

PFCC for Essex Group Narrative Report

Essex Police

**The 2020/21 Statement of Accounts for the
Police, Fire and Crime Commissioner for Essex
Group and the Police, Fire and Crime
Commissioner**

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Narrative Report 2020/21

Narrative Report

The purpose of the Narrative Report is to provide information on the Police, Fire and Crime Commissioner (PFCC) and PFCC Group, its main objectives and strategies and the principal risks that it faces. The content of the Narrative Report is as follows:

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Narrative Report

The purpose of the Narrative Report is to provide information on the Police Fire and Crime Commissioner and the Force, its main objectives and strategies and the principal risks it faces.

Police, Fire and Crime Commissioner's Report

The last year has been a difficult and challenge time but it has also shown the strength of policing in Essex and how our longer-term strategy of growth, investment and partnership has started to deliver real results for the people of Essex.

By the end of March 2021, we had recruited over 500 extra officers in the last three years and have secured the financial commitment to recruit a further 218 in the next twelve months. This extra capacity across the force has had a significant positive impact, as has closer collaboration with partners and a stronger focus on prevention.

Before the pandemic the levels of violence in our communities had already started to level off with positive signs that these would start to fall. Anti-social behaviour, burglary and theft have been falling for several years. The trend of reducing levels of crime have continued throughout the pandemic.



Our investments in technology have helped our officers be more efficient and be able to spend more time in their communities and less behind desks. Our work within Community Safety Partnerships has given local people a real voice in resolving the issues that are important to them and our ability to work together with partners mean more issues are resolved earlier and better outcomes are being achieved across the county.

COVID-19 has changed the level of reporting with reductions in crime nationally and we will have to wait until there is sufficient data to fully understand the longer term impact of the pandemic on crime levels, but in Essex the foundation of this reduction in crime was already in place and we have taken every opportunity presented by the changes in crime over the last year to hit criminals hard, support victims and put in place longer term improvements to help benefit our county now and in the future.

We are incredibly fortunate in our country to have a police force that works with the community they serve, are recruited from that same community and as a result have strong community support. Creating an environment where everybody can thrive is something that we all contribute towards whether we are officers, volunteers, members of community groups or by being part of a community that doesn't tolerate crime, that reports it, provides intelligences and is willing to give evidence where necessary.

The relationship between the police and the public has never been more important than it has over the last year. For all our safety, police across the country have been asked to enforce regulations that were unthinkable just a few years ago. As individuals we have had to learn how to act to keep ourselves, our loved ones and our wider community safe. At the same time, we have seen our most vulnerable people placed at increased risk, our children out of school and the value of self-isolating, all of which has required us to put extra support in place.

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Given these challenges it is very positive to see what we have achieved as a community, as a county and as a country. Over the last year Essex Police has worked as a central partner within the Essex Resilience Forum which has led the response to the COVID-19 pandemic in Essex. The Chief Constable, along with the Deputy Chief Fire Officer, has chaired the Strategic Coordination Group pulling together the countywide response with senior officers involved at all levels within the coordinated response to the pandemic.

As a service Essex Police had also had to tread a very careful line enforcing regulations appropriately while also maintaining the confidence and support of the wider community. Their approach has proven successful as blatant breaches have been robustly tackled and high levels of public confidence have been maintained. In fact, public confidence in Essex Police has reached extremely high levels during the year with periods where over 80% of people have said they were confident or very confident in them.

This positive response to the pandemic and the longer-term trends in reported crime show our plan is working what has been even more pleasing is the clear support the public has for our police force. It is this relationship and our ability to work together that will enable us to push out crime, reduce offending and make Essex safer.

Finally, I would like to thank the Chief Constable, his senior team and all the officers and staff who have done such a good job over the last year. It is at these most difficult times that you see the true strength and commitment of the people within the service.

Chief Constable's Report



Essex Police continues to grow and to put the new and existing resources at its disposal to best use to protect and serve the County. This report relates to the second full Financial Year since the introduction of the current Essex Police Force Plan, which is focused on Victims, Vulnerability, Violence and Visibility.

The number of Officers, Volunteers (including Special Constables) and Police Staff is increasing, funded by both central Government and the local precept.

To ensure that these men and women are appropriately skilled, equipped and enabled the force continues to re-invest savings achieved through its extensive modernisation programme to offer an improved service to the public and to businesses. This ranges from the force's capability to respond to the most serious crimes requiring extensive long-term investigations to the reassurance afforded to local communities through an increased visible presence in communities and crime prevention.

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

During the year, seven men were sentenced to a total of 92 years and 10 months imprisonment for one of the most appalling crimes committed in the 180 year history of the force. Following the discovery of the bodies of 39 men, women and children in a lorry trailer in October 2019, the force made public commitment to bring those responsible to justice wherever they might be within the UK or overseas. Delivering on that promise would not have been possible without the sustained long-term investment the force is making in training and developing its officers and staff and its equipment and facilities. Equally, this outcome would not have been possible if the force had not invested significant time in securing the trust and confidence of the people of Essex and further afield.

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

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In 2020/21 the force grew to 3,369 officers (Full Time Equivalent) and it will grow further in the coming year and will continue to encourage an increasing proportion of candidates from diverse backgrounds. Our colleagues are not only growing in number, they are growing in capability. While continuing to deliver the Force Plan to catch criminals, protect people and keep people safe during the Covid-19 pandemic, the force has taken the opportunity to accelerate the introduction of enabling technology which means that our people are better connected than ever before and more able to share information. Agile working capabilities will mean that officers and staff can spend even more time with the people who need our help and less time travelling to and from police buildings. This has already assisted the force in the development of an environmental strategy in order that we can protect our rural and urban areas as well as the people within them.

The force is proud to report one of the lowest rates of sickness of any UK police force during the year. However, a number of officers, staff and volunteers have, like so many, experienced bereavement and our thoughts remain with the family and friends of all those whose lives and livelihoods have been lost.

Our work to unite our County against criminals and to deliver the Force Plan in 2021/22 is already underway. Through dedication and hard work we are having a positive impact on serious and organised crime groups and have achieved some of the largest seizures of drugs and cash in the history of the force, preventing drugs from getting into our communities and dismantling the gangs that deal in them. One such operation saw more than £21m worth of Class A drugs and £1.85m of cash being seized in Essex by our Serious Crime Directorate as part of an international operation, led in the UK by the National Crime Agency.

This is only possible with sustained investment and the support of the people of Essex. During 2020, independent surveys of the public showed that confidence has reached record levels since the introduction of the survey in 2017. This is encouraging. However, everyone at Essex Police is aware that trust must not only be earned but also maintained and never taken for granted.

I have a vision of a united Essex in which we celebrate our diversity and where we value each other's differences. The recovery which is now underway following the global Covid-19 pandemic will bring new businesses and new communities to our County and to neighbouring areas and we will use all our resources to make sure that Essex is a safe and prosperous place to live and work.

Police and Crime Plan

Local, Visible and Accessible Policing

Local, visible and accessible policing is essential to deliver a policing service that is properly connected to the community, where the public work with the police to squeeze out crime and wherever possible crime is prevented from happening.

Since 2018 we have grown the force by over 500 officers, taking the total number of officers to 3,369. In 2020-21 there has been an increase of 151 officers and 60.8 staff. This growth will continue over the next year with a commitment to recruit a further 218 officers in 2021-2022.

As the multi-year growth programme has been delivered, we have seen significant improvement both in public confidence and in the underlying levels of crime. The number of crimes recorded in Essex fell by 11.4% in the twelve months to March 2021 compared to the same period a year earlier. This is a significant drop and while much of the reduction can be attributed to the national lockdowns it also reflects, in part, a pattern we were starting to see prior to the pandemic, where the growth in crime was slowing and starting to decline.

The public's confidence that Essex Police do a good or very good job follows a similar pattern, with steady, consistent increases throughout 2019-2020 and then significant jumps in 2020-2021. Overall, in 2020-2021 76% of the public felt Essex Police was doing a good or very good job compared to 65% in 2019-2020.

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This positive trend is also reflected when we ask the public whether the police understand their community's issues, with 71% of people agreeing or strongly agreeing in 2020-2021 compared to 60% in 2019-2020.

This increased confidence and reduction in overall crime has developed as we have continued to grow the force. The introduction of Town Centre Teams comprising 58 officers and ten sergeants in 2019, had an immediate impact and has continued to drive down business crime and anti-social behaviour, while coinciding with a significant increase in the public's confidence in policing.

Similar growth across community policing, local policing and some of our specialist teams has gained traction through the last year. The introduction of Community Safety Engagement Officers based in Community Safety Hubs has increased capacity in terms of local engagement and continues our investment in local Community Safety Partnerships as an important way of giving local communities influence over resolving local issues. Together these extra resources and continued investment have led to an increase in public satisfaction with the level of local policing from 64% for the 12 months to December 2019 to 75% by the end of December 2021.

Overall confidence in Essex Police continues to show a strong year on year improvement. In Q1 2020-21 81% of respondents thought that Essex Police did a good or excellent job in their local area, which represents a significant increase compared with Q1 2019-20 at 65% and Q1 2018-19 at 69%.

We have continued our investment in tackling rural crime with the growth of the specialist Rural Engagement Team, representing a dedicated investment of £623k. The team have made a significant difference in rural communities and focus on unauthorised encampments, hare coursing and rural theft. The work of this dedicated team has seen a reduction in the number of unauthorised encampments from 229 in 2018 to 182 for the 12 months to March 2021.

The Business Crime Team was established in February 2020 and works closely with business networks such as the Chamber of Commerce, Federation of Small Businesses and business groups across the county to prevent business crime and provide specialist advice to local community policing teams.

In early 2020 we increased the number of Children and Young People officers (CYP) from 13 to 33 as a result of increased funding from the policing precept. These officers work to identify children and young people who are most at risk of becoming repeat offenders or at serious risk of harm/vulnerability. They engage with young people in senior schools to support a partnership approach in keeping young people safe and reducing crime and anti-social behaviour. The work being completed by the CYP officers is providing increased accessibility and visibility with school staff and children and young people and has received positive feedback.

At the same time, our shared School Liaison Team with Essex County Fire and Rescue Service has continued to reach out to schools providing a boarder range of community safety advice to all school children across Essex. Following the pandemic this team developed a range of videos, teaching plans and supporting material to help teachers, children and parents engage their children while teaching from home.

Alongside this growth in officers, we have also continued to develop and improve the technology, helping them to work more efficiently. The mobile first programme has continued to save officers time with 50% of all daily recorded crime now completed via smartphones without the need to return to a station. This success has led to the deployment of extra applications at officers' request, including What3words, an interpreting service, bike register and in September 2020 a stop and search module which was supported by a mobile fingerprint scanner. This has resulted in more successful arrests.

Our Special Constabulary has also continued to deliver a strong service for the public with 521 officers by the end of 2020/21, maintaining Essex Police's position as the second largest Special Constabulary in the country. This year we have also continued to see a significant increase in the number of hours delivered by the Special Constabulary with a 11.45% increase over the year to 214,503 hours, the equivalent to 122 full time officers.

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This strong volunteering base is also reflected in the strength of our Police Cadet Programme which has maintained its position as the largest in the Eastern Region with 410 Cadets and 80 Leaders. We also continue to benefit from a large Active Citizen Programme consisting of 69 Active Citizens and 110 Police Support Officers and significant participation in over 15 Watch schemes from Neighbourhood Watch, to Farm Watch. Together these groups reach over 215,000 people across Essex and provide vital crime prevention advice and act as an extremely useful conduit to the public.

At the same time our Community Safety Accreditation Scheme (CSAS) programme is the largest in the country, with 460 accredited people from 44 organisations working together with police across the county in a range of roles and with a wide range of powers given to them by the Chief Constable.

During the year we have also seen a significant improvement in accessibility with investments in an online Live Chat function on the Essex Police website, which went live in April 2020 and the launch of a Single Online Home. The Live Chat function is available seven days a week and received over 10,000 conversations in the first six months. Following the successful launch of the Single Online Home website, police were also able to significantly improve online reporting systems, including a dedicated way to report anti-social behaviour.

Providing a timely and effective Emergency (999) and non-emergency (101) public call system remains a priority. Over 2020-21, largely down to the impact of the pandemic, we have seen a significant reduction in 999 calls with 306,439 calls compared to 353,743 the year before, a 13.4% reduction. Over this period the average time for a call to be answered came down from 9 sec to 7 and the abandon rate fell from 1.8% to 1.5%.

We did not see the same reduction in 101 call volumes with overall numbers increasing from 292,472 to 295,105, a 0.9% increase. However, over the period the force did continue to improve call handling times getting the average down from 3 min 50 sec to 2 min 36 seconds. They also reduced the abandoned rates from 22.7% to 19.2%.

The biggest improvement in call handling over the year was in relation to public calls which experienced a reduction in the volume of calls from 107,925 to 79,762, a 26% reduction. Over this period the average wait time reduced from 13 min 48 sec to 3 min 2 sec and the abandon rate from 21.8% to 5.8% a significant improvement.

Cracking down on anti-social behaviour

Since 2016 there has been a significant year-on-year reduction in anti-social behaviour. With a 21% reduction between 2016-and 2019-20. While this underlying trend is well established, over the last year, since breaches of COVID regulations have been classified as ASB, we have seen a 34.4% increase in reported anti-social behaviour. However, once the COVID related incidents have been removed and we consider the impact of this change in how we record the data we can expect to see a continued long-term reduction in the number of ASB incidents. In the two weeks prior to Christmas, Essex Police recorded the lowest two-week period for non-Covid related ASB in the last ten years.

HMICFRS assessed Essex Police as Good at dealing with ASB in 2016, 2017 and 2019, and while there has been no separate inspection since 2019 the progress shown in these inspections has continued. The force wide growth programme, for example, has continued to increase the resources and investment in local policing, including the introduction of Town Centre Teams in 2019. This has increased the amount of resources each year that are focused on local, preventative policing.

Anti-social behaviour is defined as “any behaviour where the victim is suffering harassment, alarm, distress, nuisance or annoyance”. The responsibility for tackling it is shared between local councils and Essex Police. As such a lot of the activity is delivered through local Community Safety Partnerships that Community Policing Teams are represented on. In rural communities this support is also supplemented by the Rural Engagement

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Team who work closely with local police to offer specialist advice and guidance on tackling rural crime such as Hare Coursing, Unauthorised Encampments and the theft of rural machinery.

Expert advice is also provided to Community Policing Teams by specialist ASB Officers who advise on proactive tactics and guidance, as well as training and briefings on changes to legislation and assisting with Criminal Behaviour Orders (CBOs) and ASB Injunctions.

As discussed in other sections of this report the introduction of Community Safety Engagement Officers during the year has had a big impact on the engagement at a local level. This has been further bolstered by the introduction of a stronger analytic capability which has allowed local policing teams working with Community Safety Partnerships to have a much stronger intelligence focus. This ensures resources are allocated efficiently and the biggest impact is made with the resources we have.

As well as strengthening the size and strength of the force through the Commissioner's office we also provide direct funding to the Community Safety Partnerships. In 2020-21 this amounted to £272,558. Working directly with the Commissioner's office each Community Safety Partnership commits to a local informed annual plan with clear local priorities and objectives. This structure is designed to ensure collaboration and partnership is at the heart of how these teams operate, and that local people get the opportunity to have their say in the priorities for their area. This local variation can be seen in the priorities for the different partnerships with rural crime being a priority in Maldon, while gangs and street drinking appear more frequently in urban areas.

Restorative Justice

Successfully preventing anti-social behaviour is often about proactive problem solving. Identifying why an issue is happening and then working within the community or with individuals to resolve those underlying issues. Restorative and Mediation practices, which are delivered directly out of the Police, Fire and Crime Commissioner's office, are an effective approach to tackling these issues and are becoming increasingly popular as the impact of the approach is understood.

Restorative Justice is a voluntary process which facilitates communication between somebody who has been harmed and the person who has caused that harm. It has been proven to result in a reduction in reoffending, high participant satisfaction and an improvement in victim recovery.

Our Essex Restorative Justice and Mediation Service accepts referrals ranging from community issues and anti-social behaviour to the most serious offences. The team has grown from 2 members of staff when the service launched in 2015, to 4 in 2020, managing a team of 40 trained volunteers. Traditionally carried out face-to-face, the team had to adapt to changing circumstances caused by the pandemic this year. Even given this challenge the team processed 297 referrals and 55 cases were carried out using socially distanced meetings or virtual discussions leading to 156 participants being engaged in the restorative process.

Feedback from victims has been very positive with the service being rated 4.5 / 5. Two thirds of those asked reported that the process had a positive impact on their situation and 80% said they felt better after speaking with facilitators. 80% of victims would recommend the service to others. General feedback was equally as positive and as an example one victim said "I think your understanding and sensitivity in these issues is faultless".

Satisfaction rates for those responsible for the harm was even higher with the service being rated at 4.9 out of 5. All of those who responded felt the process had had a positive impact on them and agreed that they had a better understanding of how your actions affect others as a result of this process" and "Do you think that you will behave differently in future as a result of the RJ process". 100% of referrers said they would use the service again and rated it an average of 4.8 out of 5.

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Over the last year the service has focused on improving restorative justice access for victims of domestic abuse, which led to an increase in referrals in domestic abuse cases of 57% on the year before. Lots of discussions have been had with relevant services, and during International Restorative Justice week the service hosted a webinar around the use of RJ in domestic abuse cases which was attended by over 160 people.

Breaking the cycle of domestic abuse

Domestic abuse accounts for 35.6% of all violent crime in Essex. In 2020-2021 there were 28,952 cases recorded. Reported incidents have grown significantly over the last ten years as we have worked hard to encourage victims and survivors to come forward to report crimes. Changes in law in relation to controlling and coercive behaviour and stalking, have also resulted in new offences and legislation leading to more criminal incidents being recorded. Over the last year, as well as building our support for victims, we have increased our focus on changing the behaviour of perpetrators to prevent domestic abuse from happening in the first place and breaking the cycle.

Jane Gardner, the Deputy Police, Fire and Crime Commissioner, chairs the countywide Southend, Essex and Thurrock Domestic Abuse Board (SETDAB). This is made up of partners from across Essex with a focus on working together to support victims and reduce offending.

In May 2020, SETDAB launched a new, ambitious five-year strategy which focuses on the delivering five key outcomes:

Outcome 1: Children and young people can recognise and form healthy relationships.

Outcome 2: People experiencing and at risk of experiencing domestic abuse are supported to be and feel safe.

Outcome 3: Everyone can rebuild their lives and live free from domestic abuse.

Outcome 4: Supporting and disrupting perpetrators to change their behaviour and break the cycle of domestic abuse.

Outcome 5: Communities, professionals and employers are able to recognise domestic abuse at the earliest opportunity and have the confidence to take action.

On behalf of the Board, the Police, Fire and Crime Commissioner for Essex and Essex Police take the lead on outcome 2 and outcome 3.

To support people experiencing and at risk of experiencing domestic abuse, a wide range of specialist services are commissioned by the Commissioner which provide specialist, tailored support when and where it is most effective.

Victim Support is the first level of support provided and offers a wide range of general support for all victims of crime. This high-volume service received £1,650,000 over the last three years to provide this important function.

Specialist domestic abuse organisations such as Next Chapter, Safe Steps and Changing Pathways are provided with £2.465 million as part of a jointly commissioned contract with Essex County Council, Southend-on-Sea Borough Council and Thurrock Council worth over £14.875 over five years. This funding delivers an integrated domestic abuse support service including refuges, Independent Domestic Abuse Advisors and community-based support. This funding includes the delivery of a 7-day a week, single point of access; the Compass helpline, which delivers advice and support for victims and professionals.

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Specialist support services are also commissioned for the victims of rape and sexual abuse, including historic child sexual abuse. Over three years, the Synergy Rape Crisis Partnership receives £5.281 million to deliver specialist support across the county including therapeutic support, advocacy, counselling and Independent Sexual Violence Advisors (ISVAs). Synergy also offers a single point of contact for victims of abuse to engage through, ensuring help and advice can be found in a consistent and accessible way.

This year a new two-year funding arrangement was put in place for an additional six Independent Sexual Violence Advisors as part of a broader initiative to provide more support earlier in the process. This is to help victims and improve the number of cases that make it through to the courts. Between October and December 2020, the number of victims referred to ISVA increased by 84 per cent compared to the same period a year earlier, an increase from 159 to 289.

The national lockdown presented new challenges around domestic abuse and heightened concern for victims. To manage this potential risk a wide range of activity was developed to reach out to potential victims and perpetrators to reduce the risk of incidents occurring and ensure that victims could access support.

The Commissioner secured £605,967 of extra funding for local domestic abuse charities to increase the capacity of local services. The funding also helped to make venues and services COVID-secure, so they could continue to provide vital support to victims. Sexual violence organisations were also provided with £415,000 to support their work during COVID including the provision of extra counselling.

As well as supporting victims a significant focus continues to be on challenging perpetrators and getting them to change their behaviours. Dealing with domestic abuse incidents can be complex. Where it is appropriate Essex Police officers will pursue a prosecution through the criminal justice system, however, this is not always possible. In these situations, the force has increasingly focussed on alternative ways to safeguard victims using Domestic Violence Protection Notices and Orders (DVPNs and DVPOs) and the application of the Domestic Violence Disclosure Scheme (DVDS) otherwise known as “Clare’s Law”.

Since March 2020, the number of DVPNs has tripled monthly, as officers, legal advisors and partners have received training on how to apply for them and use them successfully. This has resulted in a hugely positive response from victims and stakeholders who have seen Essex as leading the way. Importantly, better internal resourcing has also led to much more effective monitoring and as a result we have seen a significant increase in prison sentences for breaches of the orders

The Commissioner has also invested heavily in perpetrator behaviour change programmes to confront and change dangerous behaviour before it can cause more harm. In Essex, this work is delivered by The Change Project. The Commissioner has provided £170,000 to deliver the programme which has had over 280 referrals in the last year and has been able to deliver a 95 per cent reduction in physical violence. This is important work and vital to driving down the number of people affected by domestic abuse in our county.

The success of this project led to a further investment of £219,000 by the Commissioner to provide additional capacity to deliver domestic abuse perpetrator change programmes to targeted communities including BAME, LGBTQ+ and rural communities in Essex. There are areas where research indicates that domestic abuse is underreported. The funding was also used to deliver training to front line professionals in order to prevent adolescent to parent violence.

Working through SETDAB we also developed and delivered a virtual awareness week to support the national “16 days of action against domestic abuse” campaign in November 2020. This included five daily webinars for partners, leafleting in local supermarkets and a media campaign. It resulted in more than 8,000 engagements on social media and activity across the week drove views on the partnership website up over 300 per cent. Our specialist domestic abuse service providers reported an increased volume of contacts during the period, demonstrating that the action was successful in encouraging more people to seek support.

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Tackling gangs and serious violence

Violence in our communities affects us all; the vulnerable who are groomed into a life of crime, the families living without a loved one, the victims of drug driven crime and all of us in wider society who want to live free from the fear of violence.

Reducing violence in our communities and the impact of gangs and drug driven violence is important for all of us. In Essex we were one of the first counties to develop a Violence Reduction Unit or, as we have called it in Essex, our Violence and Vulnerability Partnership. The Partnership, which is chaired by the Commissioner, has tested and trialled a range of interventions in recent years and through careful evaluation has developed a strategic approach that is delivering significant results in the fight against violent crime.

Working together, the Partnership closely aligns activity to prevent violence and protect the vulnerable with strong, robust enforcement activity. Across Essex the wider strategic approach includes:

- Identifying and tackling organised crime gangs, county lines and drug supply.
- Delivering a proactive, robust local enforcement programme in partnership with communities.
- Reducing the risk of young or vulnerable people being exploited by gangs and help those involved in gangs to break away.

This approach has started to turn the tide of violent crime in Essex with violence with injury down by 13.5% over the last year. This is a very positive result and while partly driven by the COVID restrictions, which have been in place over the last year, it also reflects the trend we had started to see prior to COVID of a gradual reduction in the growth of violent crime leading to an overall reduction.

As the Partnership has continued to develop, so has our understanding of the specific nature of the problem we collectively face and importantly how we can intervene to reduce the risk to young people by breaking the business models used by county line gangs, which has such a devastating impact in our county.

We now know the profile of those in Essex who use drugs and whose activity fuels the violence that goes hand in hand with drugs. This has allowed us to develop interventions to focus on users, reinforcing to them the real cost and impact of their activity to society.

Through the development of a serious problem profile we now have a much better understanding of the small number of individuals who cause disproportionate levels of harm in our communities. How they act and importantly how we can identify them early and tackle the behaviour, is key in preventing them from affecting our communities. Our work in Accident and Emergency Departments is just one example of where this level of insight has led us to develop an early intervention by trained youth workers. This has proven to be very successful with most young people engaged continuing with ongoing support. The ability to target the right people, in the right way and at the right time is enabling us to change the course of these young people's lives and prevent future violence happening.

This targeted approach has also been successfully used through the integration of safeguarding officers within Essex Police's specialist gang enforcement teams. These safeguarding officers work with partners to support young or vulnerable people who are swept up in enforcement activity against higher up county line gang members. This approach provides the opportunity, where appropriate, to reach out and stop a young or vulnerable person falling further into a life of crime.

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Over the last two years the Partnership has also recognised the importance of building broad capacity within our communities, particularly within our voluntary and community sectors. Through targeted funding we have been able to foster a strong and robust network of organisations that provide a wide range of interventions in local communities across the county from youth clubs, boxing sessions to after school sport activities for at risk children. These deliver an ongoing level of capacity that reduces the risk of young people falling into a life of crime.

One example of a group that has benefited from this support is Changing Lives which was set up in Harlow in 2018 to raise children's awareness about the dangers of gangs and gang activity. The group uses a mix of physical activities and wellbeing programmes to prevent young people from getting involved in anti-social behaviour and criminal activity.

While these individual examples provide a flavour of the innovative and effective interventions currently underway, the real strength of the approach over the last few years has been the integrated and system wide strategy that this broader partnership has been able to deliver. By taking a holistic view of how we work together to support young and vulnerable people and reduce violence, we can spot opportunities to intervene early, to make a difference and stop people falling through the gaps. Just one example of this has been health workers who support young people leaving care. Through this work it has been identified that programmes to provide specialist input into health provision in schools, in particular to health nurses, would help identify early those at risk and empower these people to influence the at risk young people they come into contact with.

Since the start of our Partnership approach in 2017-18 we have embraced our collective responsibility to tackle violence in our communities, support those at risk of being exploited and create the communities we all want to live in. Having spotted this trend early, the Partnership has been well positioned to benefit from the government's increased funding and focus on this vital area. This has enabled us to learn, to innovate and most importantly to collaborate. As a result, we know what works in our communities, we know what we must do together and the effort that is required to see this through.

As a key member of the wider Partnership, Essex Police has played a central role in the development of this work. Over the last year they have also redeveloped and strengthened their own capacity to provide robust enforcement action against gangs and county lines.

A key development was the creation, in July 2020, of the Serious Violence Unit (SVU). The Unit uses an intelligence led approach to target gang leaders and County Lines. They have also boosted evidence gathering capacity which has resulted in an increase in convictions and sentences. The Unit takes a broad approach to tackling gangs and is supported by expert drug witnesses who can provide timely expert advice to support prosecutions and a dedicated legal resource to target gangs through civil injunctions.

Between the 1st April; 2020 and the 25th March 2021 the work of the SVU has resulted in 288 arrests, 268 people have been charged so far, £300,082 of cash has been seized and £598,000 worth of drugs. The success of the unit has led to further investment and growth being planned for 2021-2022. This will be funded from increases in the local policing precept and central government funding.

The introduction of safeguarding officers in 2019 and 2020 provided a stronger focus on vulnerability, supporting those people who are being exploited and leading to several successful charges for Child Trafficking and Compulsory Labour of Adults. A child victim navigator also works within the team to provide specialist care and support to victims of trafficking and exploitation.

The safeguarding officers and the victim navigator role (designed to help victims understand the process and access relevant support) have helped Essex Police protect and safeguard victims of modern-day slavery and trafficking and helped build stronger prosecution cases. This has led to three separate charges, two for child trafficking and one for adult forced labour under the Modern-Day Slavery Act and demonstrates the impact of this new approach.

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The extra investment has also helped improve the enforcement approach, with increased focus on identifying, targeting and prosecuting those gang leaders and County Lines. This new focus has led to more County Lines being dismantled and fewer restarting again after being targeted.

A key area going forward for the SVU is to work through the Violence and Vulnerability Unit to target and reduce the drug user market in Essex, thus reducing the scale and business model for gangs and county lines. Extra investment has also been agreed for 2021-2022 that will result in a further 30 officers joining the Unit. This will lead to a further increase in proactive operations against gang leaders, more offenders brought to justice and more assets seized.

Another area of significant focus within our fight against serious violence and gangs is the work we are doing to bring the perpetrators of rape and serious sexual assaults to justice, and ensure victims get the help and support they need. Over the last year we have seen an 9.6% reduction in the number of reported rapes. We have also seen a significant increase in the number of rapes within a domestic context with 43% of all reported rapes now domestic.

Over the year the force has continued to focus on engaging and supporting victims, building strong prosecutive cases, ensuring evidence available digitally is used effectively and investing in more capacity and strong collaboration with partners such as the Crown Prosecution Service. As a result of this focus the number of cases solved has started to increase with 15% more cases solved. While this is still significantly lower than we would want it to be it is a clear sign that the strategy is starting to work.

Several significant initiatives have made a difference this year. The introduction of a victim feedback panel in partnership with our commissioned services, a victim closure document piloted in January that is completed at the end of a case, as well as a revision to the standard operating picture, have all come together to set a high standard and ensure teams involved in this important work are hearing and learning from the experience of victims.

Operational activity targeting high risk offenders has also been stepped up with regular enforcement activity helping to protect the most vulnerable and target the most harmful.

While this work shows that we are moving in the right direction the tragic death of Sarah Everard and the national outpouring of emotion that has happened since, has clearly show that there is much more we need to do in policing but also as a wider society to challenge and address male violence against women. No woman should feel unsafe in her own community, but the sad truth is that many do.

We need to create a society where women can live free from the fear of violence which has a real psychological and emotional impact and we have worked hard to encourage survivors of abuse and violence to come forward and when they have we have put in place specialist support services to help them cope and move on while at the same time robustly targeting offenders to break the cycle of violence against women.

Tackling male violence against women has been a key priority for the Commissioner and over recent years we have listened to the experience of victims and survivors and increased our funding for support services such as counselling, advocacy, therapeutic support and Independent Sexual Violence Advisors. This advice and support from frontline services has been invaluable in helping to improve the services we offer and how we can prevent these crimes happening.

In the last year the team the Commissioner's team and Essex Police have worked with rape crisis centres, police, health and local authorities to develop Essex's first partnership sexual violence and abuse strategy which we outline in more detail under Protecting Children and Vulnerable People.

While progress is being made the number of rapes and sexual assaults that lead to a successful conviction are still woefully low. It is important that victims feel confident to report crime, that they are supported through

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the criminal justice system, that stronger investigations are undertaken, and we need more successful prosecutions. We must do better.

Domestic Violence Protection Orders are a valuable power to tackle offending early and in Essex we issue more of these than anywhere else in the country, but we should be doing more. Much more work is needed to protect them from harassment and abuse in public places and this will be a clear focus for us in coming years.

Disrupting and preventing organised crime

Working locally, regionally and nationally Essex Police take a hard line in pursuing organised crime groups, disrupting their activity, pursuing and prosecuting those involved and confiscating their assets.

Leading this fight are dedicated Serious Organised Crime units (SOC) based across the country and working with colleagues regionally and locally. These teams have recently grown due to the increased investment secured by the Commissioner through the local policing precept and national funding. They are also supported by a separate specialist money laundering team, a dedicated Modern Slavery and Human Trafficking Unit and the Prevent and Protect Team who work with partners to reduce the risk of organised crime to the public.

While much of the work undertaken by these teams cannot be published, one outstanding success that has received publicity during the year is Operation Venetic. This was an international operation which resulted in the identification and disruption of several organised crime groups in the UK and in Essex. The dedicated specialist resources we have invested in Essex gave the force the capacity to respond proactively to the national intelligence secured under Operation Venetic and resulted in a significant number of arrests and seizures.

As well as this high profile work the force has successfully identified, targeted and closed down over 100 organised crime groups over the last two years, including the group responsible for the tragic death of 39 people found deceased in a lorry in Grays, on 23rd October 2019. After a successful international investigation by Essex Police the trial for these offences took place at the end of 2020/early 2021 and in January at the Old Bailey seven men were sentenced to over 92 years in total for their involvement.

While varying in size, complexity and operational sophistication an indication of the success of this work can be seen in the fact that since April 2020, the Serious Organised Crime Unit have made 70 arrests, executing 56 warrants and charged 47 people. This has resulted in 183 KG of Class A drugs being seized, 40 KG Class B drugs, £2,693,500 in cash, 11 viable firearms recovered, 1161 un-harvested cannabis plants seized, and 29 people safeguarded.

The launch of the Serious Violence Unit in June 2020, which is discussed in more depth in our section on tackling gangs, has also increased the identification of criminal exploitation of vulnerable victims by county lines and gangs, and this has led to improved identification of the organised crime gangs who are often the controlling influence behind the activity.

As well as strong, robust enforcement the Prevent & Protect Teams identify current and emerging issues relating to serious organised crime and proactively develop strategies to minimise their impact and tackle their criminal activity. This team focuses on cybercrime, fraud, modern day slavery and human trafficking, gangs and organised crime gangs. The team provide education and awareness to allow individuals and businesses to protect themselves from the effects of serious organised crime as well as preventing people engaging in serious organised crime in the first place. Working with partners including Essex Chamber of Commerce, Barclays, Anglia Ruskin University and many more, the team deliver educational events to raise awareness of types of crimes that businesses and the public are susceptible to and how they can protect themselves from becoming a victim or a repeat victim of organised crime. Over the last year the team have undertaken over 194 individual engagements reaching over 800 people.

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During the year the team have also developed the Essex Fraud Alert System (EFAS) which works with partners to utilise their own communication mechanisms to deliver advice and warnings about current scams and threats. This has been extended by providing monthly alerts to local magazines. Through these channels we estimate that Essex Police are able to reach over 370,000 residents with timely accurate fraud prevention advice. This proved to be very successful during the Covid pandemic where the force was able to react quickly to new and emerging scams.

The team have also developed work targeting romance fraud, supporting vulnerable fraud victims as well as working with key businesses to identify weaknesses in their processes and strengthen them against exploitation.

Protecting children and vulnerable people from harm

Protecting the most vulnerable in our society is a key responsibility for all of us and is rightly prioritised by the Commissioner and Essex Police. Work is undertaken with partners and across the force to ensure young and vulnerable people receive the support they need when they are the victim of crime, that perpetrators are identified, investigated and wherever possible prosecuted and, most importantly, that incidents are prevented from happening in the first place.

While young and vulnerable people can become the victim of any crime there are certain types of crime where they are particularly vulnerable. In the previous section on tackling gangs and serious violence, we highlighted a significant amount of work that is being undertaken to prevent the exploitation of young and vulnerable people by gangs.

Sexual violence and exploitation are also areas which can affect young and vulnerable people and as such, an area of focus for both the Commissioner and Essex Police. The annual Crime Survey of England and Wales (CSEW) estimates that 20% of women and 4% of men have experienced some type of sexual assault since the age of 16. This suggests that 240,034 female and 48,007 men in Essex have experienced some type of sexual assault. The CSEW showed that around 83% of victims did not report their experiences to the police.

The CSEW indicates that the underlying volume of sexual abuse has not changed significantly since 2005. In Essex we have worked hard to increase the number of victims who are comfortable coming forward to report and to seek support.

The Police, Fire and Crime Commissioner for Essex has a responsibility to commission services to support victims of crime, which includes victims of sexual violence and abuse. In Essex the demand has grown significantly in recent years and between 2018 and 2020 new referrals into support services increased by 29% (data provided by Synergy Rape Crisis Partnership).

NHS England and the Police Fire and Crime Commissioner for Essex jointly commission the Essex Sexual Assault Referral Centre (SARC) which is a safe place for victims of sexual assault to be examined, interviewed, and referred to further support services. They help victims understand their options and make an informed choice in deciding how they wish to proceed. SARC examinations have seen an increase in demand for their services by 16% between 2018 and 2020).

Essex is also one of only 5 local areas that successfully applied to receive devolved Rape Support Funding from the Ministry of Justice. This has brought commissioning services to a much more local level allowing the partnership, through the Commissioner, to tailor support to the needs of our communities.

Sexual violence happens both within coercive, intimate relationships and within wider family relationships. Data from Essex Rape Crisis Partnership shows that 23% of victims aged 16 and over had experienced sexual violence perpetrated by an intimate partner. An additional 33% of victims had experienced sexual violence and

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child sexual abuse within their family, perpetrated by a family member (predominantly father, stepfather, grandfather or brother).

In the 12 months up to February 2021 there was a 5.1% fall in the number of recorded Child Abuse offences (a reduction of 284) compared to the same period 12 months earlier. While this is a positive trend there is still much more that we can do to protect those affected by these crimes.

Our approach to tackling serious sexual violence is set out in the Essex Sexual Abuse Strategy. This was developed in 2020-2021 and brought together a range of stakeholders including councils, charities, support organisations, health partners and the emergency services. It aims to help organisations work together to prevent the volume and impact of sexual violence and abuse in Southend, Essex and Thurrock. It focuses on prevention, victim services, building awareness, partnership working across the criminal justice system as well as on perpetrators.

The ambition of the partnership is to ensure there is a clear understanding of consent amongst children and young people, that victims can access appropriate support, and the rate of sexual abuse charges and prosecutions increases as victims feel more confident in coming forwards.

There has already been some strong initiatives that have been developed through the Partnership including the First Responders project, which ensures victims of crime receive support within 24 hours from when they choose to report the crime and the Drink Aware initiative, which is a preventative programme safeguarding those who are most vulnerable during the night time economy, by working with local businesses, third sector agencies and Police.

While much more work is underway the development of the strategy marks an important step forward in providing a joined up and sustained approach to tackling sexual violence in our communities.

Another area of crime which can affect young and vulnerable groups in our society is Hate Crime. Essex Police and the Commissioner also work closely with partners to promote the reporting, prevention and prosecution of hate crime through the Hate Crime Partnership. Since 2018 the Partnership has been implementing the Hate Crime Prevention Strategy which aims to improve victim satisfaction with the response to hate crime across Essex by dismantling barriers to reporting hate crime, improving operational response to hate crime, and tackling hate crime by increasing public awareness and promoting positive values.

To achieve these objectives the Partnership focuses on; understanding and preventing hate crime, increasing reporting and support for victims and improving our shared operational response to hate crimes.

Together the partnership has worked hard over the year to increase the reporting of hate crime by building stronger relationships with communities, better collaboration with the Independent Advisory Groups and delivering more visible publicity, including a Crimestoppers' online hate crime campaign that reached over 1.2 million people and a multi lingual "Stop the Hate" leaflet.

Between January and December 2020 Essex Police received 3,600 reports of hate crime, a 14.4% increase on the same period the year before. Over the same period, victims support received nearly 1,000 referrals for victims affected by hate crime, including 90 children and young people.

These reports were supported by over 800 Hate Crime Ambassadors trained by Essex Police and 50 Hate Incident Reporting Centres spread across Essex. Awareness of Hate Crime in schools has also been a focus with programmes delivered to over 18,000 students since 2018.

Improve safety on our roads

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More people are killed on our roads than from all other forms of crime put together. The four main driving offences – drug driving, drink driving, speeding and driving without a seatbelt - are without a doubt the biggest killers in our county.

As well as this direct impact, we know the road network is used by criminals and effective, robust policing of our roads can help to tackle other forms of crime such as organised crime groups, drugs and county lines, burglary and anti-social behaviour. During 2020, more than 150 people have been arrested by roads policing teams for a range of criminal offences including possession of weapons, burglary, violence, dangerous driving, possession with intent to supply class A drugs and high-end road traffic offences. This is an increase of over 30 arrests compared to the whole of 2019.

Working through the Safer Essex Roads Partnership, the Commissioner, Essex Police and Essex County Fire and Rescue Service have continued to work hard to make our roads safer. Over the last ten years this has led to a significant fall in the number of people killed or seriously injured from 1,099 in 2010 to 641 for the 12 months to March 2021.

During the year the Partnership took the ambitious step to commit to its Vision Zero Strategy which builds on the success over the last ten years and aims to achieve zero people killed or serious injured on our roads by 2040. This will require a cultural change by communities, stakeholders and industry, acknowledging that everyone has a responsibility for safe use of the road network.

As in many areas of our lives, 2020 has presented unique challenges to policing on our roads. The first national lockdown drastically reduced traffic volumes and enabled the roads policing team to significantly increase proactive and preventative policing patrols. This increased proactive capacity helped tackle the high-end speeding offences which increased during this period while also improving the detection of drug driving offences.

Following the increase in the precept for 2020-2021 funding for an additional 24 officers was allocated to Essex Police. This growth provided further opportunities to increase the proactive focus on road safety and the disruption of those who use vehicles with criminal intent.

As part of the previous officer uplift programme in 2019 – 2020, an additional 17 Police Constables were posted to roads policing units. These officers have had a direct impact on the number of arrests, collision investigation, stop & search and intelligence submissions undertaken. This is expected to continue to develop as the officers gain further experience in their new role and the next cohort of officers start to make an impact.

While the COVID pandemic has had a significant impact on the amount of traffic on our roads there has also, unfortunately, been an increase in the number of incidents involving motorcyclists. Overall, motorcyclists remain the most at-risk group, representing 23 per cent of all recorded collisions involving death and serious injury.

A study of collisions during the COVID period has also shown that while there have been far fewer collisions, the severity of those that have happened have been far higher, due mainly to increased vehicle speeds. Across Essex, we have seen a 15 per cent increase in vehicle speeds during the COVID lockdown period - a worrying trend that has had a real impact on people's lives.

In response, we developed a new strategy referred to as "Unpredictable Visibility" that delivers more visible roadside activity using detection devices such as TRUCAM. Enforcement takes place in specific locations identified to maximise the overall impact of the tactic within one district. The tactic has been shown to reduce reoffending rates by 10 per cent and provide a stronger impact on drivers caught in 30mph zones than the use of static speed cameras. To support this activity the Commissioner has recently approved the purchase of three LASERCAM 4 devices which also allow for activity at night.

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During October 2020, two separate fatal road traffic collisions highlighted links to drivers who were driving stolen vehicles, with links to organised car theft. This led to the development of a successful target operation focused on high harm cross border criminality that is conducted in partnership with the Metropolitan Police, Havering & Dagenham.

A similar proactive approach has been taken with our approach to commercial vehicles. Historically, the focus with these vehicles was upon mechanical defects and drivers' hours offences. Whilst these offences remain critical to improving safety on the roads, opportunities are now taken to gain valuable intelligence around organised immigration crime and wider threats to national security. Both proactive and reactive operations have been taken to target organised illegal immigration at Essex Ports and key service stations.

An important part of our approach to reducing the number of people killed and seriously injured on our roads is Community Speed Watch. This provides a valuable additional resource in the fight against speeding but also builds community participation and is vital to achieve the cultural and societal change that is essential for us to deliver our ambitious goals of zero deaths in Essex by 2040. Unfortunately, the COVID pandemic has placed significant restrictions on our Community Speed Watch Groups with most groups having to suspend their activity based on national guidance. This was disappointing for the members of the groups and for us. We have worked hard during the later stages of the pandemic to develop ways to get as many groups as possible active again. A full review was conducted, and the scheme restarted fully in March.

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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 at:

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

The Police, Fire and Crime Panel receive a quarterly report on the progress against the 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. While some of this increase is due to the means by which Stalking & Harassment is now counted (following changes to Home Office Counting Rules in April 2018), and internal improvements that Essex Police has employed to ensure better Crime Data Accuracy (CDA), the trend is now stabilising.

Police and Crime Plan Priorities	Police Priority Indicators	12 months to March 2020	12 months to March 2021	Number Difference	% Difference	Direction of Travel
Priority 1 - More local, visible and accessible policing	Percentage of people who have confidence in policing in Essex (internal survey) ¹	64.7	76.3	11.6	-	Improving
	<i>Confidence Interval</i> ²	1.1	0.9			
	Confidence in the local police (CSEW) ³	46.9	48.6	1.6	-	Stable
	<i>Confidence Interval</i> ²	4.5	3.9			
	Number of all crime offences	167,266	148,135	-19,131	-11.4	Improving
	Harm (Crime Severity) Score - All Crime ⁸	-	12.0	-	-	-
	Emergency response attendance within 15 minutes (urban) or 20 minutes (rural)	77.2	82.6	5.4	-	Improving
Priority 2 - Crack down on anti-social behaviour	Number of anti-social behaviour incidents	41,262	60,329	19,067	46.2	Deteriorating
	Percentage of people who have confidence that the policing response to ASB is improving (internal survey) ⁴	64.0	70.3	6.3	-	Improving
	<i>Confidence Interval</i> ²	1.1	1.1			
Priority 3 - Breaking the cycle of domestic abuse	Number of incidents of domestic abuse	42,767	41,518	-1,249	-2.9	Improving
	Number of repeat incidents of domestic abuse	20,776	19,165	-1,611	-7.8	Improving
	Number of domestic abuse arrests	12,232	14,214	1,982	16.2	Improving
	Number of Domestic Violence Protection Notices (DVPNs) and Protection Orders (DVPOs)	198	224	26	13.1	Improving
	Number of domestic abuse offences solved	2976	3406	430	14.4	Improving
Priority 4 - Tackling gangs and serious violence	Number of homicides ⁷	63	18	-45	-71.4	Improving
	Number of violence with injury offences (new definition from Nov 2017)	15,262	13,204	-2,058	-13.5	Improving
	Harm (Crime Severity) Score for Violence with Injury, Rape, Other Sexual Offences and Robbery of Personal Property ⁸	-	7.4	-	-	-
	Number of Violence with Injury, Rape, Other Sexual and Robbery of Personal Property Offences solved	2,747	2,937	190	6.9	Improving
	Stop and search for weapons	3,348	2,257	-1,091	-32.6	Deteriorating
	Knife-enabled crime ⁹	1,108	1,528	420	37.9	Deteriorating
Priority 5 - Disrupting and preventing organised crime	Number of Organised Criminal Group disruptions	122	252	130	106.6	Improving
	Trafficking of drugs arrests	1,877	2,007	130	6.9	Improving
Priority 6 - Protecting children & vulnerable people	Number of child abuse outcomes ⁵	323	319	-4	-1.2	Deteriorating
	Child abuse offences	5,547	5,458	-89	-1.6	
	Child abuse solved rate	5.8	5.8	0.0	-	Stable
	Child Sexual Abuse/Exploitation investigations	1,974	2,056	82	4.2	-
	Modern Slavery referrals made to the National Referral Model (NRM)	132	109	-23	-17.4	Deteriorating
Priority 7 - Improve safety on our roads	Number of driving related mobile phone crime on Essex roads ¹⁰	1,530	478	-1,052	-68.8	Improving
	Number of driving under the influence of drink and/or drugs on Essex roads	3,694	3,883	189	5.1	Deteriorating
	All people killed or seriously injured (KSI) in road collisions ⁶	821	641	-180	-21.9	Improving

Notes to this table are detailed overleaf

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Note 1 - Question from the independent survey commissioned by Essex Police (Percentage of people who have confidence in policing in Essex). Results are for the period 12 months December 2020 versus the 12 months to December 2019.

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

Note 3 - Crime Survey of England and Wales data are no longer available at Force level. Data are for the 12 months to March 2020.

Note 4 - Question from Essex Police's own confidence and perception survey (Percentage of people who have confidence that the policing response to ASB is improving). Results are for the period 12 months to December 2020 versus the 12 months to December 2019

Note 5 - Solved outcomes are crimes that result in: charge or summons, caution, crimes taken into consideration, fixed penalty notice, cannabis warning or community resolution.

Note 6 - 'Killed or Seriously Injured' (KSI) refers to all people killed or seriously injured on Essex's roads, regardless of whether any criminal offences were committed. 'Causing Death/Serious Injury by Dangerous/Inconsiderate Driving' offences (detailed on p.11) refers to the number of crimes of this type.

Note 7 - Please note that on Wednesday 23 October 2019 the bodies of 39 Vietnamese nationals were discovered in a lorry trailer in Grays. This tragic incident is reflected in the Homicide numbers.

Note 8 - Crime Severity Score measures 'relative harm' of crimes by taking into account both the volume and the severity of offences, and by weighting offences differently. Data are for the 12 months to January 2021.

Note 9 - The number of knife crime offences is an indicator of how effective Essex Police is at identifying knife-enabled offences, and is not necessarily reflective of the number of these offences that have been committed in the county. This is because the identification of these offences is reliant on the appropriate indicator being manually added to the crime record. A manual review of knife flags was conducted and missing flags were added retrospectively. Additionally a new data quality process was introduced in June 2020. Whilst this has enabled us to better understand knife crime in Essex, the process has consequently inflated the figures. As such, no inferences can be drawn as to the current trend.

Note 10 - The year on year data for driving offences related to mobile phones are not comparable due to a legal appeal (which occurred in October 2019). The current phone use legislation is awaiting clarification in the courts, which has been delayed due to the impact of COVID-19. Since the appeal, fewer offences have been prosecuted.

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Current Structure

The Police & Crime Commissioner (PCC) was established by the Police Reform and Social Responsibility Act 2011 (PRsRA) as a corporation sole with a separate body of Chief Constable, also as a corporation sole. Mr Roger Hirst was elected Police and Crime Commissioner on 5th May 2016 and 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). The governance arrangements of the PFCC and Chief Constable are included in the joint Annual Governance Statement.

The Role of the PFCC

The PFCC is 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. The PFCC provides the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action.

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

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

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

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

The Role of the Chief Constable

The Chief Constable has 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. He 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 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.

The Chief Constable supports the PFCC in the delivery of the strategy and objectives set out in the Plan, and in planning the force's budget. In agreement with the PFCC the Chief Constable enters collaboration agreements

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with other Chief Constables, other policing bodies and partners that improve the efficiency or effectiveness of policing.

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

Our Workforce

In 2020, Essex Police launched a new #FitTheBill police officer recruitment campaign, 'We Value Difference', to attract more diversity into the force. Nationally, policing struggles to attract people who are black, Asian, minority ethnic, LGBTQ, female or who declare other protected characteristics. The 'We Value Difference' campaign tackles diversity and inclusion in its entirety and shows that it is our values (Transparency, Impartiality, Integrity and Public Service) which define us and that these values are what policing is most interested in. Within the first 2 months of the campaign, the number of applications from black, Asian and minority ethnic men and woman double compared to previous recruitment campaigns.

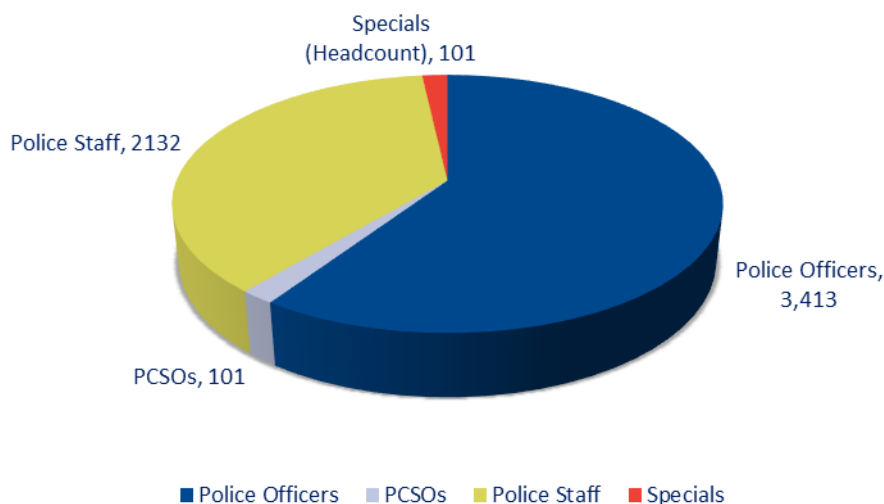


The campaign is changing the make-up of the force and making it more representative of the communities it services.

During 2020/21 our police officer strength numbers increased by 120 FTEs to 3,413.

The chart below shows the make-up of the workforce for the group as at 31st March 2021

Our Workforce - FTEs at 31st March 2021



Essex Police is growing and during the 2021/22 year the Police Officer establishment will grow by 184 additional officers, 132 of which are as a result of the governments ambition to recruit an additional 20,000 Police Officers nationally. At the end of 2020/21 the force had recruited 44 additional officers above the established budget of 3,369 officers to assist in meeting the 2021/22 target of bringing the total number of officers to 3,553 FTE by March 2022.

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The growth in officer numbers is expected to continue into 2022/23 as part of the final year of the government's national uplift programme.

In addition to making the most of our own workforce, partnership working and collaboration permeates throughout the force and is fully embedded within both force business planning and delivering services. The force uses a wide variety of different models and approaches to maximise the benefits working in partnership brings. The force collaborates with other forces at a national level, regional and local level and has joint operational and support directorates with Kent Police to maximise efficiency and effectiveness.

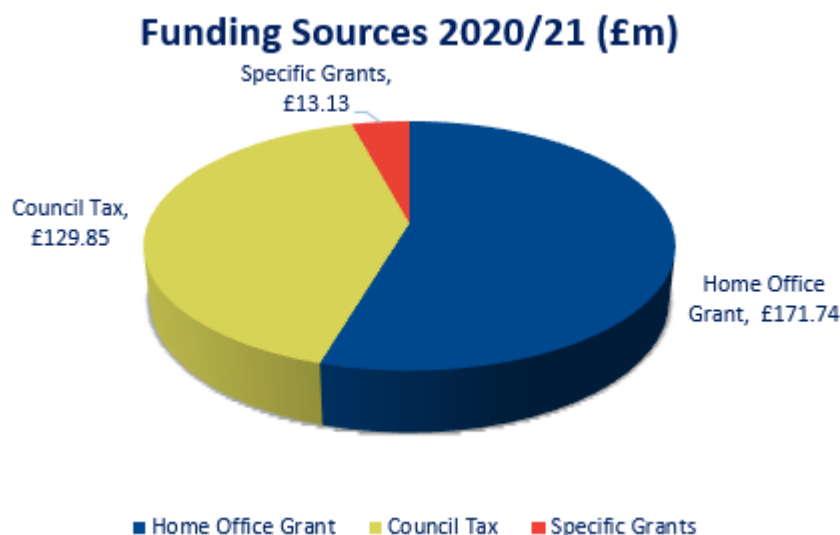
Financial Overview

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

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

Where the Money Comes From

The chart below shows an analysis of the PFCC's key sources of funding in 2020/21 totalling £314.715m. The Home Office core grant paid to the PFCC accounted for 55% of the total funding. These grants and income raised by Council Tax funded the net revenue budget for 2020/21 of £314.715m.



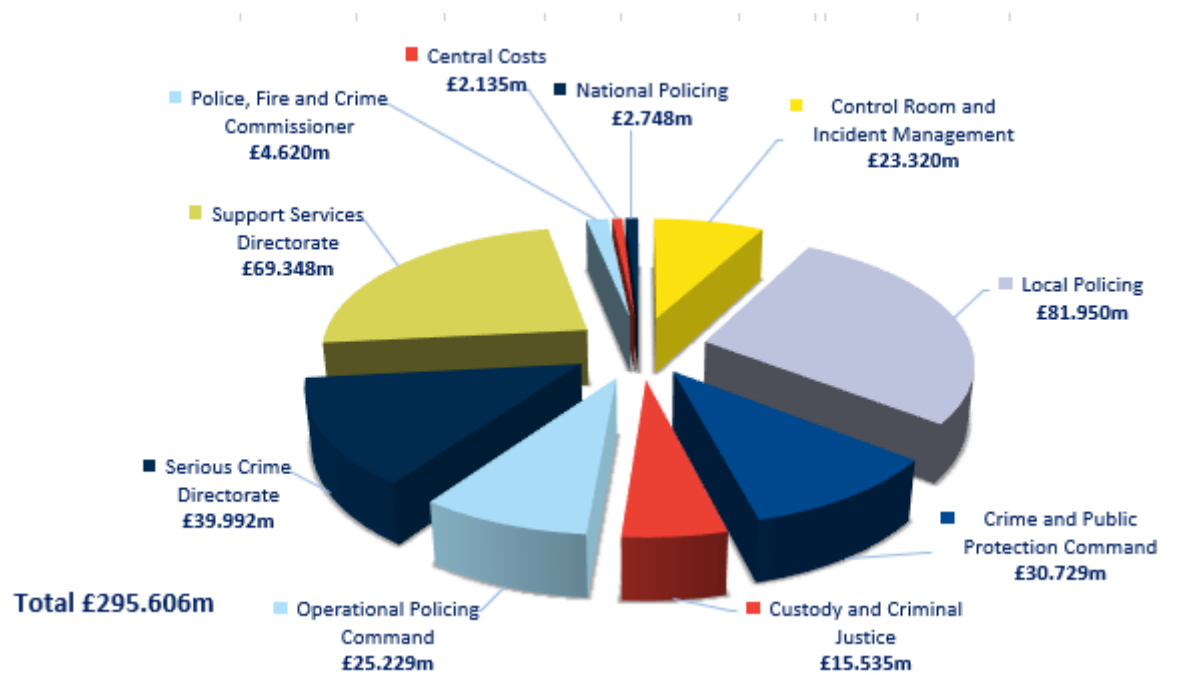
Essex Police remains one of the lowest funded forces nationally being second lowest in 2020/21 and 4th lowest in receipt of government grant per head of population.

Essex Police has a good track record of delivering cash and efficiency savings to maximise the benefit out of every penny. In 2020/21 £5.8m savings were delivered with £4.8m of these recurring annually and there continues to be an ambitious savings programme with £4.5m programmed to be delivered in 2021/22.

What the Money is Spent on

The graph below shows an analysis of the Group's net revenue expenditure totalling £309.149m (graph has last year's figures – to be updated when POA analysis of spend is completed)

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Financial Performance

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

The tables overleaf show budgeted and actual net revenue expenditure in a form representing the management accounting view of balances for the Group and for the PFCC. The Net Revenue Expenditure (NRE) excludes depreciation, pensions liabilities, accumulated absences and other items which do not impact on the transfer to or from the General Reserve. These charges are included and accounted for in the Comprehensive Income and Expenditure Statement (CIES) within the Core Financial Statements in accordance with proper practice. The Expenditure and Funding Analysis reconciles the difference between the management accounting view and the accounting balances in the CIES.

The original net expenditure budget of £315.118m included planned contributions of £0.402m from earmarked reserves. During the year £1.552m was transferred to earmarked reserves and £1.527m to general reserve leaving an updated budget of £312.039m and a year-end underspend of £2.886m. This underspend, along with a £0.019m unbudgeted precept and a further £0.048m transfer to earmarked reserves, results in a net contribution to the general reserve at year end of £2.858m

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Essex Police, Fire & Crime Commissioner Group - 2020/21 Financial Performance	Original Budget £000	Virements £000	Current Budget £000	Actual £000	Variance over / (under) £000
Employees					
Police Officer pay and allowances	187,159	876	188,036	192,613	4,577
PCSO pay and allowances	3,510	6	3,516	3,549	32
Police staff pay and allowances	87,749	22	87,771	86,474	(1,297)
Ill-health/medical pensions	4,506	-	4,506	4,184	(322)
Training	1,350	16	1,366	1,119	(247)
Other employee expenses	362	319	681	874	193
	284,637	1,240	285,877	288,814	2,937
Other Service Expenditure					
Premises	10,836	(1,102)	9,733	9,826	92
Transport	6,571	(38)	6,532	5,574	(958)
Supplies & services	37,958	3,696	41,654	36,968	(4,686)
Third party payments	6,584	2,875	9,458	9,031	(428)
	61,948	5,430	67,378	61,398	(5,979)
Gross Operating Expenditure	346,585	6,670	353,255	350,212	(3,042)
Income	(33,705)	(11,397)	(45,102)	(44,929)	173
Net Cost of Services	312,880	(4,727)	308,153	305,284	(2,869)
Other Expenditure / (Income)					
Interest (receivable) / payable	3	-	3	(17)	(19)
Cost of the disposal of fixed assets	30	(30)	-	-	1
Capital & other adjustments	2,205	1,678	3,883	3,883	1
	2,238	1,648	3,886	3,866	(17)
Net Expenditure	315,118	(3,079)	312,039	309,150	(2,886)
Sources of Funding					
Police grant	(115,509)	3,829	(111,680)	(111,680)	-
Formula funding grant	(56,231)	(3,829)	(60,060)	(60,060)	0
Council tax precept	(128,392)	-	(128,392)	(128,412)	(20)
Council tax support grant	(10,992)	-	(10,992)	(10,992)	-
Council tax freeze grant	(2,133)	-	(2,133)	(2,133)	-
Collection fund surplus	(1,458)	-	(1,458)	(1,458)	-
	(314,716)	-	(314,716)	(314,736)	(20)
(Surplus)/Deficit before Transfer to Earmarked Reserves	402	(3,079)	(2,677)	(5,586)	(2,906)
Transfer to/(from) Earmarked Reserves	(402)	1,552	1,150	1,198	48
Transfer to/(from) the General Reserve	0	1,527	1,527	4,387	2,857

Narrative Report

Essex Police, Fire & Crime Commissioner - 2020/21 Financial Performance	Current Budget £000	Actual £000	Variance over / (under) £000
Employees			
Police staff pay and allowances	1,765	1,718	(47)
Training	1,341	1,116	(225)
Other employee expenses	434	412	(22)
	3,540	3,247	(294)
Other Service Expenditure			
Premises	9,733	9,826	92
Transport	5,381	4,605	(776)
Supplies & services	41,266	36,807	(4,459)
Third party payments	9,477	9,031	(445)
	65,857	60,270	(5,587)
Gross Operating Expenditure	69,397	63,516	(5,881)
Income	(45,102)	(44,929)	173
Net Cost of Services	24,296	18,588	(5,708)
Other Expenditure / (Income)			
Interest (receivable) / payable	3	(17)	(20)
Capital & other adjustments	3,883	3,883	-
	3,886	3,866	(20)
Net Expenditure	28,182	22,454	(5,727)
Sources of Funding			
Police grant	(111,680)	(111,680)	-
Formula funding grant	(60,060)	(60,060)	0
Council tax precept	(128,392)	(128,412)	(20)
Council tax support grant	(10,992)	(10,992)	-
Council tax freeze grant	(2,133)	(2,133)	-
Collection fund surplus	(1,458)	(1,458)	-
	(314,716)	(314,736)	(20)
(Surplus)/Deficit before Transfer to Earmarked Reserves	(286,534)	(292,282)	(5,747)
Transfer to/(from) Earmarked Reserves	1,150	1,198	48
Transfer to/(from) the General Reserve	285,384	291,083	5,699

The transactions in the above table reflect the PFCC transactions and are included in the Group table on the previous page. The Group table also includes the Chief Constables transactions which are included in the Chief Constables Statement of Accounts within the Narrative Report.

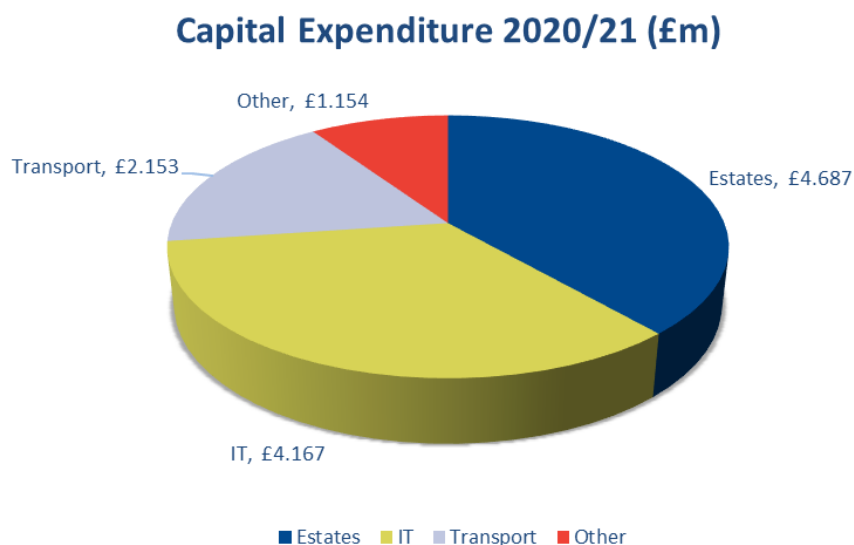
The transactions in the table above relate to police staff for the Office of the Police, Fire and Crime Commissioner, as well as operational and service expenditure, and non-operational income.

All other expenditure is included in the Chief Constable's accounts.

Narrative Report

Capital Expenditure

A capital investment programme amounting to £22.948m for 2020/21 was approved in February 2020 to maintain the infrastructure needed to support an effective and efficient police service. By March 2021 capital approvals had been updated to £12.330m reflecting decisions to reprofile schemes into future years. The £12.161m invested during 2020/21 is shown in the chart and table below.



Estates

Of a total spend of £4.687m, £3.989m related to the major refurbishment of Chelmsford Police Station with the remainder primarily spent on the maintenance and refurbishment of the estate.

IT

Investment in IT of £4.167m included expenditure on:

- £2.764m for the annual refresh programme including replacement of servers, printers, docking stations, desktop and laptop computers along with the wider IT infrastructure and telephony network;
- £0.644m on digital interview recording infrastructure to replace current end of life solution and provide end to end business process support operationally; and
- £0.262m on additional remote working infrastructure for Covid-19

Transport

Investment in Transport of £2.153m included expenditure on:

- £2.097m for the annual fleet replacement programme; and
- £0.056m on maintenance of the Marine Unit's Rigid Inflatable Boat

Narrative Report

Other

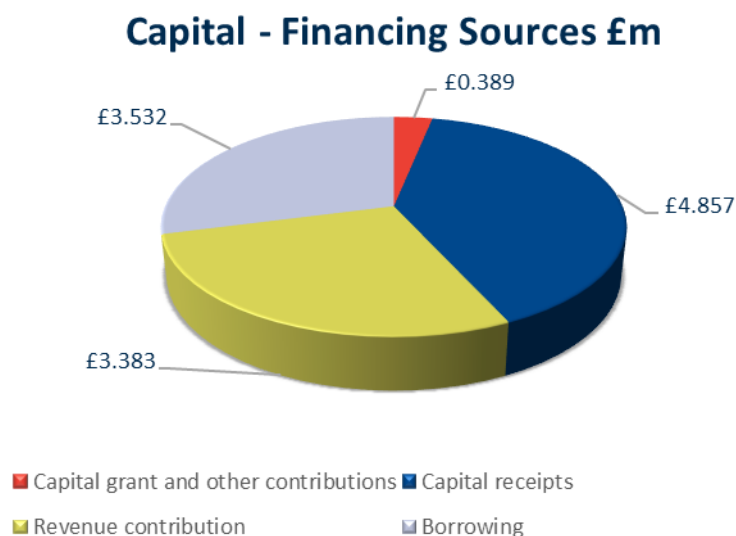
This includes investment in Tasers, both replacement of existing units and an uplift in the number of units (£0.221m), OPC laser scanners and hand held cameras (£0.257m), body armour replacement (£0.240m), automatic number plate recognition (ANPR) equipment (£0.203m) and the remaining spend on other specialist equipment.

The Force has a capital investment programme totalling £93m over the five year period commencing 2020/21. There are three main areas of spend, Estates, Transport and Information Technology. The programmed investment will support the vision and strategic priorities within the Police and Crime Plan. The main element of spend relates to Estates, with a forecast investment of £57m and Information Technology with a forecast investment of £23m. This requirement is linked to a historic lack of investment in the estate leading to ongoing requirements for modernisation and maintenance and includes a key project to significantly redevelop and modernise the Force HQ site in Chelmsford. The investment in IT relates to a wide range of national and locally led projects with the overriding objective to provide more efficient digital solutions for all aspects of operational policing and their support services.

Capital Funding

Capital investment is funded from four main sources, primarily from capital receipts, government grants and contributions and revenue contributions. If capital investment exceeds these available resources the force can borrow to finance its capital investment providing it can demonstrate that it is complying with the Prudential Code of Practice which requires any borrowing to be affordable, prudent and sustainable. There was a need to borrow to finance 2020/21 capital investment but due to the level of cash resources held it has been possible to fund this spend from internal borrowing thereby avoiding interest payments. It is anticipated that there will be a need to externally borrow from 2021/22 onwards to fund future investment plans.

Capital financing resources applied in 2020/21 are shown below.



Future capital expenditure is planned to increase over the coming years as investment in estates and IT takes place with capital expenditure forecast to be in excess of £90m over the next five years with indicative borrowing of £48m over the same period. At present it is not clear what impact the current global COVID-19 pandemic will have on these investment plans or the level of capital receipts that will be available to part fund them.

Narrative Report

The Force is expecting to use £41m of capital receipts to part finance the five year programme. With an annual capital grant of less than £0.3m there is a need to finance a significant part of the investment programme with borrowing totalling £44m by March 2025. The revenue cost of borrowing to finance the capital programme is forecast to reach £1.7m per annum by 2024/25.

Reserves

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

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

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

General Reserve

The General Reserve is held to provide a working balance to protect the force against unexpected cost pressures. This is particularly critical during uncertain times such as the COVID-19 pandemic where the force faces financial pressures in responding to the crisis and uncertainties around future funding.

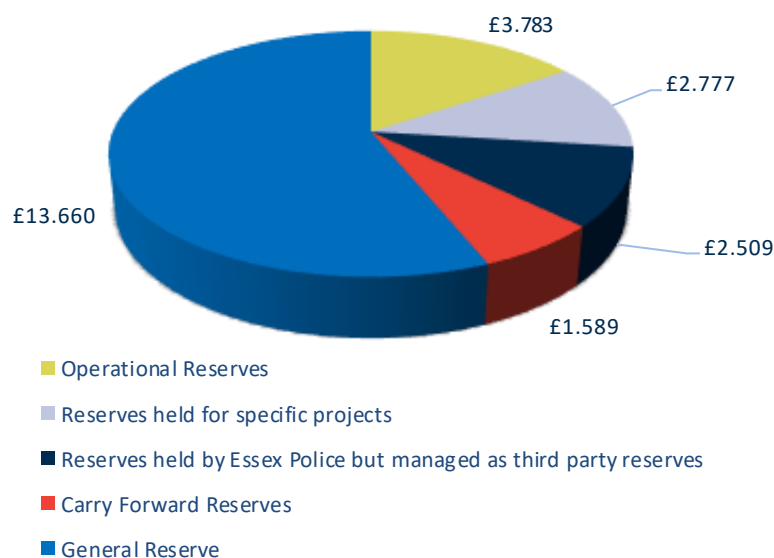
The balance on the General Reserve at 1st April 2020 was £9.275m. During 2020/21 £1.527m was transferred to the general reserve when a Home Office special grant was awarded. The grant funded expenditure that had been incurred during 2019/20 to help the force investigate the discovery of the bodies of 39 men, women and children in a lorry trailer in Grays in October 2019. A further £2.858m was transferred as a result of the year's underspend resulting in a net increase of £4.385m to a balance of £13.660m at 31st March 2021 (4.1% of the 2021/22 budgeted net expenditure).

Earmarked Reserves

The PFCC's earmarked reserves total £10.658m (including £2.509m of reserves held but managed by third parties) at 31st March 2021. The level of reserves alongside the general reserve are shown in the chart below.

Narrative Report

Useable Reserves as at 31st March 2021 (£m)



Pension Liabilities

Accounting standards require that the total future liabilities for the cost of pension payments to past and present police officers and police staff are fully reflected in the Balance Sheet. Accordingly, the Balance Sheet figures included within the accounts (see note 42) includes net liabilities of £150.015m (2018/19 £181.756m) for police staff and £2,862.600m (2018/19 £3,067.043m) for police officers.

The statutory arrangements for funding the police officer deficit and the PFCC's arrangements for funding the police staff deficit, however, mean that the financial position of the PFCC remains sound.

Future Trends and Risks

Trends in Crime and the force's long-term vision

Emergency incidents are on an upwards trend, despite changes to demand during COVID restrictions, and are forecast to continue to increase over the next few years. Victim based crime is forecast to increase over the next 4 years and although violence with injury incidents has reduced in the past 12 months they are forecast to increase in volume and therefore increasing the complexity of the investigation workload.

Prevention remains a key focus of the Force building on investment already made during 2019/20 and 2020/21 to strengthen activity to tackle the issues causing the most harm. The Force will continue working with partners to deliver against a Crime Prevention Strategy and whole system approach to enable the force to optimise its investment. The force management strategy aligns existing resources (both financial and people) to unlock additional capacity, capabilities and potential to prevent crime.

Despite the Force growing, with its allocation of the additional 20,000 officers nationally and investment from increases in council tax, Essex Police has a good track record of delivering cash and efficiency savings to maximise the benefit out of every penny. In 2020/21 £5.8m savings were delivered with £4.8m of these recurring annually and there continues to be an ambitious savings programme with £4.5m programmed to be delivered in 2021/22. This is in the context of funding challenges from being one of the lowest funded forces in the country.

Narrative Report

Current and emerging risks and mitigation

There remains financial uncertainty over the medium term with the originally anticipated 3 year comprehensive spending review, expected to provide some certainty over funding over the medium term, being replaced with a one year funding settlement for 2021/22. The short term nature of annual funding settlements makes it difficult to plan for the medium and long term with any certainty.

With the detrimental impact of COVID-19 on government finances this is expected to result in significant funding challenges to Essex Police and partners with the potential withdrawal of non-statutory services and these challenges are likely to impact public services for some years to come.

COVID-19 is also impacting funding through the Council Tax, with lower than projected increases to the council tax base and reduced collection rates compared to assumptions previously built into the Medium Term Financial Strategy. There has been financial support from central government in regards to loss of income caused by COVID-19 over the course of 2020/21 but it is not clear to what extent support will continue into the next financial year.

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

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

- **Emergency Services Mobile Communications Programme (EMSCP)** - Cost will continue to escalate due to the continuing delays of the national ESMCP and the Emergency Services Network in delivering a credible, comprehensive and fit for purpose communications solution;
- **Reduced External Forensic Capacity** – Challenges relating to capacity of external providers to meet national policing needs for forensic analysis.

Need to add key strategic risks for PFCC

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

Statement of Accounts – Notes to the Financial Statements

12. Officers Remuneration (including Exit Packages)

Police Officer remuneration is based on the recommendations of an external organisation known as the Independent Police Remuneration Body, and is therefore subsequently agreed by the Home Secretary.

The Chief Constable's pay can vary up or down, a decision made by the PFCC. The rate of pay is set at a national level and the salary for the Chief Constable of Essex is comparable to forces of a similar size across the country. For the Chief Constable and Deputy Chief Constable a force weighting is applied in relation to the population that the force covers.

The PFCC's pay is set by an external organisation known as the Senior Salaries Review Body, which is overseen by the Home Secretary. The pay for senior members of police staff at Chief Officer level is based on Assistant Chief Constable salary levels across the force.

Remuneration includes basic salary, overtime, allowances, expenses (so far as the expenses are chargeable to United Kingdom Income Tax) and, where applicable, redundancy payments. It excludes employer's pension contributions.

The following table identifies the number of senior police officers and staff whose remuneration was £50,000 or more. The numbers of officers and staff are shown in remuneration bands of £5,000.

PFCC for Essex Group

Remuneration Band	2019/20 - Restated			2020/21		
	Police Officers	Police Staff	Total	Police Officers	Police Staff	Total
£50,000 - £54,999	-	24	24	-	30	30
£55,000 - £59,999	-	15	15	-	19	19
£60,000 - £64,999	-	6	6	-	7	7
£65,000 - £69,999	-	1	1	-	3	3
£70,000 - £74,999	-	5	5	-	3	3
£75,000 - £79,999	-	1	1	-	5	5
£80,000 - £84,999	3	1	4	1	-	1
£85,000 - £89,999	3	2	5	-	1	1
£90,000 - £94,999	4	-	4	5	1	6
£95,000 - £99,999	-	-	-	1	-	1
£100,000 - £104,999	-	1	1	-	2	2
£105,999 - £109,999	-	-	-	-	1	1
Total for Group	10	56	66	7	72	79

Senior police officers are defined by the CIPFA Guidance as those at Chief Superintendent rank and above. The 2019/20 figures have been restated to include these ranks exclusively. The staff figures are all those with annual Nable Pay over £50,000.

The numbers above exclude police officers and staff disclosed in the following NPCC Rank Officers Remuneration tables. However, the staff figures include two members of the 7 Forces Procurement team, of which only 21.74% of costs remain with Essex Police. The remaining element of their costs are recharged to the six remaining Forces. All figures include officers and staff seconded to other police forces, government departments and other public bodies.

Statement of Accounts – Notes to the Financial Statements

PFCC for Essex

Remuneration Band	2019/20 Police Staff	2020/21 Police Staff
£55,000 - £59,999	-	1
£60,000 - £64,999	2	1
£65,000 - £69,999	-	1
£70,000 - £74,999	-	1
Total for PFCC	2	4

The previous remuneration band tables exclude those Police Officers and staff disclosed in the following section identifies the remuneration of the Chief Officers and senior employees of the Group and the PFCC:-

Senior Officer's Remuneration note Group – 2019/20

	2019/20				
	Salary (note 1)	Benefits in Kind (note 2)	Allowances (note 3)	Employers Pension contributions (note 4)	Total Remuneration
	£000	£000	£000	£000	£000
Chief Constable - BJ Harrington	169,244	9,493	4,960	30,381	214,078
Deputy Chief Constable	132,978	9,863	2,000	41,223	186,064
Assistant Chief Constable	114,713	-	8,898	35,562	159,173
Temporary Assistant Chief Constable	101,603	-	6,345	31,698	139,646
Acting Assistance Chief Constable (note 5)	2,493	197	48	773	3,511
Chief Finance Officer of the Chief Constable (note 6)	94,507	-	5,400	14,460	114,367
Director of Strategic Change and Performance	123,716	-	-	18,929	142,645
Police, Fire & Crime Commissioner	89,700	-	-	-	89,700
Deputy Police, Fire & Crime Commissioner	62,715	-	-	9,595	72,310
Chief Executive - Police, Fire and Crime Commissioner	94,507	-	-	14,460	108,967
Acting Treasurer to the Police, Fire and Crime Commissioner (note 7)	53,930	-	21,895	5,935	81,760
Total for Group	1,040,106	19,553	49,546	203,016	1,312,221

PFCC – 2019/20

	2019/20				
	Salary (note 1)	Benefits in Kind (note 2)	Allowances (note 3)	Employers Pension contributions (note 4)	Total Remuneration
	£000	£000	£000	£000	£000
Police, Fire & Crime Commissioner	89,700	-	-	-	89,700
Deputy Police, Fire & Crime Commissioner	62,715	-	-	9,595	72,310
Chief Executive - Police, Fire and Crime Commissioner	94,507	-	-	14,460	108,967
Acting Treasurer to the Police, Fire and Crime Commissioner (note 7)	53,930	-	21,895	5,935	81,760
Total for PFCC	300,852	-	21,895	29,990	352,737

Notes to the 2019 Officer Remuneration tables:

- 1) The salary figures show just salary costs. (i.e. they do not include allowances)
- 2) Benefits in kind represent the monetary value of Force provided vehicles that are untaxable through the payroll system.
- 3) Allowances, where applicable, include housing allowance, rent allowance, and a monthly car lease allowance.
- 4) Employer pension contributions are an employer cost and are not received by the employee.
- 5) The Temporary Assistant Chief Constable was in post from 23rd March 2020 and the cost shown are from

Statement of Accounts – Notes to the Financial Statements

- this date. Had they been in post for the full year their salary would have been £103,023 plus allowances.
- 6) The Chief Finance Officer for the Chief Constable covered the statutory responsibilities of the PFCC Acting Treasurer role from the 6th to the 19th February 2020. The Chief Finance Officer for Kent PCC covered these responsibilities from 20th February 2020. Neither person received payment for these extra responsibilities.
 - 7) The Acting Treasurer was in receipt of an honoraria payment which is shown in the allowances column. They left the force on 29th February 2020. Statutory requirements from this date were covered as per note 5. At the point of termination a redundancy payment was made and is included within the salary total. Details on Exit Packages can be found below.

In addition to the police officers and police staff shown in the table on the previous page, the Essex Police Chief Officer Management Team also included the following shared posts:-

Members of the Essex Police Chief Officer Team

- a) **Director of Essex/Kent Support Services** - The post holder is on the Kent Police payroll and 50% of their costs were recharged to Essex Police during 2019/20. Their remuneration is disclosed in full in the Kent Police Statement of Accounts. From Sept 2019 the post holder was placed on secondment to the Seven Forces programme.
- b) **Assistant Chief Constable** - The post holder came into post on the 28th May 2019 and is on the Kent Police payroll. 50% of their costs were recharged to Essex Police during this period. Their remuneration is disclosed in full in the Kent Police Statement of Accounts.
- c) **Director of Human Resources** - The post holder is on the Kent Police payroll and 50% of their costs were recharged to Essex Police during 2019/20. Their remuneration is disclosed in full in the Kent Police Statement of Accounts

Senior Officer's Remuneration note Group – 2020/21

	2020/21					Total Remuneration £
	Salary (note 1) £	Benefits in Kind (note 2) £	Allowances (note 3) £	Employers Pension contributions (note 4) £	£	
Chief Constable - BJ Harrington	173,475	-	4,960	-	178,435	
Deputy Chief Constable	136,303	-	2,100	42,254	180,657	
Assistant Chief Constable	118,009	-	7,123	36,583	161,715	
Temporary Assistant Chief Constable (note 5)	59,505	-	2,718	19,971	82,194	
Temporary Assistant Chief Constable (note 6)	39,748	-	869	2,748	43,365	
Assistance Chief Constable	105,018	-	7,958	32,562	145,538	
Temporary Assistant Chief Constable (note 7)	79,629	-	7,767	24,685	112,081	
Temporary Assistant Chief Constable (note 8)	75,447	-	4,399	23,389	103,235	
Chief Finance Officer of the Chief Constable	96,871	-	5,500	18,328	120,699	
Director of Strategic Change and Performance	126,809	-	100	23,986	150,895	
Police, Fire & Crime Commissioner	89,700	-	-	-	89,700	
Deputy Police, Fire & Crime Commissioner	64,284	-	-	12,150	76,434	
Chief Executive - Police, Fire and Crime Commissioner	96,871	-	-	18,309	115,180	
Head of Finance for the OPFCC (note 9)	9,791	-	-	1,851	11,642	
Total for Group	1,271,460	-	43,494	256,816	1,571,770	

Statement of Accounts – Notes to the Financial Statements

PFCC – 2020/21

	2020/21				Total Remuneration
	Salary (note 1)	Benefits in Kind (note 2)	Allowances (note 3)	Employers Pension Contributions (note 4)	
	£	£	£	£	£
Police, Fire & Crime Commissioner	89,700	-	-	-	89,700
Deputy Police, Fire & Crime Commissioner	64,284	-	-	12,150	76,434
Chief Executive - Police, Fire and Crime Commissioner	96,871	-	-	18,309	115,180
Head of Finance for the OPFCC (note 9)	9,791	-	-	1,851	11,642
Total for PFCC	260,646	-	-	32,310	292,956

Notes to the Officer Remuneration tables:

- 1) The salary figures show just salary costs. (i.e. they do not include allowances)
- 2) Benefits in kind represent the monetary value of Force provided vehicles that are untaxable through the payroll system. The benefit in kind figures are not available until 31st May 2021.
- 3) Allowances, where applicable, include housing allowance, rent allowance, and a monthly car lease allowance.
- 4) Employer pension contributions are an employer cost and are not received by the employee.
- 5) The Temporary Assistant Chief Constable was promoted into post in September 2020 and has been on secondment to another Force. The costs shown are for the duration of secondment and have been recharged to the seconded Force by invoice. Had they been within the Assistant Chief Constable post for the full year, their costs would have been £104,526 plus allowances.
- 6) The Temporary Assistant Chief Constable retired on the 15th July 2020 and the cost shown are up to this point. Had they remained in post for the full duration of 2020/21, their salary would have been £110,985 plus allowances
- 7) The Temporary Assistant Chief Constable was in post from 29th June 2020 and the costs shown are from this point. Had they been in post for the full duration of 2020/21 their salary would have been £104,526 plus allowances.
- 8) The Temporary Assistant Chief Constable was in post from 13th July 2020 and the costs shown are from this point. From December 2020 the post holder has been seconded to another Force and their costs have been recharged to the seconded Force by invoice. Had they been in post for the full duration of 2020/21 their salary would have been £104,526 plus allowances.
- 9) The Head of Finance for the OPFCC was in post from the 25th January 2021 and the costs shown are from this point. Had they been in post for the full duration of 2020/21 their salary would have been £52,788 plus allowances

In addition to the police officers and police staff shown in the table on the previous page, the Essex Police Chief Officer Management Team also included the following shared posts:-

Members of the Essex Police Chief Officer Team

- a) **Director of Essex/Kent Support Services** - The post holder is on the Kent Police payroll and 50% of their costs were recharged to Essex Police during 2020/21. Their remuneration is disclosed in full in the Kent Police Statement of Accounts. From September 2019 to February 2021 the post holder was placed on secondment to the Seven Forces programme.
- b) **Assistant Chief Constable** - The post holder is on the Kent Police payroll and 50% of their costs were recharged to Essex Police during this period 2020/21. Their remuneration is disclosed in full in the Kent Police Statement of Accounts.
- c) **Director of Human Resources** - The post holder is on the Kent Police payroll and 50% of their costs were recharged to Essex Police during 2020/21. Their remuneration is disclosed in full in the Kent Police Statement of Accounts.

Statement of Accounts – Notes to the Financial Statements

Members of the Police, Fire and Crime Commissioner Team

- a) **Interim Head of Finance** - The post holder was on secondment from a local authority from February 2020 until February 2021. The costs were invoiced by the local authority.

Exit Packages

The numbers of exit packages with the cost of the compulsory and other redundancies that have been charged to the Comprehensive Income and Expenditure Statement are set out in the tables below:-

Exit package cost band	Number of Exit Packages for PFCC for Essex Group					
	Number of Compulsory Redundancies		Number of Other Departures Agreed		Total Number of Exit Packages	
	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21
£0 - £20,000	1	-	-	-	1	-
£20,001 - £40,000	1	2	-	-	1	2
£40,001 - £60,000	-	1	-	-	-	1
Total	2	3	-	-	2	3

Exit package cost band	Cost of Exit Packages for PFCC Essex Group						
	2019/20			2020/21			Total £
	Severance £	Pension Strain £	Total £	Severance £	Pension Strain £	Total £	
£0 - £20,000	12,720	-	12,720	-	-	-	
£20,001 - £40,000	7,696	18,985	26,681	66,583	9,617	76,200	
£40,001 - £60,000	-	-	-	18,984	27,996	46,980	
Total	20,416	18,985	39,401	85,567	37,613	123,180	

Exit package cost band	Number of Exit Packages for PFCC for Essex					
	Number of Compulsory Redundancies		Number of Other Departures Agreed		Total Number of Exit Packages	
	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21
£0 - £20,000	1	-	-	-	1	-
Total	1	-	-	-	1	-

Exit package cost band	Cost of Exit Packages for PFCC for Essex						
	2019/20			2020/21			Total £
	Severance £	Pension Strain £	Total £	Severance £	Pension Strain £	Total £	
£0 - £20,000	12,720	-	12,720	-	-	-	
Total	12,720	-	12,720	-	-	-	

It should be noted that the pension strain is an employer cost and is not received by the employee.

13. Termination Benefits

For the group there were three employee contracts terminated in 2020/21 (two employees in 2019/20) incurring the following liabilities:

- £0.086m severance payments (£0.020m in 2019/20)

Statement of Accounts – Notes to the Financial Statements

- £0.038m enhancement of retirement benefits/pension strain (£0.019m in 2019/20).

A provision of £0.140m has been created in the group accounts relating to future possible redundancies in 2021/22. Payment will depend on the outcome of employee consultations.

For the PFCC there were no employee contracts terminated in 2020/21 (1 employee in 2019/20), incurring the following liabilities:-

- £0.000m severance payments (£0.012m in 2019/20)
- £0.000m enhancement of pension strain (£0.000m in 2019/20).

PFCC for Essex Group Annual Governance Statement

Annual Governance Statement

1. Introduction

This statement sets out the Police, Fire and Crime Commissioner's (PFCC's) and Chief Constable's arrangements in relation to the six core principles of good governance set out in *The Good Governance Standard for Public Services*, namely:

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

The statement is in five main parts covering:

1. The scope of responsibilities
2. The purpose of the Governance Framework
3. The Governance Framework
4. Value for Money Arrangements
5. Significant Governance Issues

2. Scope of Responsibilities

- 2.1 The PFCC is responsible for securing the maintenance of the Essex Police force and ensuring that it is effective and efficient. They are responsible for ensuring that their business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. The PFCC also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- 2.2 The relationship between the PFCC and the Chief Constable is defined by the PFCC's democratic mandate to hold the Chief Constable to account as well as by primary legislation and common law which provides clarity on the legal principles that underpin operational independence and the Office of Constable. The Chief Constable is responsible for maintaining the Queen's Peace and has discretion over the direction and control of the force's officers and staff. Further, the Chief Constable is responsible to the public and accountable to the PFCC for supporting the PFCC in the delivery of the Police and Crime Plan.
- 2.3 In discharging their overall responsibilities, the PFCC is responsible for putting in place proper arrangements for the governance of their affairs and facilitating the exercise of their functions, which includes ensuring a sound system of internal control is maintained throughout the year and that arrangements are in place for the

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management of risk. In exercising these responsibilities, the PFCC places reliance on the Chief Constable of Essex Police to support the governance and risk management processes.

- 2.4 The Police Reform and Social Responsibility Act 2011 also sets out specific responsibilities for the Chief Executive and Monitoring Officer and the Chief Finance Officers (CFOs) to the PFCC and Chief Constable. The CFOs are bound by both professional standards and specific legislative responsibilities. In *Attorney General v De Winton 1908* it was established that the Chief Finance Officer is not merely a servant of the authority (the PFCC / Chief Constable) but holds a fiduciary responsibility to local taxpayers. The Police Reform and Social Responsibility Act 2011 requires them to comply with relevant provisions within the Local Government Acts..
- 2.5 During the year, there were formal monthly meetings of the PFCC's Performance and Resources Board, attended by senior PFCC and force officers and staff, dealing separately with financial and performance monitoring. In addition, the PFCC's Strategic Board, likewise attended by senior PFCC and force officers and staff, met quarterly to exercise strategic governance and oversight of Essex Police's strategic transformation programme, Medium Term Financial Strategy and capital programme, and to be the primary adviser to the PFCC and Chief Constable in respect of strategic decisions. The papers relating to all these meetings (unless restricted) are publicised on the PFCC's website.
- 2.6 The Scheme of Governance operating during the year incorporated the following:
1. Constitution, including the Schemes of Delegation and Consent
 2. The Elected Local Policing Bodies (Specified Information) Order 2011 and the Elected Local Policing Bodies (Specified Information) (Amendment) Orders 2012 and 2013
 3. Information Sharing Agreement: Essex Police and the Police, Fire and Crime Commissioner for Essex
 4. Information Sharing Protocol: Police, Fire and Crime Commissioner for Essex and Police, Fire and Crime Panel for Essex
 5. Revised Financial Management Code of Practice For the Police Forces of England and Wales and Fire and Rescue Authorities created under section 4A of the Fire and Rescue Services Act 2004
 6. Policing Protocol Order 2011
 7. The Strategic Policing Requirement
 8. The PFCC's Voluntary Code of Conduct
 9. The Police (Complaints and Misconduct) Regulations 2012 (superseded with effect from 1 February 2020 with the Police (Complaints and Misconduct) Regulations 2020)
 10. The Police, Fire and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012
 11. The Police and Crime Commissioner Elections (Declaration of Acceptance of Office) Order 2012
 12. Government Security Classifications
 13. Financial and Procurement Regulations

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14. Anti-Fraud & Bribery Policy
15. Statutory Guidance for Police Collaboration
16. Police Reform and Social Responsibility Act 2011

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

- 2.7 During 2020/21, key governance documents – most notably the Publication Protocol and Processes and the Access to Information Policy (incorporating the PFCC's Publication Scheme) - have been reviewed and updated.
- 2.8 The PFCC and Chief Constable, wherever possible, share a common set of policies, systems and procedures underpinning the Scheme of Governance.
- 2.9 The PFCC's financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Finance Officer of the Police and Crime Commissioner and the Chief Finance Officer of the Chief Constable.
- 2.10 This statement is compliant with regulation 6(1) of the Accounts and Audit Regulations 2015, in relation to the publication of a statement on internal control.

3. The Purpose of the Governance Framework

- 3.1 The governance framework comprises the systems and processes, and culture and values by which the work of the PFCC is directed and controlled and the activities through which the Commissioner accounts to and engages with the community. It enables the PFCC to monitor the achievement of their Police and Crime Plan and to consider whether these objectives have led to the delivery of appropriate, cost effective services, including achieving value for money.
- 3.2 The system of internal control is a significant part of the framework and is designed to manage risk to a reasonable and foreseeable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; it can only provide reasonable assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the PFCC's and Chief Constable's policies, aims and objectives, and to evaluate - and wherever possible reduce - the likelihood of those risks being realised and the impact should they be realised.
- 3.3 The PFCC's Scheme of Governance incorporates a framework of arrangements that ensures value for money is achieved for the people in Essex. One of the ways this is delivered is through the Essex and Kent Police collaboration in respect of support services.

4. The Governance Framework

The Good Governance Standard for Public Services sets out six core principles. The key elements of the governance arrangements put in place by the PFCC in respect of each of these principles are as follows:

Focusing on the purpose of the PFCC and the Chief Constable and on outcomes for citizens and service users

The PFCC makes their commitments and areas of focus for policing clear in their Police and Crime Plan. The Plan for 2016 - 2020 was widely consulted on with both partners and the general public and indicated

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how these areas of focus would be delivered, paying due regard to the Strategic Policing Requirement, as set by the Home Secretary.

The postponement of the PFCC election originally scheduled for May 2020 to May 2021 as a result of the global COVID-19 pandemic meant that the term of the Police and Crime Plan was extended for the further year. Work was therefore undertaken early in 2020/21 to develop and implement an action plan to ensure that the priorities set out in the Police and Crime Plan continued to be delivered throughout this additional year. This built on the findings of the #MakeADifference public engagement exercise which ran from September 2019 to April 2020 and was referenced in last year's Annual Governance Statement. Additional workshops were carried out with members of the Police, Fire and Crime Panel, Council Leaders and Chief Executives, local MPs and the Strategic Independent Advisory Group (IAG) facilitated by Essex Police. Further engagement sessions were held with the Essex Association of Local Councils, Neighbourhood Watch, Community Safety Partnership Managers and representatives from the business community, rural community and voluntary sector, as well as commissioned services. The Chief Constable and, through him, Essex Police's Chief Officer Group, were engaged in the development process throughout. The resulting extended plan sets out a series of renewed commitments against the seven priorities outlined within the 2016/2020 plan.

The PFCC has developed a performance framework that is used to monitor and support the delivery of the Plan. Progress against this framework, which is fully supported by the Chief Constable, is reported monthly to the PFCC's Performance and Resources Board and six-monthly to the Police, Fire and Crime Panel. To reflect the renewed commitments set out in the extended plan, several additional measures have been incorporated into the performance framework for 2020/21.

Ensuring that both the PFCC and the Chief Constable perform effectively in clearly defined functions and roles

The governance arrangements for the PFCC have been developed in accordance with the Police Reform and Social Responsibility Act 2011, the Policing Protocol Order 2011, the Home Office's Revised Financial Management Code of Practice (FMCP) and other existing guidance on financial and governance matters which continue to apply. Article 2 of the PFCC's Constitution sets out citizens' rights and responsibilities, whilst Article 3 describes the powers, functions and duties of the PFCC, including in relation to their arrangements for obtaining the views of the community on policing.

The Constitution is clear that the PFCC must not fetter the operational independence of the Essex Police force and the Chief Constable who leads it. There is a clear expectation that the PFCC and Chief Constable will work together to safeguard the principal of operational independence, while also ensuring that the PFCC is not fettered in fulfilling their statutory role. The Schemes of Delegation and Consent, Financial and Procurement Regulations act in accordance with the FMCP to enable effective accountability and to govern the relationship between the PFCC and the Chief Constable of Essex Police.

The Chief Constable is expected to ensure that the PFCC is informed of their decisions and operational activity in a timely fashion that enables the PFCC to hold the Chief Constable to account for the totality of policing within the force area. This is achieved through the PFCC's formal governance structures (Performance and Resources and Strategic Boards) as well as through direct contact between the two corporation soles. During the year there was regular one-to-one contact on a two-weekly basis between the PFCC and Chief Constable in order to ensure that matters were dealt with expediently within their respective responsibilities. Formal performance meetings, also attended by the PFCC's Chief Executive and Monitoring Officer, were interspersed with informal contact.

In order to exercise the functions of their office effectively, access is needed by the PFCC to information, officers and staff within the Essex Police force. Such access to information is governed by an Information

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Sharing Agreement between the two corporation soles and must not either be unreasonably withheld or obstructed by the Chief Constable or fetter the Chief Constable's direction and control of the force.

Any differences that have occurred between the PFCC and the Chief Constable during 2020/21 have been resolved locally between the two corporation soles. There has been no need for either to take professional advice from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in this regard.

Promoting the values of the PFCC and Chief Constable and demonstrating the values of good governance through behaviour

The PFCC has signed up to a Code of Conduct incorporating the seven Nolan principles relating to public life as well as the Police Code of Ethics, which sets and defines the exemplary standards of behaviour for everyone who works in policing. The PFCC has also adopted an updated Ethics and Integrity Framework.

The PFCC and Chief Constable have approved and adopted a joint Anti-Fraud & Bribery Policy which sets out a zero tolerance approach to fraud and misappropriation and applies to all employees of the PFCC and Chief Constable as well as consultants, vendors, contractors and other parties who have a business relationship with the PFCC or Essex Police. The Chief Constable has also adopted several further policies which cover discipline, standards, and an anonymous e-mail address for confidential reporting to the Professional Standards Department. All staff employed by the Police, Fire and Crime Commissioner are bound by the Essex Police terms and conditions and Human Resources policies.

Essex Police introduced an Ethics Committee in October 2017 and its Professional Standards Department (PSD) participates in a Regional Ethics Board which met for the first time in August 2018. Essex Police's Learning the Lessons Board was introduced in November 2017 to bring together the College of Policing with EP's Legal, HR and Strategic Change teams as well as PSD on a quarterly basis to consider common themes surrounding complaint / conduct matters and litigation and to explore what more can be done to address these issues. In addition, an Integrity and Anti-Corruption Board chaired by the Deputy Chief Constable meets quarterly to understand relevant issues arising within Essex Police; to ensure that the force is adopting a balanced and proportionate response to them, and to ensure that Essex Police is operating within an ethical framework that promotes, reinforces and supports the highest standards expected of staff. A representative of the PFCC attends these meetings. The Police, Fire and Crime Panel's Ethics and Integrity Sub-Committee scrutinises compliance with the PFCC's Ethics and Integrity Framework and with the Police Code of Ethics.

Essex Police's PSD deals with public complaints and matters relating to the conduct of police officers and staff, in liaison with the Independent Office for Police Conduct (IOPC) where necessary. The PFCC's office audits a sample of complaints handled by Essex Police each quarter, the findings of which are discussed with the Deputy Chief Constable alongside a statistical report produced by the force on complaints, grievances and disciplinary cases.

Taking informed, transparent decisions and managing risk

The PFCC's decision making process is set out in the Constitution. Through the Constitution, the PFCC has adopted a number of principles of decision making, including a presumption in favour of openness and transparency; the need for consultation with interested parties, and the need to give reasons and explanations for a decision. All significant PFCC decisions are taken following consideration of a written report on the subject which includes consideration of risks and potential alternative options. The process set out in the Constitution requires the oversight of both of the PFCC's statutory officers, namely the Monitoring Officer and the Chief Finance Officer. This ensures that legal and financial / resource implications are clearly understood prior to any decision being taken. All decisions made by the PFCC are formally recorded and made available (unless restricted) on the PFCC's website for public information and

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scrutiny. All decisions (unless restricted) are also reported to the Police, Fire and Crime Panel for its scrutiny.

The PFCC ensures that relevant information and data about their office and the force is published on either their website or Essex Police's as part of their Publication Protocol. This includes the disclosable interests of the PFCC, their Deputy and staff and other information required under the Elected Local Policing Bodies (Specified Information) Order 2011 and the Elected Local Policing Bodies (Specified Information) (Amendment) Orders 2012 and 2013. Performance information presented to the PFCC's monthly Performance and Resources Board is also published on the PFCC's website.

During 2020/21, the PFCC commissioned an independent company to carry out an audit of its website and to work with the staff team to ensure that it complied with the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 by the statutory deadline of 23 September 2020. This work has provided assurance that the PFCC's website is accessible to as many people as possible, including those with impaired vision, motor difficulties, cognitive impairments, learning disabilities, and deafness or impaired hearing.

The independent Joint Audit Committee (JAC) has responsibility for monitoring and reviewing the effectiveness of the risk management arrangements and the systems of internal control operated by both the PFCC and the Chief Constable. The JAC meets formally at least four times a year and continues to support the PFCC and Chief Constable in discharging their responsibilities for enhancing public trust and confidence in the governance role of the PFCC and in Essex Police. During 2020/21, the JAC has continued to provide a first-class level of independent assurance to the PFCC and Chief Constable and has not hesitated to address important and sometimes very challenging issues. Its work plan for 2020/21 has included briefings and assurance on the Essex Violence and Vulnerability Unit, the force's response to the COVID-19 pandemic and implementation of new technologies.. JAC papers are published on the PFCC's website unless restricted.

In June 2020, the JAC considered the outcomes of the review of its effectiveness that had been carried out earlier in the year through a survey of the Chair and independent members, the PFCC and the chief officers who support the Committee. In July 2020, members of the JAC also held a further workshop with the PFCC's Chief Executive and Monitoring Officer on the findings of the review and how to take them forward. The review concluded that:

- The JAC had been effectively chaired most or all of the time;
- The JAC had met sufficiently and with good attendance most or all of the time;
- The JAC had received timely, accurate and helpful information most or all of the time, and
- The JAC had complied with its Terms of Reference most or all of the time.

As a result of the review, the JAC agreed to:

- Review and update its Terms of Reference, including to reflect best practice for Audit Committees identified by the PFCC's and Chief Constable's external auditor;
- Ensure that annual appraisals of JAC members are undertaken and evidenced going forward;
- Increase the membership of the JAC to include four independent members as well as the Chair;
- Have private meetings with the PFCC ahead of each formal meeting, and at least annually with the Head of Internal Audit, and
- Produce an Annual Report of its activities.

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New Terms of Reference were subsequently approved by the JAC in September 2020. This, along with the retirement of an existing independent member during the summer of 2020, had led to work being undertaken this financial year to recruit two new independent members of the JAC. The PFCC's and Chief Constable's internal auditor, RSM, was engaged to review the role profile and person specification to ensure that they remained fit for purpose; to run the advertising campaign and manage the shortlisting process, and to support the interview process. Following a positive response to the recruitment campaign, two new independent members have been appointed who it is hoped will join the JAC at its meeting in June 2021.

The PFCC and Chief Constable continue to use risk management policies and frameworks that comply with CIPFA guidance. An internal audit was carried out in 2020/21 of the risk management arrangements implemented by both the PFCC and the Chief Constable. Reasonable assurance was given, with the report concluding that controls were well designed and that risk owners understand how risks are used to inform core activities and to deliver the objectives of the PFCC and the Chief Constable.

Developing the capacity and capability of the PFCC to be effective.

In April 2020, the Chief Executive and Monitoring Officer implemented changes to the establishment of the PFCC's office that were consulted on during 2019/20, in order to ensure that it is adequately resourced and skilled to support the PFCC to discharge all of their statutory duties and responsibilities. The new structure builds resilience and capacity in key governance functions, most notably by designating a Deputy Monitoring Officer to advise and act in the Monitoring Officer's absence and to support the Monitoring Officer in maintaining and ensuring adherence to the PFCC's governance framework. It also strengthens links and working relationships between the performance and scrutiny, finance and commissioning functions by bringing them together within a single Performance and Resources directorate. The new structure removed the previous Treasurer and Financial Scrutiny Officer posts and created the new posts of Strategic Head of Performance and Resources and Head of Finance. The latter of these serves as the Section 151 Officer to the PFCC, while the former works with the Section 151 Officers to the PFCC, PFCCFRA and the Chief Constable to provide strategic financial oversight and to lead the development and implementation of financial strategy across all of the PFCC's legal entities and functions. Although the Head of Finance reports to the Strategic Head of Performance and Resources, they are a standing member of the PFCC's Strategic Management Team in their own right, in order to ensure that they are appropriately involved in all substantive financial discussions and decisions. The new structure also removed the former Board Secretary role and created two part-time Scrutiny Officer roles to increase resilience in the support arrangements for the PFCC's oversight and scrutiny programme.

Engaging stakeholders and making accountability real.

Consultation with the public, partners, the third sector and other key stakeholders all feed into the strategic planning cycle to ensure that their views continue to influence the delivery of the PFCC's priorities.

The PFCC completed their annual public survey on the precept for the following year between 30 November and 20 December 2020. 1,356 people responded. 56% of those who responded to the question stated that, in general, they would be prepared to invest more in policing in order to improve the service provided. 72% of respondents who indicated how much more they were prepared to contribute stated that they would pay a further £10 per year.

Since taking office the PFCC has held public meetings at least once a year in each of the 14 districts and unitary areas, where the people of Essex are able to challenge the PFCC on how he is holding the Chief Constable to account for the delivery of policing. The COVID-19 pandemic has meant that this engagement has been hosted online during 2020/21, with the result that it has reached a much larger and more diverse audience than traditional methods. The 15 online engagement events hosted by the PFCC between May

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and December 2020 each reached between 931 and 14,500 people. Post-pandemic, the PFCC's approach to public engagement is therefore likely to include a combination of face to face and online events. Notes of each of the meetings are made available on the PFCC's website, along with issues raised at each of these events and any subsequent outcomes.

The PFCC also meets regularly with local Councillors and MPs in order to afford other elected representatives the opportunity to raise any concerns or offer any suggestions in relation to policing and crime in Essex. Forums also continue to be held with specific groups, discussing issues such as victim support, rural crime and business crime. These forums enhance partnership working across all areas and link directly with the delivery of the Police and Crime Plan.

Essex Police has its own comprehensive engagement strategy and the PFCC and Chief Constable jointly conduct a public survey of 7,700 people every year. This found that, during the 2020 calendar year, 53% of respondents felt well informed about what the police are doing in their local area compared with 40% the year before. This is significantly better than the national average of 37%. During 2020/21, specific questions were added to the survey relating to the force's policing of the national restrictions relating to Coronavirus, responses to which indicated an extremely high level of confidence in and satisfaction with Essex Police's approach. The results of this work are reported on a quarterly basis to the PFCC via their Performance and Resources Board and to a wider group of stakeholders and partners via the Safer Essex partnership.

Young people comprise a key stakeholder group for both the PFCC and Essex Police. How we work with them to build their confidence in policing, to reduce their vulnerability, and to engage them as active citizens is critical to creating the safe and secure communities described in the PFCC's vision for the county. During 2020/21, the PFCC has therefore supported a "youth voice" project across Essex to inform the development of a new Youth Strategy for Essex Police. As part of this, the PFCC hosted an online youth conference to engage young people across Essex in discussions regarding their relationship with the police and how they might work better together. The PFCC also funded the Essex Council for Voluntary Youth Services (ECVYS) to conduct a series of targeted conversations with young people to ensure that the views accessed were diverse and representative of Essex's young people as a whole.

The PFCC publishes clear contact details on their website that members of the community can use to raise issues or concerns with them. The PFCC's Correspondence Standards and Complaints and Expression of Dissatisfaction Policy set out how contact made with the PFCC will be responded to.

On a regular basis, the PFCC and Chief Constable also issue proactive press releases and engage in media interviews to explain the nature and role of their work and to answer questions relating to this.

At a more operational level, a multi-agency Out of Court Disposal Scrutiny Panel has been established to conduct independent reviews of a selection of cases that have been resolved through use of an out of court disposal determined by either Essex Police or the Crown Prosecution Service. Its aim is to determine whether the method of disposal was appropriate based on the information / evidence available to the decision maker at the time. Its intention is to increase public understanding, confidence and trust in this method of case disposal. The panel cannot change the outcome of the case but, where it is appropriate to do so, can give feedback at an organisational level or to individuals of each agency involved in a case. The intention in doing so is to promote best practice and to identify potential policy development or training needs for consideration by the force or other agencies.

The decisions of the PFCC are scrutinised by the Police, Fire and Crime Panel which is made up of elected representatives from each district, borough, city and unitary authority in Essex plus two independent members. The Panel has several statutory powers and duties, including the power to veto the proposed precept and candidate for the post of Chief Constable; to review the Police and Crime Plan and the PFCC's Annual Report and to make recommendations to which the PFCC must have regard; to consider complaints

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against the PFCC and Deputy PFCC, and to scrutinise the appointments of the PFCC's Chief Executive, Chief Finance Officer and Deputy PFCC. Panel meetings take place at least four times a year and are open to the public. Possibly on account of the PFCC election on 6 May 2021, the Panel has experienced a greater level of public engagement during 2020/21 and has received and responded to a larger volume of questions from the public than has historically been the case. Records of its meetings (including agendas papers, minutes and webcasts) are published on Essex County Council's website.

5. Value for Money Arrangements

5.1 The PFCC has responsibility for ensuring that their governance arrangements support good value for money and has thereby conducted a review of the effectiveness of the governance framework, including the system of internal audit and the system of internal control. The governance framework and value for money arrangements are also subject to ongoing monitoring for effectiveness by the PFCC's Chief Finance Officer and Chief Executive and Monitoring Officer. This is informed by the work of the External Auditors and by continuing Internal Audit reviews as well as through the Performance and Resources Board.

5.2 The roles and processes applied in maintaining and reviewing the effectiveness of the governance framework are outlined as follows:

PFCC

5.3 The PFCC has overall responsibility for the discharge of all powers and duties placed upon them, including a statutory duty to 'maintain an efficient and effective police force'. The review and maintenance of the governance framework is undertaken by the PFCC in a close working relationship with the Chief Executive and Monitoring Officer, the Chief Constable and their senior staff including the Chief Finance Officer. As set out above, the PFCC's and Chief Constable's Joint Audit Committee has responsibility for overseeing these arrangements and will raise and scrutinise governance issues when appropriate.

Essex Police

5.4 The Chief Constable has responsibility for reviewing the effectiveness of the governance framework within the force. This review is informed by the work of Essex Police's Director for Strategic Change and Performance and the Head of Continuous Improvement, who have responsibility for the development and maintenance of the governance environment. In preparing this Annual Governance Statement a joint approach has been adopted by the PFCC and Chief Constable.

5.5 The Strategic Change Directorate within Essex Police delivers an annual compliance and review programme designed to assist senior managers to:

- Evaluate the reliability and integrity of specific data created and held by the force;
- Evaluate the force's compliance with legislation and associated national standards;
- Evaluate compliance with the force policies and authorised professional practice;
- Provide recommendations that improve force performance and compliance levels;
- Reduce the likelihood of personal and corporate financial and reputational risk;
- Assist in assessing the effectiveness of the force's risk mitigation and control(s);
- Identify potential inappropriate, unethical and non-compliant activity, and

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- Assist in ensuring Essex Police is 'fit and healthy' going forward.

5.6 Outcomes from these reviews inform decision making that is dependent on assumed data accuracy and provides reassurance, both internally and externally, that performance information is accurate and will withstand scrutiny.

Internal Audit

5.7 In maintaining and reviewing the governance framework, the PFCC's and Chief Constable's Chief Finance Officers place reliance on the work undertaken by Internal Audit and, in particular, on Internal Audit's independent opinion on the adequacy and effectiveness of the system of internal control. For 2020/21 the Internal Auditor's opinion is as follows, for both the PFCC and Essex Police:

The organisation has an adequate and effective framework for risk management, governance and internal control.

However, our work has identified further enhancements to the framework of risk management, governance and internal control to ensure that it remains adequate and effective.

5.8 A robust process is in place to track the implementation of recommendations and actions arising from internal audits across both Essex Police and the PFCC, which is overseen by the force's Chief Finance Officer and reported to the Joint Audit Committee on a quarterly basis. As well as reporting on closed recommendations and actions, this highlights those that have been presented to the CFO to close but where further evidence is required before this can be agreed, as well as those that are outside of their due date and for which no evidence has yet been presented.

External Audit

5.9 External Audit is an essential element in ensuring public accountability and stewardship of public resources and the corporate governance of the PFCC's services, with the External Auditor's annual letter in particular providing comment on financial aspects of corporate governance, performance management and other reports.

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

5.10 HMICFRS's fifth PEEL (police effectiveness, efficiency and legitimacy) inspection of Essex Police, carried out in 2018/19, found that:

- The extent to which the force is effective at reducing crime and keeping people safe is **good**

"Since our 2017 inspection, the force has improved the way it uses legal powers to safeguard domestic abuse victims. It works well with other organisations to keep vulnerable victims safe. And it asks vulnerable victims what they think about its service. It uses their views to improve services" (p.15)

- The extent to which the force operates effectively and sustainably is **good**

"The force is good at planning for the future. The demand forecasts it made in the past have proved accurate. It invests in 'spend to save' projects. This will help it free up capacity and funds that can be used in other priority areas" (p.24)

"The force understand the effect of increased demand, financial constraints and reduced resources on other organisations. The force and its partner organisations have set up community safety hubs to make services sustainable and more cost-effective. The force is also recruiting volunteers to help offset the

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effect of austerity” (p.27)

“The force can demonstrate the benefits of its investments and has strong evidence to support its investment decisions” (p.28)

- The extent to which the force treats the public and its workforce legitimately is **good**

“The force continues to uphold an ethical culture and promotes standards of professional behaviour well. But it has more to do to assure itself that it has the capacity and capability to root out corruption” (p.6). This comment related particularly to delays in vetting processes. More resources have been invested in the vetting unit since the inspection to address this concern, although it remains a challenge, particularly given the focus on delivering the force growth plan.

“In 2017, we ... found that this force could not ensure it was always compliant with the Code of Practice for Victims of Crime. We are pleased to note that the force is now compliant with the code, as the Athena crime system automatically supports compliance” (p.13)

“The force is good at seeking out new ways of working and cost-effective systems to help balance the budget. It welcomes ideas from frontline officers and staff and encourages them to use Idea Drop, a web-based forum where they can post suggested improvements” (p.28)

“Essex Police understands the public’s expectations and what they are likely to be in the future. It asks the public for its views on the service. It then responds by altering its service or by developing new skills and capabilities” (p.32)

- 5.11 HMICFRS reported the findings of its Crime Data Integrity Inspection of Essex Police on 8 October 2019. The inspectorate found Essex Police’s performance to be outstanding in this area, making it only the third force, of the 39 inspected at that point in the programme, to be judged outstanding on the first inspection. The inspectorate estimated that Essex Police records 95.8% (with a confidence interval of $\pm 1.53\%$) of the crimes reported to it and noted that the force had “substantially improved its crime recording accuracy” since 2014 and that “Victims are at the forefront of its crime recording arrangements.”

6. Significant Governance Issues

Operation Melrose

- 6.1 On 23 October 2019, a dedicated team of detectives from Essex and Kent’s shared Serious Crime Directorate commenced the UK’s largest ever homicide investigation, Operation Melrose, following the discovery of the bodies of 39 Vietnamese migrants in a lorry container in Grays. It has been a fast-moving investigation involving significant police and partner agency resources, including from the National Crime Agency, Home Office, Foreign and Commonwealth Office, Border Force and Immigration Enforcement, which has continued into 2020/21. The impact of the investigation on personnel and force resilience has been significant and support has been made to all officers and staff affected through the force’s Trauma Risk Management (TRiM) process.

Essex Police remains one of the lowest funded forces in England. As such, a major incident such as Operation Melrose has the potential to have a significant impact on its financial stability. The final spend in respect of the operation across 2019/2020 and 2020/2021 was £3,473,658, a significant proportion of which consisted of mutual aid claims from 24 forces. A £1 million contribution was secured from the Home Office’s Special Grant fund to reimburse the costs incurred by the force up to November 2019. Following further successful applications to the Home Office, the balance of costs incurred in 2019/2020 were met in full by Special Grant funding, as well as 85% of eligible costs incurred during 2020/21, resulting in a total of £2,328,872 Home Office funding. The balance of 2020/21 costs, £144,8786 were met by the Essex Police, Fire and Crime Commissioner .

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Following further successful applications to the Home Office, all the eligible costs incurred by Essex Police in the investigation have now been met by Special Grant.

Part of the grant was subject to HMICFRS inspection. This took place in September 2020 and the report was received in October 2020. The report concluded that the governance arrangements were appropriate for the operation and that senior managers provided clear leadership throughout. Furthermore, the report noted that robust scrutiny and challenge of the expenditure incurred led to savings of around £100k.

The trial commenced at the end of 2020. All defendants were found guilty of all charges and, in January 2021, seven men were sentenced at the Old Bailey for their involvement.

Operation Talla (the response to the global COVID-19 pandemic)

- 6.2 Throughout 2020/21, Essex Police remained heavily involved in leading the county's response to the pandemic, both through the Chief Constable's co-Chairmanship of the Strategic Coordinating Group (SCG) stood up by the Essex Resilience Forum (ERF) to coordinate the multi-agency response, and also through its vital role in enforcing law and order (including of the powers introduced by the Government to deal with people who do not comply with social distancing measures), promoting community safety and reassuring the public at this turbulent time.

Essex Police has maintained an operating status of "green" or "blue" (no impact) throughout the pandemic. A dedicated command structure and adaptations to ways of working have enabled the entire workforce to continue to carry out its policing duties in ways that protect its health and wellbeing. The investment made in officer recruitment over recent years, combined with the dedication of police officers and staff, have enabled the force to continue to provide visible patrols and community reassurance. In contrast to the national trend, sickness levels in Essex Police have actually decreased during the pandemic, and the force has experienced one of the lowest absenteeism levels nationally during this period.

Both the PFCC and Essex Police have devised and implemented new ways of delivering services whilst protecting statutory rights. Video consultations have been enabled between officers, detainees and their solicitors across Essex custody suites for the first time and the PFCC's Independent Custody Visiting (ICV) scheme has played an important role in ensuring that detainees have continued to be treated as expected (including in respect of access to PPE) during the outbreak. Applications to join the force have increased, and reconfiguration of the force's methods of delivering training in compliance with social distancing requirements have enabled all probationer training to continue, and delivery of the force growth plan to remain on track. All volume processes have transitioned across to a virtual platform, meaning that Essex Police has continued to hold promotion boards. Temporary changes made to the 7 Force Contract Standing Orders have continued to allow contracts that would usually be signed under seal to be approved via an electronic signature and witness. The depth and strength of collaboration across the emergency services and with other partners has also been quite phenomenal, with Essex's police and fire and rescue services both playing critical roles in activities such as the distribution of PPE and other essential kit and equipment to key sites across the county.

The PFCC has had a weekly briefing from the Chief Constable on the impact of COVID-19 on the force and its response, and has continued to be represented on the SCG as well as on some of the supporting Tactical Coordinating Groups (TCGs) and the ERF Communications Group. The PFCC has also continued to convene fortnightly video conferences of the Essex Criminal Justice Board (ECJB) to ensure that key stakeholders are kept informed of developments and effective channels of communication are maintained.

The PFCC, Chief Constable and other key leaders across Essex have been interviewed regularly by BBC Essex as part of series entitled Essex Unites to highlight how the public and partners across the county have come together during the pandemic and what the public needs to do to stay safe. A weekly written

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briefing has been prepared by the ERF Communications Group for distribution to all elected leaders and other key stakeholders in the county and the PFCC's office has also arranged regular, remote briefings of MPs. Both the PFCC and Essex Police have also introduced virtual solutions to support their direct interactions with the public. The PFCC has produced a regular vlog and both are continuing to engage with the public via social media.

The PFCC re-purposed £150,000 of its 2020/21 Community Safety Development Fund as a contribution to the Essex Coronavirus Response and Recovery Programme administered by the Essex Community Foundation to support voluntary and community organisations that responded to and have been adversely impacted by the pandemic. The PFCC has also funded the Chamber of Commerce to establish a business support helpline and to match offers of support from the business community with demand across the county.

The 2020/21 provisional outturn report for the force evidences the net expenditure on COVID-19 across two financial years is £4.533m. This expenditure has been met through Home Office funding for Medical Grade PPE of £1.415m, Income Loss Recovery of £1.148m, Surge funding of £0.674m, and COVID-19 enforcement and wider pressures funding of £1.303m; alongside cashable savings from non-pay expenditure budgets of £0.852m..

- 6.3 Progress made in addressing the significant governance issues identified in last year's AGS is summarised on the pages that follow.

Title	Action	Expected Delivery	Position as at 31 st March 2021
Demand Management	<p>Secure the ability of the force to manage existing and future demand, with an effective operating model of policing using the efficiency gains enabled by investment in new technology.</p> <p>Continue to encourage members of the public to report crime online.</p>	<p>Additional 151 officers to be funded through the national uplift programme and continued efficiency savings made by Essex Police.</p> <p>Essex Police to have an officer establishment of 3,369 by 31 March 2021.</p> <p>Further improvements in demand management to be demonstrated by March 2021 as the impact of additional officers and continued investment in technology is seen.</p>	<p>The Home Office grant to Essex for its share of the national uplift of 20,000 officers, along with the precept increase, has allowed another year of significant investment in police officers and staff. This, along with the continued attraction and recruitment of new officers into the force, resulted in the establishment as at 31 March 2021 and the Year 1 target of the national Police Uplift Programme being exceeded. Officer strength as at 31 March 2021 was 3,412.83 FTE; 43.83 FTE over the establishment of 3,369 FTE. This puts the force in a strong position to progress towards the achievement of the Year 2 uplift target.</p> <p>All crime fell by 11.4% (19,131 offences) in 2020/21 compared to 2019/20. However, this reduction has primarily been influenced by national restrictions on gathering and movement as a result of the COVID-19 pandemic. During the 2020 calendar year, the force received 6.3% fewer 999 calls (322,286 compared with 343,800) than in 2019 and answered these in an average of 7 seconds as opposed to 9 seconds. The Force Control Room received 0.3% more 101 calls (293,899 compared with 293,049) but answered them, on average, 12 seconds faster (in 3 mins 10 seconds compared with 3 minutes 22 seconds). The Resolution Centre received 8.9% fewer 101 calls (87,070 compared with 107,347) and answered them significantly faster, in an average of 5 minutes 23 seconds compared with 17 minutes 18 seconds in 2019.</p> <p>Assisted by this, the force's performance in relation to meeting emergency response target attendance times improved by 5.4 percentage points to 82.6% in 2020/21 compared with 2019/20.</p> <p>Single Online Home has been developed to provide additional services in response to the COVID-19 pandemic. In April 2020, as part of emergency measures to reduce pressure on the 101 system associated with the pandemic, Essex Police installed Live Chat facilities on its SOH website, operated by Force Control Room staff working from home on a 7am – 11pm, seven-day shift pattern. An online reporting mechanism for ASB was also implemented in May 2020. Consequently, Essex has seen a significant increase in online reporting during the pandemic, with 9,000 reports recorded in April 2020. The Live Chat function of Single Online Home hosted an average of 67 contacts per day during Quarter 4 of</p>

			<p>2020/21 that would otherwise have been routed via 101.</p> <p>The target savings and efficiencies set by the Force Efficiency and Savings Board in 2020/21 was £6.775m (2.25% of the MTFS). This target has been exceeded by £1.481m, with £5.772m cashable (£4.791m recurring) and £2.484m non-cashable savings being realised. £1.122m non-cashable savings are attributed to body worn video whilst £0.06m non-cashable savings have been realised through Single Online Home.</p> <p>Essex Police has been shortlisted in the Police Service of the Year category in the Improvement and Efficiency Social Enterprise (iESE) Public Sector Transformation Awards, which celebrate the most innovative practice in transforming local public services.</p>
Comprehensive Spending Review 2020	To continue to promote the case for an improved Government police grant allocation by working with the APCC, NPCC, and PACCTS to deliver an evidence based response to the Home Office. This response will inform the HM Treasury decision.	Favourable outcome from the provisional grant settlement for 2021/22 due to be announced in December 2020, and from the CSR.	<p>On 17 December 2020, the Government issued the police funding settlement for 2021/22, which allowed PCCs and PFCCs £15 precept flexibility without triggering a referendum. The Government also provided £413.6m for the recruitment of 6,000 additional officers nationally by March 2022. In light of the pressures on Essex residents as a result of the ongoing impact of the COVID-19 pandemic, the PFCC did not maximise the precept flexibility available for 2021/22. Instead, on 4 February 2021, the Police, Fire and Crime Panel approved a precept increase of 4.98%, equivalent to an increase of £9.90 a year, from £198.63 to £205.53, for a Band D property, raising an additional £6.014m in Council Tax receipts. The outcome of the Comprehensive Spending Review has not yet been announced.</p>

Title	Action	Expected Delivery	Position as at 31 st March 2020
Public confidence and victim satisfaction	Implement a new communications strategy and clearer engagement focus across the force in order to enhance the public's understanding of the work and successes of Essex Police, thereby increasing public satisfaction and confidence.	Improvements in public and victim satisfaction and confidence in local policing during 2020/21.	<p>The ongoing independent public confidence survey indicates that, during the 12 months to the end of December 2020, 76% respondents thought that local police were doing a good or excellent job, compared with 65% during the previous 12 months. 71% felt Essex Police understood community issues compared with 60% the year before, which moved the force above the average (67%) for its Most Similar Group (MSG) of forces. 54% agreed that Essex Police is dealing with crime and ASB in their area compared with 46% the year before. This is higher than both the MSG average (53%) and the national average (42%). Taking everything into account, 75% respondents reported having confidence in Essex Police, compared with 64% in the previous year. However, victims of crime continue to report lower levels of confidence and satisfaction than non-victims across a range of measures. This gap has remained constant with the previous year.</p> <p>The independent public confidence survey also assessed public opinion of Essex Police's approach to policing the Coronavirus restrictions and shows that, throughout the pandemic, just over 70% of those surveyed were supportive of the force's stance.</p>
Blue light collaboration	To promote collaborative working across blue light services, including greater efficiencies between Essex Police and Essex County Fire and Rescue Service and the successful transition to the 7Force Strategic Alliance.	<p>Sign off the PEQF contract. Make significant progress in delivering target milestones and efficiency savings within the key work streams within the 7Force programme:</p> <ul style="list-style-type: none"> • Procurement • Vetting • Forensics case management • IT convergence • A shared ERP <p>Digital Asset Management System (DAMS).</p>	<p>Strategic collaboration work has continued across Essex Police and the Essex County Fire and Rescue Service, especially in respect of fleet workshops and other shared estate. A shared rural resource pilot went live in the Dengie in November 2020.</p> <p>The PEQF contract was signed and completed by all 7F partners on 12 June 2020, after "go live" was paused from the beginning of April due to COVID.</p> <p>The 7F Strategic Alliance agreed the 7F Procurement closure report on 27 July 2020. The Post Implementation Review is currently underway.</p> <p>The 7 Forces of the eastern region migrated to the new Core Vet system in April 2021.</p> <p>The Full Business Case for a shared Forensics Case Management System was agreed by the Strategic Alliance on 14 January 2021. The contract was subsequently signed by all PCCs in April 2021.</p> <p>A pilot with the preferred supplier of a 7F DAMS agreed by the Strategic Alliance in July 2020 has concluded, however a contractual issue for Essex</p>

			<p>and Kent means that the project timelines are currently being reviewed. In respect of a shared ERP, it was decided in January 2020 that, in the absence of shared transactional services, the investment and risk required were too high for the level of business change. Following extensive discussions, it was further decided by the Strategic Alliance in January 2021 not to progress to Full Business Case for ICT convergence, predominantly due to financial challenges in some force areas. This may be revisited in two to three years' time.</p>
Recovery from the COVID-19 pandemic	<p>Develop and deliver actions to continue delivery of the Police and Crime Plan throughout 2020/21. Respond appropriately to any increases in certain crime types that may emerge as a result of the pandemic. Establish and respond appropriately to any impact on support services delivered by the voluntary and community sector. Continue to promote and progress video-enabled justice in order to increase the efficiency of the criminal justice system. Assess and respond appropriately to any subsequent loss of income due to reductions in Council Tax receipts (due to increases in non-payment and / or changes to the anticipated Council Tax base increase).</p>	<p>Demand and financial impacts on the local population and the force are mitigated as far as possible.</p>	<p>The response phase of the pandemic continued throughout 2020/21. Throughout this time, activity to deliver the Police and Crime Plan continued and, as noted above, all crime fell by 11.4% in 2020/21 compared to 2019/20. This equates to 19,131 fewer offences. Since May 202, the number of ASB incidents reported has generally increased when further restrictions have been implemented by the Government and decreased as restrictions have eased. Due to the proportion of time spent "in lockdown" during the year, overall Essex experienced a 46.2% increase in ASB incidents during 2020/21 compared with 2019/20. As referenced above, the PFCC re-purposed £150,000 of their 2020/21 Community Safety Development Fund as a contribution to the Essex Coronavirus Response and Recovery Programme administered by the Essex Community Foundation to support voluntary and community organisations that responded to and have been adversely impacted by the pandemic. Essex's response to Virtual Remand Hearings was swift and praised by local HMCTS colleagues. Like other forces, Essex experienced an impact on resources within the Custody Command which was mitigated to an extent by the creation of the Southend Remand Suite (SRS) to better enable administration of remand prisoners attending court virtually from police custody suites. The use of the SRS ceased in November 2020, with remand prisoners now being transported to court, thus reducing the average time a detainee spends in police custody. Essex Police also worked closely with firms of solicitors to establish a way that advice and representation in interviews could be achieved virtually, which is still in use across all custody suites. The overall workload within the criminal justice system is currently 75.7% higher than before the pandemic, with the main concern being Crown</p>

			<p>Court cases and the backlog of trials. Multi-agency meetings chaired by the PFCC are taking place on a fortnightly basis to monitor progress and identify further opportunities for maintaining and expediting this. This is also subject to an HMCTS recovery work package.</p> <p>Reporting to the Home Office on the financial impacts of COVID continues, in order that appropriate reimbursement can be considered.</p>
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Significant governance issues for 2021/22

6.4 Significant governance issues for consideration in 2021/22 are identified below:

Title	Action	Expected Delivery
Demand Management	Secure the ability of the force to manage existing and future demand, with an effective operating model of policing using the efficiency gains enabled by investment in new technology. Continue to encourage members of the public to report crime online.	Deploy an additional 184 police officers and an additional 19 police staff as part of the 2021/22 Force Growth Programme. Further improvements in demand management to be demonstrated by March 2022 as the impact of additional officers and continued investment in technology is seen. Deliver a total of £4.822m (£3.894m recurring) savings, comprised of cashable savings of £4.466m (£3.478m recurring) and non-cashable savings of £0.416m.
Comprehensive Spending Review 2020	To continue to promote the case for an improved Government police grant allocation by working with the APCC, NPCC and PACCTS to deliver an evidence based response to the Home Office. This response will inform the HM Treasury decision.	Favourable outcome from the provisional grant settlement for 2022/23 due to be announced in December 2021, and from the CSR.
Public confidence and victim satisfaction	Building on learning obtained from the approach taken to engagement during the COVID-19 pandemic, continue to enhance the public's understanding of the work and successes of Essex Police, thereby increasing public satisfaction and confidence.	Improvements in public and victim satisfaction and confidence in local policing during 2021/22.
Blue light collaboration	To promote collaborative working across blue light services, including greater efficiencies between Essex Police and the Essex County Fire and Rescue Service; through the Essex and Kent Police Shared Services directorate, and through the 7Force Strategic Alliance	Progress shared fleet workshops across Essex Police and the Essex County Fire and Rescue Service, along with further estate sharing in Harwich and Dovercourt. Implement collaborative Firearms, Shotguns, Explosives and Licensing (FSEL) administration across Essex and Kent as part of Operation Hexagon. Continue wider technological implementation of the Core Vet system through until autumn 2021. Agree future opportunities for 7F collaboration across the 14 corporation soles in summer 2021.
Recovery from the COVID-19 pandemic	Respond appropriately to any increases in certain crime types that may emerge as a result of the pandemic. Establish and respond appropriately to any impact on	Demand and financial impacts on the local population and the force are mitigated as far as possible.

	<p>support services delivered by the voluntary and community sector.</p> <p>Assess and respond appropriately to any subsequent loss of income due to reductions in Council Tax receipts (due to increases in non-payment and / or changes to the anticipated Council Tax base increase).</p>	
Government's PCC Review	<p>Respond appropriately to changes to the Specified Information Order, anticipated in May 2021.</p> <p>Respond to the anticipated Government consultation on potential changes to the Policing Protocol Order 2011.</p> <p>Respond to the anticipated Home Office consultation on giving a General Power of Competence to all PCCs.</p> <p>Otherwise engage as appropriate in Part 2 of the review, including through the PFCC continuing to form part of the Home Office's Advisory Group (if returned).</p>	The PFCC and the force will influence Government thinking, and therefore future national policy, relating to the role, remit and powers of PCCs.
Police and Crime Plan 2021 - 2024	Develop, consult on and secure Police, Fire and Crime Panel approval of a new Police and Crime Plan for the new electoral term	The PFCC will provide clear strategic direction to Essex Police as well as clarity to partners and the public concerning their commitments and priorities for improving community safety during the next electoral term.

The Police, Fire & Crime Commissioner for Essex

Interim Head of Finance to the PFCC for Essex