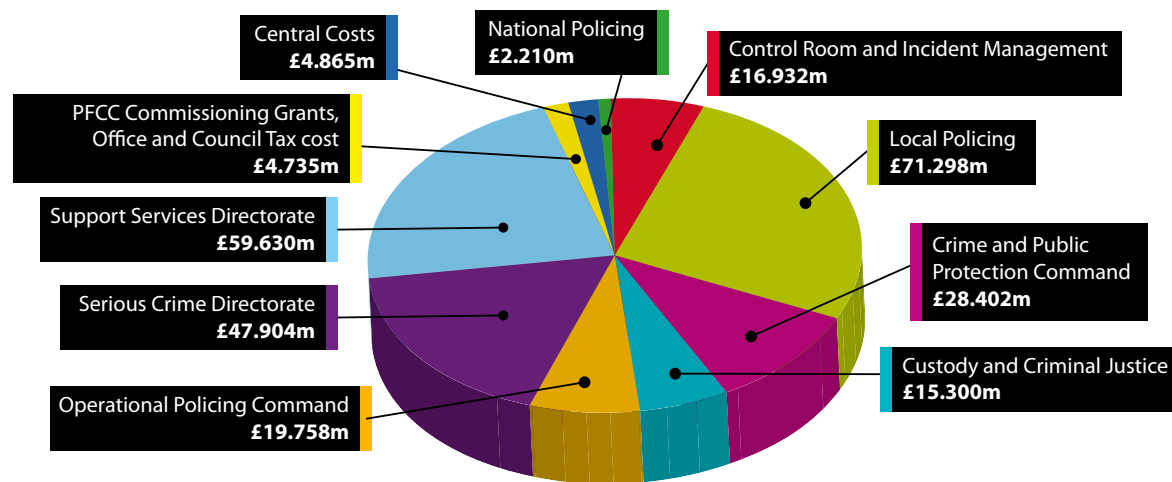
2017/18 FINANCIAL PERFORMANCE

The table overleaf shows budgeted and actual net revenue expenditure, the sources of funding and the transfers from earmarked reserves and the General Reserve in a form representing the management accounting balance. The management accounting balance is the form recognised in setting the PFCC budget and Council Tax precept for 2017/18. The Net Revenue Expenditure excludes depreciation, pension liabilities, accumulated absences and other items which do not have an impact on the transfer to or from the General Reserve. These charges are included and accounted for in the Comprehensive Income and Expenditure Statement (CIES) within the Core Financial Statements in accordance with proper practice.

The original budget of £268.946m was overspent by £0.015m after planned withdrawals from the General Reserve of £0.832m for the additional 1% payrise and £0.089m for an adjustment notified by a local council to the council tax income after the 2017/18 budget had been set. The total withdrawal from the General Reserve was £0.936m.

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

AMOUNT SPENT ON POLICING SERVICES IN 2017/18



Total £271.034m



2017/18				
Group				
Original Budget	Budget Transfer	Current Budget	Actual	Variance over / under
£000	£000	£000	£000	£000
Police Officer pay and allowances				
163,868	(1,975)	161,893	163,779	1,886
Police Community Support Officers				
2,878	327	3,205	2,917	(288)
Police Staff pay and allowances				
70,386	8,361	78,747	75,073	(3,674)
Police Officer pensions (ill health / medical)				
4,288	0	4,288	4,332	44
Training				
953	446	1,399	1,554	155
Other employees expenses				
182	423	605	605	0
Premises				
10,630	161	10,791	11,237	446
Transport				
4,624	54	4,678	4,588	(90)
Supplies and services				
27,434	3,079	30,513	30,621	108
Third party payments				
5,981	(937)	5,044	5,357	313
Other expenditure including savings programme				
532	(449)	83	633	550
Gross Revenue Expenditure	9,490	301,246	300,696	(550)
Income				
(22,810)	(7,417)	(30,227)	(29,662)	565
Net Revenue Expenditure	2,073	271,019	271,034	15
Sources of Funding				
Police grant				
(101,346)	0	(101,346)	(101,346)	0
Formula Funding grant				
(55,149)	0	(55,149)	(55,149)	0
Council tax precept				
(97,424)	89	(97,335)	(97,335)	0
Council tax freeze scheme grant				
(2,133)	0	(2,133)	(2,133)	0
Council tax support grant				
(10,992)	0	(10,992)	(10,992)	0
Collection fund surplus				
(1,902)	0	(1,902)	(1,902)	0
Total Sources of Funding	89	(268,857)	(268,857)	0
Deficit (surplus) before transfer to Earmarked Reserves	2,162	2,162	2,177	15
Transfer to (from) Earmarked Reserves	(1,241)	(1,241)	(1,241)	0
Transfer from (to) General Reserve	921	921	936	15



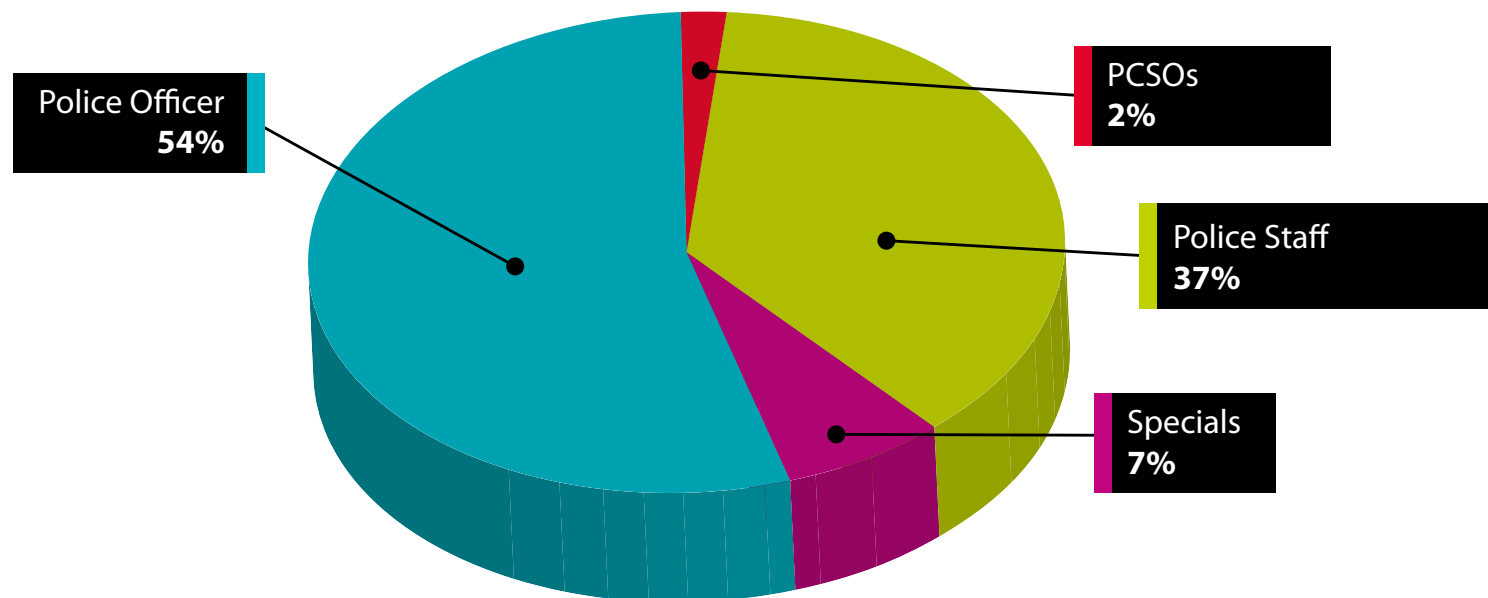
In balancing the 2017/18 budget, the savings required amounted to £3.564m. The majority of the savings were from non-pay savings and other efficiencies.

OFFICER AND STAFF NUMBERS COMPARED WITH 2017/18 BUDGET

	Police Officers		PCSOs		Staff		Specials	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs
1st April 2017	2,850	2,800	100	96	2,004	1,938	345	360
Net in-year change	0	150	2	(4)	41	64	187	67
31st March 2018	2,850	2,950	102	92	2,045	2,002	532	427

The above table shows that police officer numbers increased in the year by 150 FTEs, exceeding the budget by 100 FTEs. The budgeted FTEs in 2018/19 is 3,000, an increase of 150, and the 2017/18 increase has assisted in meeting the 2018/19 target. The table shows the PCSO numbers reduced by 4 FTEs during the year, the number of police staff has increased during the year by 64 FTEs and the Specials increased by 67 FTEs.

PROPORTION OF ACTUAL OFFICERS/STAFF AT 31ST MARCH 2018



CAPITAL EXPENDITURE

A capital investment programme amounting to £6.101m was approved in January 2017 with an additional investment of £11.314m for projects subject to final approval to commence during 2017/18 to be spent on a range of projects to maintain the infrastructure needed to support effective and efficient frontline policing. **In the event, £7.432m was invested during 2017/18 and significant projects include:**

- i) On the police estate, building refurbishment works amounting to £1.8m.
- ii) Investment IT of £3.3m, including expenditure on mobile technology, handsets with technology that allow officers the freedom and agility to provide services to the public at the point of contact without the need to return to the police station to update systems and submit paperwork. In addition, the annual programme included replacement of servers, printers, docking stations, desktop and laptop computers along with the wider IT infrastructure and telephony network.
- iii) The annual fleet replacement programme where 146 vehicles were purchased at a cost of £1.8m.
- iv) Investment in the Automatic Number Plate Recognition (ANPR) infrastructure facilitating the tracking of criminal offenders amounted to £0.2m.

Funding capital investment is from a range of sources, primarily from capital receipts and Government grants. Capital income during 2017/18, totalling £9.8m, was from the following sources:

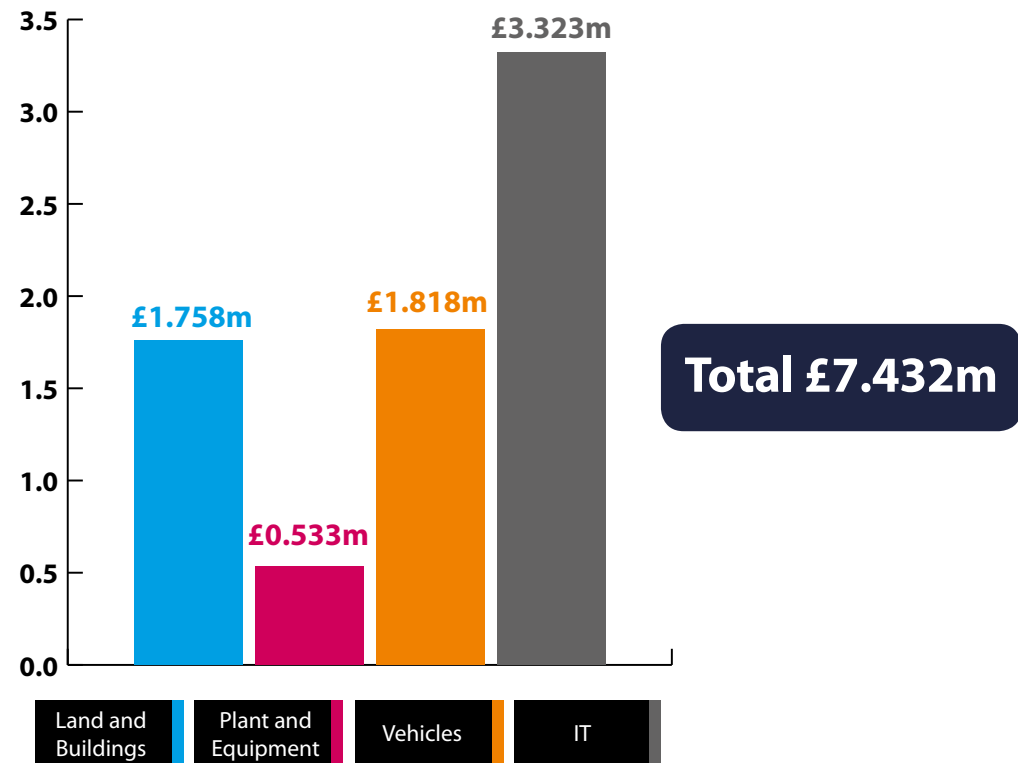
- Core Government grant - £0.9m
- Receipts from the sale of nine properties - £7.1m
- Specific capital grants from external organisations for 2017/18 projects - £1.3m
- Specific capital grants from external organisations for future projects - £0.5m

The year started with a deficit in the capital reserve of £1.7m and at March 2018 the capital reserve was in surplus by £0.7m. The balance of the capital income of £7.4m was invested as shown in the table.

CAPITAL BUDGET AND EXPENDITURE 2017/18

Capital Expenditure Projects	Approved Budget Jan 2017 £000	Actuals 31 March 2018 £000	Variance £000
ANPR	305	200	(105)
Land & Buildings	1,113	1,758	645
IT	2,607	3,323	716
Vehicles	1,900	1,818	(82)
Other	176	333	157
Total	6,101	7,432	1,331

CAPITAL EXPENDITURE 2017/18



Future capital expenditure is planned to increase over the coming years as investment in the Estate and IT takes place. Investment of more than £60m in the next three years is being reviewed which will be partly offset with capital receipts from property disposals as the estate is restructured to meet the changing demands of the future. A strategy is in place to borrow external funds for investment in the capital programme as required over the coming years.

GENERAL RESERVE

The balance on the General Reserve at 1st April 2017 was £13.157m. The General Reserve balance at 31st March 2018 was £12.221m which represents 4.5% of the 2017/18 budgeted net expenditure. There was no planned withdrawal or contribution to the General Reserve when the budget was set in January 2017.

During 2017/18, withdrawals from the General Reserve were made for the following:

- £0.832m for the additional 1% payrise.
- £0.089m for an adjustment to the council tax income, notified by a local council, after the 2017/18 budget had been set.
- £0.015m general overspend

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

EARMARKED RESERVES

The PFCC's earmarked reserves total £7.822m at 31st March 2018. The levels of all reserves are reviewed on a regular basis.

BALANCE SHEET

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

	31st March 2017	31st March 2018	Movement
	£000	£000	£000
Long-term assets	99,319	88,888	(10,431)
Current assets	51,546	52,048	502
Current liabilities	(35,227)	(33,229)	1,998
Long-term liabilities	(3,143,284)	(3,013,129)	130,155
Net Assets	(3,027,646)	(2,905,422)	122,224
Usable reserves	(22,219)	(21,895)	324
Unusable reserves	3,049,865	2,927,317	(122,548)
Total Reserves	3,027,646	2,905,422	(122,224)



TREASURY MANAGEMENT

The PFCC invests surplus funds in accordance with the Treasury Management Strategy, which is agreed each year. The 2017/18 strategy set out a clear set of investment parameters in order to minimise the risk of financial loss.

In summary, these parameters were:

- i) Country Limits: UK financial institutions (meeting specified credit rating criteria)
- ii) Monetary limits as follows:
 - a. Debt Management Office – up to 100% of total investment portfolio
 - b. UK local authorities – up to £5m per authority
 - c. Lloyds Bank – up to £5m limit (nominated banker)
 - d. All other financial institutions – higher of £1m or 5% of total investment portfolio
- iii) Durational limits: maximum duration 12 months if a fixed term deal (no time limit if cash is instantly accessible).
The PFCC had liquid investments totalling £2.0m and short-term investments totalling £8.0m as at 31st March 2018. During 2017/18, the PFCC earned investment income of £0.064m, representing an average return of 0.23% (weighted by counterparty).

The PFCC undertook five instances of short-term external borrowing during 2017/18. The PFCC has, however, inherited internal borrowings from the former Essex Police Authority, the outstanding balance of which equated to £7.065m as at the 31st March 2018. This arises from occasions in previous years when the practice was to utilise surplus cash balances to finance the capital programme in lieu of borrowing these funds externally from financial institutions. If the practice had been to borrow funds externally, the investments at 31st March 2018 would have been higher, and they would be offset by an equivalent amount of external debt. The remainder of the £8.755m capital financing requirement at year-end related to a shortfall in reserves to fund capital expenditure in 2017/18. This deficit was also met by internal borrowing.

CASH FLOW

	31st March 2017	31st March 2018	Movement
	£000	£000	£000
Cash and cash equivalents	5,388	6,130	742
Short-term investments	11,500	8,000	(3,500)
Total	16,888	14,130	(2,758)

The main factors affecting cash in the future are:

- i. Acquisitions and disposals relating to the capital programme
- ii. The value of reserve balances
- iii. Grants and contributions unapplied
- iv. The value of loans raised

OPFCC GRANT EXPENDITURE

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

The PFCC's Community Safety Fund (CSF) provides core funding in the form of community safety grants to statutory and voluntary organisations for activities that meet locally identified priorities aligned to the Police and Crime Plan. The PFCC has maintained funding levels for core grants in 2017/18, recognising the importance of local partnerships and organisations to the effective delivery of the areas of focus within the Police and Crime Plan.

In 2017/18, the PFCC allocated £0.310m to Community Safety Partnerships in Essex using a funding formula based on population, crime level and deprivation. As in previous years, a portion of this funding to CSPs was top-sliced for the central Domestic Homicide Review (DHR) fund to remove the unpredictability and significant financial pressures associated with DHRs. The PFCC has received universally positive feedback about this approach and is therefore continuing to support and invest in this system.

From the Community Safety Fund (CSF), the PFCC also provided £0.444m of funding to Youth Offending Services (YOS) and £0.503m to the Drug and Alcohol Teams (DAAT) across Essex.

The PFCC has invested in a pilot mentoring programme that seeks to engage at risk young people who are vulnerable to exploitation by criminal gangs. As part of this two-year project, Gangsline have also been commissioned to deliver awareness raising sessions for frontline practitioners and young people to promote a consistent level of understanding around the complex areas of violence and vulnerability linked to county lines.

The PFCC attracted £0.450m of Home Office Violence Against Women and Girls (VAWG) funding over three years to pilot a new approach to working with perpetrators of domestic abuse to prevent re-offending or an escalation of offending behaviour. The PFCC also continued to invest in the DRIVE perpetrator pilot which engages with high-risk perpetrators of domestic abuse to change their behaviour and is jointly funded by Essex County Council, the PFCC and Social Finance.

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

In 2017/18, the PFCC recommissioned Victim Support to deliver a non-specialist victim referral and assessment service. **From April 2018, Victim Support will be delivering a new victim-led service which will:**

- Allocate a case worker to every victim of crime that they support who will take ownership of cases from initial contact all the way to case closure
- Enable case workers to work from a number of community locations to raise awareness and develop better collaborative support
- Work more closely with policing and support training opportunities
- Improve the insight from victims about their experiences with police services.

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

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



Commissioning Groups, NHS England, Essex County Council and the PFCC. The new service is a five-year contract which goes live from April 1st 2018.

The PFCC relaunched the Community Safety Development Fund (CSDF) in 2017/18. The CSDF is a £0.300m small-grants fund that supports projects that can positively impact on the priorities within the Police and Crime Plan. In 2017/18, the CSDF supported 30 projects including the Street Pastors project, Springfield Youth Group and the Butterfly project.

The PFCC was able to utilise £0.465m unallocated funding from 2016/17 and carry this forward into 2017/18 which increased the overall grant budget available. The table overleaf shows the amount of grant funding allocated during 2017/18 and the related grant over/underspend. The £0.385m has been carried forward to be utilised during 2018/19.

	Budget	Allocated	Over / (Underspend)
	£000	£000	£000
Community Safety Fund (CSF)	2,427	2,099	(328)
Community Safety Development Fund (CSDF)	339	348	9
Victims	2,796	2,730	(66)
Government Grant	(2,174)	(2,174)	0
Total	3,388	3,003	(385)

In summary for 2017/18, the PFCC spent £1.281m on the Office of the PFCC, £3.003m on Community Safety Grants / Victims and £0.857m on council tax sharing agreements with billing authorities.



ROLE OF THE POLICE, FIRE & CRIME COMMISSIONER

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

From 1st October 2017, the PCC also took on the governance of Essex County Fire and Rescue Service, becoming the country's first Police, Fire and Crime Commissioner (PFCC), after receiving approval from the Home Secretary to take on the governance of the fire and rescue service in addition to his existing role with the police service. This change was approved after submitting a detailed business case to the Home Office after a period of local consultation.

Mr Hirst replaces the members of the former Essex Fire Authority and will be responsible for having oversight of the fire and rescue service in Essex, setting its strategy and budget and holding the Chief Fire Officer to account. Mr Hirst carried out a full public consultation exercise involving members of the public, staff and officers from both services, local councils and MPs in the Spring of 2017. The consultation feedback was in favour of the PCC taking on governance of the fire service. A business case was submitted to the Home Secretary in May 2017 and the Home Office announced in July that it had approved the decision.

The PFCC is responsible for the totality of policing in Essex. The public accountability for the delivery and performance of the police service is placed into the hands of the PFCC on behalf of the electorate of Essex. He must therefore secure the maintenance of the police force in Essex and ensure that the police force is efficient and effective. **This encompasses a duty to:**

- i) Set the strategic direction and objectives of the force through the Police and Crime Plan
- ii) Scrutinise, support and challenge the overall performance of the force including against the seven policing priorities to protect Essex
- iii) Hold the Chief Constable to account for the performance of the force's officers and staff
- iv) Decide the budget, allocating assets and funds to the Chief Constable and set the precept (council tax for policing services)
- v) Enter into collaborative agreements with other PFCCs, other policing bodies and partners that improve the efficiency or effectiveness of policing for one or more policing bodies or police forces in consultation or agreement as appropriate with the Chief Constable
- vi) Provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action
- vii) Hold the Chief Constable to account for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable
- viii) Publish information specified by the Secretary of State and information that the PFCC considers necessary to enable the people who live in the force area to assess the performance of the PFCC and Chief Constable
- ix) Comply with all reasonable requests from the Panel to attend their meetings
- x) Prepare and issue an annual report to the Panel on the PFCC's delivery against the objectives set within the Plan
- xi) Monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable



The PFCC has wider responsibilities than those relating solely to the police force, namely:

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



Operational decision-making on day-to-day policing remains the responsibility of the Chief Constable. The Chief Constable is accountable to the PFCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force. **The Chief Constable is responsible to the public and accountable to the PFCC for:**

- i) Leading the force in a way that is consistent with the attestation made by all constables on appointment and ensuring that it acts with impartiality
- ii) Appointing the force's officers and staff (after consultation with the PFCC, in the case of officers above the rank of Chief Superintendent and police officer equivalents)
- iii) Supporting the PFCC in the delivery of the strategy and objectives set out in the Plan
- iv) Assisting the PFCC in planning the force's budget
- v) Providing the PFCC with access to information, officers and staff as required
- vi) Having regard to the Strategic Policing Requirement
- vii) Notifying and briefing the PFCC on any matter or investigation on which the PFCC may need to provide public assurance
- viii) Being the operational voice of policing in the force area and regularly explaining to the public the operational actions of officers and staff under their command
- ix) Entering into collaboration agreements with other Chief Constables, other policing bodies and partners that improve the efficiency or effectiveness of policing and with the agreement of the PFCC
- x) Remaining politically independent of the PFCC
- xi) Managing all complaints against the force, its officers and staff, except in relation to the Chief Constable, and ensuring that the PFCC is kept informed in such a way as to enable the PFCC to discharge their statutory obligations in relation to complaints in a meaningful and timely fashion
- xii) Exercising the power of direction and control in such a way as is reasonable to enable the PFCC to have access to all necessary information and staff within the force
- xiii) Having day-to-day responsibility for financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by the PFCC

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



