



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

Annual Report 2018-2019



The Town Centre teams launched across the county in July as part of the force's dedication to visible, frontline policing.



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POLICE, FIRE AND CRIME COMMISSIONER'S REPORT

Since being elected as your Police, Fire and Crime Commissioner in May 2016, and even before this as a district and county councillor, I have deliberately invested a considerable amount of time visiting communities in Essex and hearing directly from you about your concerns, hopes and aspirations.

It remains my firmly held belief that safe and secure communities are the bedrock on which we build success and wellbeing for all and your views really do matter to me as it is only by working together that we will be able to achieve this.

These conversations and further workshops with partners, the public, police officers and staff fed into the development and publication of the Police and Crime Plan 2016-2020. This Plan sets out seven priorities which, in turn, form the basis on which I hold the Chief Constable to account for the delivery of policing in Essex.

The seven priorities are:

- More Local, Visible and Accessible Policing
- Crack down on Anti-Social Behaviour
- Breaking the Cycle of Domestic Abuse
- Reverse the Trend in Serious Violence
- Tackle Gangs and Organised Crime
- Protecting Children and Vulnerable People from Harm
- Improve Safety on Our Roads

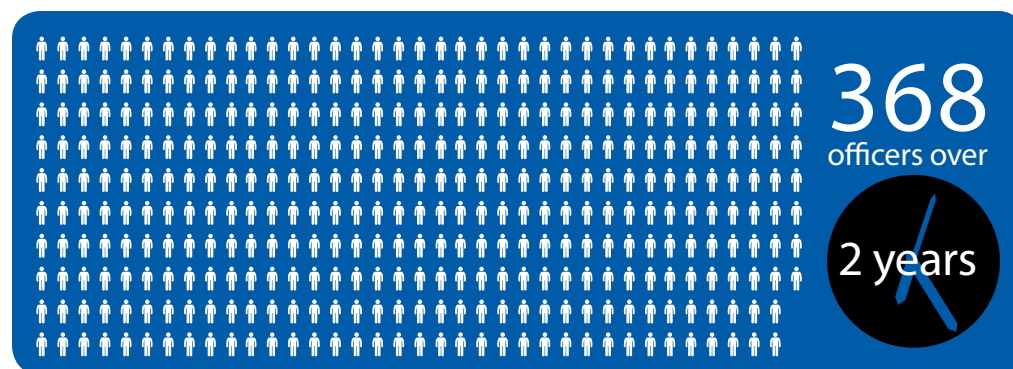
A consistent theme which I have heard across the county is the need for a more visible police presence which is accessible and embedded within your local communities. You want a police force that is effective and efficient in tackling crime but, importantly, that also works hard to prevent crime happening in the first place. We all want to live in communities where we do not need to fear crime, where criminals have no place to flourish and we can be safe and secure to go about our lives. Effective, visible policing alongside excellent partnership working and real engagement with local people plays an important part in fostering this relationship.

During 2018/19, we were able to budget for an extra 153 officers following the £12 increase (for a band D property) in the Policing element of local council tax. Over the year, Essex Police has successfully recruited these officers and more, bringing the total number of officers in Essex to 3,064, which is 61 officers more than the target of 3,003 officers Essex Police had been aiming for by this time. This extra recruitment

has given us a head start in recruiting the 215 extra officers in 2019/20 which are planned as part of the latest precept increase.

These extra officers have been recruited, trained and deployed through the year, with the majority taking up their posts between December 2018 and the end of March 2019. Two thirds of these extra officers have joined Local and Community Policing Teams across the county and will make a significant impact on the local, visible nature of policing; a key priority in my Police and Crime Plan. These deployments will significantly boost local policing where some of the most important, preventative work is being carried out.

This increase in police officers will bring the total number of officers in the Force by April 2020 to more than 3,200 - an extra 368 officers over two years - and put us on a more sustainable footing to tackle the demand we are currently experiencing.



While we have successfully secured additional resources and are growing the capacity of Essex Police, the challenges facing policing have continued to grow and develop. Over the year, the county as a whole has seen an increase in reported crime, especially that of complex and violent crimes. In Essex this increase has been smaller than the national average; however, it is a trend that we must reverse.

Over the reporting period, we have seen an 18.4 percent increase in all crime, including a 46.2 percent increase in domestic abuse and a 7.5 percent increase in violence with injury. The increase in the reporting of domestic abuse cases is positive as more victims feel confident in coming forward and reporting. This is being reflected in the significant increase in the number of cases being reported which are at the less severe end of what is reported, though still incredibly important to



have reported and to act on. The change in how stalking and harassment cases are recorded has resulted in more cases being recorded and has had an impact on the overall number of domestic abuse cases reported. In terms of violence with injury, the vast majority of these reports were actual bodily harm (ABH) which made up 83.45 percent of violence with injury cases. It is also worth noting 33.5 percent of all violence with injury cases were domestic in nature. While these figures are in line with national trends, it is a trend that in Essex we are determined to turn around by increasing resources and continuing to implement our clear, strong strategic approach. During the year, Essex also experienced a continued reduction in anti-social behaviour (5.9 percent reduction) and homicide (41.7 percent reduction), as well as a reduction in burglary (6.2 percent reduction).

As a county, Essex continues to experience an increase in criminal activity along County Lines and as a result of the violence that crosses into Essex from London and other urban areas. This type of criminal activity exploits and feeds off the vulnerable in our society, enticing them to enter into a life of crime. This has the damaging effect of increasing the criminal activity in our communities; it also destroys the lives of those young or vulnerable people groomed or otherwise exploited and led into this dangerous and corrosive lifestyle.

To confront this trend, I have brought together partners from across Essex to develop and deliver a Violence and Vulnerability Framework. The Framework is underpinned by a Violence and Vulnerability Unit which will have available to it a range of preventative and enforcement capabilities to reduce the exploitation of the vulnerable and crack down on the violence that has been affecting our communities. In November 2018, we successfully secured £664,000 from the Home Office Early Intervention Youth Fund to further extend our work in tackling violence and vulnerability. Essex County Council also pledged an extra £500,000 for the 2019-2020 financial year, creating a significant investment in tackling this issue. This proactive approach is just one example of where by working with our partners we have been able to develop new, exciting initiatives that are making a real difference in our communities.

Tackling violence and vulnerability

£664,000 extra Home Office funding

£500,000 Essex County Council funding

Our joint working with local councils has also taken a further step forward this year with a range of authorities providing new, additional funding for policing in their areas. Epping Forest District Council was the first council to set this up, with three officers funded during the 2018-2019 financial year. In Colchester, the local borough council has indicated they will be investing in extra officers for the Community Safety Teams and Rural Policing Teams, while Thurrock and Basildon are also investing in local policing in their communities. These partnerships offer more than just financial support for policing. They bind together local providers, creating tangible links between different organisations focused on resolving local issues for the benefit of their residents. This is why it is important to develop strong working partnerships as we know that we will see a significant impact on community safety within those communities.

During the year, we also said farewell to Stephen Kavanagh who stepped down as Chief Constable. Stephen served Essex exceptionally well and made a huge contribution to the safety and security of our county. Despite having to make a number of tough choices, Stephen maintained his commitment to his people and to delivering a high quality policing service, most notably achieving a good rating by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS). Stephen left the Force in a much stronger position than when he joined it.

Following Stephen's departure, we went through a rigorous and independent recruitment process and I was pleased to announce Ben-Julian Harrington as Essex's new Chief Constable. Ben-Julian joined the Force as acting Deputy Chief Constable in March 2017 following a 27-year career with the Metropolitan Police Force.

We have achieved a lot during the year and that would not have been possible without the continued commitment and dedication of the many people who work for and with Essex Police. While there are too many to mention here, I would like to personally thank them for their hard work and continued commitment. I would also like to thank you and others like you in your community who continue to support the police, who volunteer, who participate and who work together to ensure we have the communities that we all want to live in.

Roger Hirst

PFCC
POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX



CHIEF CONSTABLE'S REPORT

Essex Police has continued building on the successes of the previous year and has seen growth in the form of 153 new police constable posts with further establishment growth planned for the coming year.

I have been really proud to see outstanding work from officers and staff alike to strive to help people, keep them safe and catch criminals.

That work has resulted in a further reduction in the numbers of house burglaries, as well as a decline in incidents of anti-social behaviour. Essex broadly mirrors the national picture for crime overall and, in particular, is reflecting the countrywide rise in the numbers of offences of violence. Investment in this area will see a new Violence and Vulnerability Unit being established, bringing together partners and the police to take a long-term problem-solving approach to the issue and co-ordinate prevention, diversion and enforcement.

The work of our Operation Raptor teams in leading the activity to tackle gangs and County Line drug activity continues to see success. In 2018, we saw these teams arrest 618 people, seize 93 weapons and obtain prison sentences totalling more than 208 years.

In response to the increasing crime levels and the changing landscape of crime – cyber and digital - more constables will be recruited alongside more police staff members and Special Constables to help us meet that challenge.

Recruitment activity will focus on bringing in 215 new constables and 50 police staff posts. We will also be striving to attract more volunteers and special constables as these roles are essential to ensuring continued visibility in our local communities. Such commitments have seen us rise to have the second largest Special Constabulary in the country.

We are progressing with our recruitment activity to attract new officers, staff and volunteers from all of the communities in Essex. A new approach around targeted recruitment saw us more than double the numbers of applications from people from diverse backgrounds. Before the targeted campaign was launched, we saw 15 applications across a four-week period. In the month following, this rose to 32. I know that we still have some way to go to be fully representative of the communities we serve, but I'm confident plans are in place to improve our position. Indeed, part of that work also involves the formation of a diversity strategy which formalises our commitment to being a diverse and inclusive employer.

It's important to reference that this year saw me succeed Stephen Kavanagh in the post of Chief Constable. Stephen had provided strong leadership to the Force since May 2014 through some challenging events. I am privileged to have been part of the Essex Police family since April 2017 and now have the honour of leading the Force and its commitment to protect and serve the people of Essex.

Since taking up the post in October, I have spoken to almost 3,000 members of the Force on an internal roadshow to fully understand the challenges faced by my colleagues while also embedding my vision for Essex Police. At those roadshows, I have talked about where I see our main effort being focussed and that's encompassed in four Vs – victims, visibility, violence and vulnerability. Our priorities as a Force are underpinned by the Police and Crime Plan, as well as our values and the Code of Ethics.

Part of that leadership includes ensuring the organisation looks after its people and I am extremely proud of the services we provide to officers and staff who are affected by the nature of the work they do, especially where there continues to be an increase in the numbers of officers assaulted while on duty. In November, our collaborative Health and Wellbeing Team won a prestigious national award for the amazing work which continues around the Feel Well Live Well programme. In addition, our Occupational Health referral waiting list has been dramatically reduced and our managers are better equipped to support their staff back to work after ill health or injury.

Our collaboration activity with both Kent Police and Essex County Fire and Rescue Service is in a good place and we are seeing on-going benefits from efficiencies, including agreed joint working processes and co-location. The work by our estates professionals to consolidate the buildings we own so we can invest more money back into policing and make sure we are fit for the future has seen us progressing with plans to maximise the use of those buildings. This will be an on-going programme of work which is currently focussed around Chelmsford Police Station and the main Police Headquarters estate.

**Ben-Julian Harrington,
Chief Constable**



POLICE AND CRIME PLAN

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

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

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

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



Operation Meteor saw hundreds of officers, staff and volunteers provide residents with crime prevention information about how to keep their home and belongings secure using property marking.



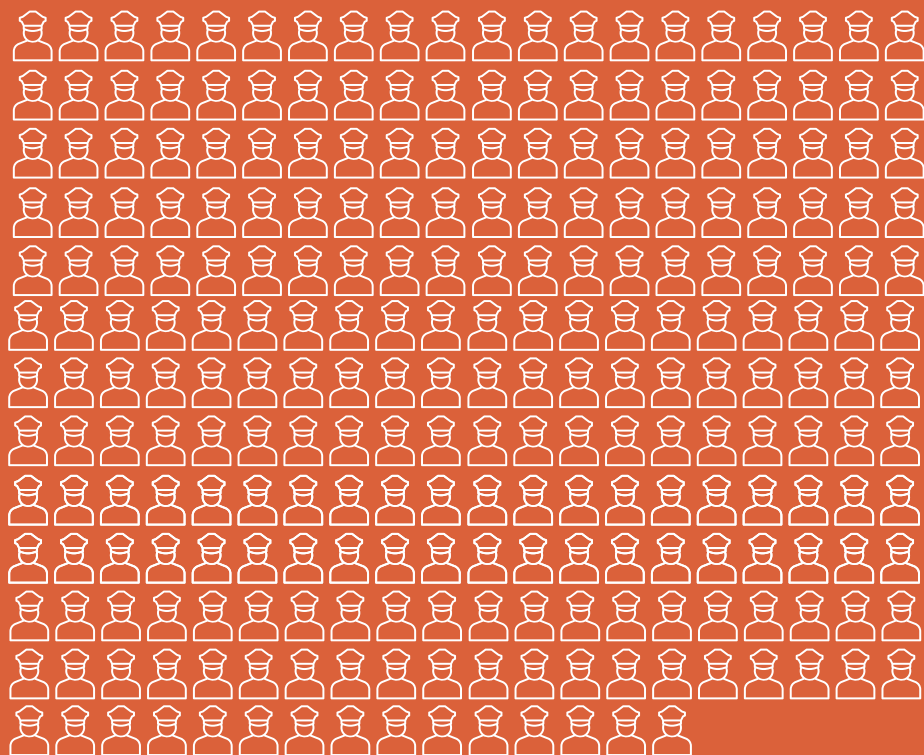
MORE LOCAL, VISIBLE AND ACCESSIBLE POLICING

PRIORITY

01

Officers from Chelmsford Town Centre team.

Local, visible accessible policing remains an important priority within the Police and Crime Plan and is an area where Essex has been leading the country.



An extra 215 officers

Essex Police is independently recognised by Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) as an efficient force that offers good value for money. Following a detailed and robust analysis of Essex Police and demand in the county, the Commissioner and Chief Constable were convinced that to offer the service the people of Essex wanted from their police and to deal with the increased demand being seen across the country it was necessary to secure additional resources.

Taking the evidence developed in Essex, the Commissioner was appointed as the finance lead for Police and Crime Commissioners across the country and led the work with the Home Office and Treasury to secure additional funding for policing nationally. This work secured the first increase in police funding in seven years. Over the year, the benefits of this increase have resulted in 150 officers being recruited, trained and deployed within communities in Essex.

The Commissioner's national role has continued in 2018-2019 and resulted in a further investment in policing. This is being raised through an increase in the local element of council tax during 2019-2020 allowing for public transparency in the process. This will result in a further increase of 215 officers in the total establishment for the Force.

It is expected that these officers will be recruited, trained and deployed throughout 2019-2020 with final deployment being completed by April 2020. By this stage, the number of officers will be more than 3,200 and at a level that the original analysis showed would provide a sustainable foundation to tackle demand. While this is significant progress, the Commissioner and Chief Constable are not complacent about the need for Essex Police to see further growth in future years and will continue to work hard together with the Government to press for investment.

Through the Comprehensive Spending Review process, the Commissioner is working on behalf of Police and Crime Commissioners nationally to support the Home Office in its bid to the Treasury for a long-term funding solution for policing. Through this, the Commissioner is setting out the significant, positive impact that proactive, preventative policing can have in Essex and how by investing upfront we can reduce our long-term costs while also creating the safe and secure communities that allow people to thrive and prosper.

During 2018-2019, Essex Police has done an excellent job recruiting high quality new officers and by the end of March 2019 there were 3,064 officers (FTE) working for Essex Police against a target of 3,003. This puts them in a good position for the coming year when recruitment will continue until they have reached the full increase in officers of 368. The new officers recruited during 2018-2019 are being trained and deployed in local policing across the county with every district achieving an increase in officers at least in line with that promised as a result of the 2018-2019 precept increase.

At the same time as recruiting more officers, there is continuing work to improve the efficiency of the force. The Commissioner and the force continue to invest in new technology and improvements in systems and processes as part of the Mobile First Programme. This will help to ensure officers and staff are as effective and efficient as they can be and has saved each officer 28 minutes per shift so far with more savings anticipated. Officers need to be spending as much time as possible out in the community, able to complete basic reporting and admin while they are visible and without having to waste time returning to stations. To achieve this, processes need to be as efficient as possible, using technology to free up officers' time and allow them to do more of the highly visible work communities want.

The growth in officers is also matched by the significant growth in the Special Constabulary. In the 2016-2020 Police and Crime Plan, the Commissioner committed to doubling the Special Constabulary and there has been significant progress towards achieving this goal. During the year, Essex became both the fastest growing Special Constabulary in the country and the second largest, with the Metropolitan Police Force's Special Constabulary being the only one in the country with more officers.

During 2018-2019, Essex Police Special Constabulary grew by 21 percent, with 90 additional officers. In total, they contributed 172,556 hours, 34 percent more than the previous year. Out of the total hours contributed, 68,952 hours were in high visibility roles such as local patrols in communities. This is a 54 percent increase compared to the previous year.

Officers from the Rural Engagement Team.



This growth is especially impressive given the huge recruitment of regular officers and the understandable decision by many Specials Constables to apply and secure positions as full-time officers. In fact, it is a sign of how far the force has come in recent years, that having joined the Special Constabulary so many officers decide to become full-time officers. The good news is that the force is not losing Specials; by becoming regular officers it is securing their skills, knowledge and expertise here in Essex.

The work being undertaken to expand the Special Constabulary is another example of the excellent partnership approach being taken across the county. In 2018, the Commissioner and Essex Police launched the Community Specials Programme at the Essex Association of Local Councils. This initiative creates a partnership between parish or town councils and Essex Police where the council help recruit and partially fund the training of a Special Constable and, once they are trained, they are deployed within that local community. This has been hugely popular with parish and town councils across Essex, with 28 signing up and the first four Community Specials being deployed in Witham and Halstead.

The Employer Supported Policing initiative is a way for businesses to support their staff to contribute as Special Constables within the community. This helps their communities by providing a stronger policing presence and is also helping the individuals and businesses involved by providing excellent training and development opportunities. During the year, the number of Special Constables supported through the Employer Supported Policing initiative has grown to 73, an increase of 28 officers.





297
active police cadets



25,000
hours of voluntary service

Essex Police has also continued to grow the Police Cadet Scheme, which includes a number of young people referred by schools and other organisations. By the end of the financial year, there were 297 active cadets in ten units across the county. These young people had completed about 25,000 hours of voluntary work supporting public awareness campaigns, providing advice and support direct to communities, and participating in training and parades. Three further units are due to open in Brentwood, Harwich and Uttlesford in early 2019-2020. Of those cadets who have reached the age of 18 and left the scheme, two have gone on to become Special Constables and a further two have gone into jobs with the force. By the end of 2019, it is anticipated the total number of cadets across the county will reach 400.

The Active Citizen scheme has also continued to provide a really useful service for the community. There are now 100 Active Citizens across Essex, each volunteering on average three hours per week making a combined contribution of 3,000 hours over the year. These volunteers help officers to provide community reassurance, provide safety advice and increase the visibility of Essex Police within communities.

In 2017, Essex Police launched its first Public Engagement Strategy with each district developing local plans to understand and systematically engage with their communities. This has led to a significant increase in engagement with a range of innovative and creative approaches being taken, from Street Weeks in Colchester to Coffee with Cops in Harlow. This on-going engagement is

contributing to a gradual increase in the confidence the public has in Essex Police. While more work is required, it is very promising to see these initiatives having an impact.

A key element of this priority is around the accessible nature of policing and one of the main causes of frustration in this area over the last few years has been the difficulties people have faced when calling 101. Police need to prioritise emergencies, where people need help urgently, so it is right that 999 calls continue to receive the priority that they do. However, it was clear when the Commissioner was elected in 2016 that the 101 service was not good enough and needed to improve. Since then, significant changes have been made with extra resources allocated in 2017-2018 and a clear development plan being established and implemented in 2018-2019. This plan included a range of measures from upgrading outdated technology to redeveloping business processes. These are starting to have an impact on the timeliness of the service the public receives. This is being supported by an increase in the number of people choosing to report crime online, which has increased by 105 percent during the year. While the performance of 101 is improving, it is clear there is still work to do and this remains an important area of focus for the Commissioner and Essex Police.



The Essex Police website has moved over to a new national format.



ANTI-SOCIAL BEHAVIOUR

PRIORITY
02



The number of anti-social behaviour (ASB) incidents has continued to fall from 49,329 in the previous year to 46,441 this year, a reduction of 5.9 percent. At the same time, we have seen the public's confidence that the police understand local issues improve over the last year.

ASB is defined as "any behaviour where the victim is suffering harassment, alarm, distress, nuisance or annoyance". As such, it covers a wide range of behaviours, some of which will be criminal and others which won't. Given this wide definition, the approach to tackling ASB has been focused on developing effective partnership working which supports effective problem-solving, so, in short, stopping ASB from happening in the first place.

Effective data-sharing and joint working between Essex Police, councils and housing providers has been shown to foster a stronger problem-solving approach and, in turn, has helped to reduce the number of incidents of anti-social behaviour. Across the county, there have been some excellent examples of where this type of partnership work is happening.

In Southend, the Community Policing Team is co-located with Southend Borough Homes in its Community Hub. This fosters greater information sharing and a joint problem-solving approach. This has resulted in all agencies involved discussing problems and managing investigations and incidents together.

Chelmsford was the first area to develop a formal information sharing agreement and this is now a model that has been replicated across the county. In Braintree, fortnightly hub meetings are held between the Police, Braintree Council, housing providers, Essex County Fire and Rescue Service and other relevant agencies. This has helped the partners focus on proactive responses to issues rather than only dealing with those issues that require an urgent response.

These local arrangements are happening in a variety of ways across the county, giving local people a say in identifying their priorities and bringing all relevant organisations together to achieve them for their communities.

Working with partners, this year Essex Police also launched the Crime Prevention Strategy which sets out a clear statement of intent on how to prevent crime happening. This strategy aims to tackle the complex causes of crime and community issues which can only be solved by partners working together – whether that's communities, councils, businesses or the voluntary sector. The launch of the strategy was supported by the countywide campaign Let's Talk About Crime which gave people simple, easy to follow steps on how to protect themselves and reduce the risk that they may become a victim of crime.

One area of significant growth over 2018-2019 was in the Community Safety Accreditation Scheme (CSAS). This scheme, now the largest in England and Wales, was recognised by the Home Office as an example of best practice. It gives accredited people low-level policing powers to issue Fixed Penalty Notices for littering, dog fouling and minor incidents of anti-social behaviour. In Essex, there are now 54 Accredited Organisations and 539 Accredited Persons such as community wardens, park rangers, housing officers, anti-social behaviour officers and parking partnership employees. This wider policing family has made a significant direct impact in communities, but also fosters closer working relationships and a more locally driven approach to resolving community problems.



Community Safety Partnerships (CSPs) form an important part of local policing with the 13 CSPs guiding local policing priorities. This is further supported by £270,488 of funding which is provided to CSPs from the Commissioner during the financial year to help them to meet their local priorities.



By their nature, these local arrangements are driven by local needs, so there are a wide variety of different models across Essex. Most policing districts now have a Hub within their area, based in either a local authority office or police station. These allow local partners to be physically based together.

In March, Chelmsford opened a new Hub based at Chelmsford City Council, which hosts the Community Policing Team, Council Services and the new countywide Violence and Vulnerability Unit. A new Hub at Castle Point also opened this year.

In Tendring, the Community Safety Hub has been based within Clacton Police Station for a number of years. It includes agencies such as Tendring District Council, Social Care, Victim Support and the Youth Offending Service alongside the Community Policing Team. There is a daily Tasking Conference Call, a monthly Problem Solving Meeting (case based problem-solving) and a quarterly Networking Meeting.

Epping Forest District Council has funded police officers to be fully seconded and co-located within its offices. The team has fortnightly tasking processes during which council departments can request police support and, following assessment by the Community Safety Partnership managers and Hub Sergeant, the requests can be accepted or rejected.

There are also Hubs in Basildon, Braintree, Colchester, Southend and Uttlesford, while Brentwood and Maldon police have bases within council offices.

During 2018-2019, there has been a continued growth in the successful use of restorative justice, both to help victims to recover and to reduce reoffending among perpetrators. This year, there has been an increase in referrals to the Restorative Justice Scheme of five percent, with a total of 447 cases dealt with over the year. The success of the programme is also shown by the continued positive feedback from participants. This remains high with 94 percent of participants being satisfied with the experience and 81 percent reporting that the process had a positive impact on them.

Promisingly, this year there has also been an increase in the range of cases referred to the scheme, with increases in crime types such as theft offences, public order offences, harassment and malicious communications offences. Cases involving a death have also increased from three referrals in 2017/18 to seven in 2018/19. As a result of the increasing use of restorative justice in these more serious situations, a small number of facilitators received extra training in handling sensitive and complex cases so they could effectively manage cases involving death and abuse.

This continued growth shows the potential of the scheme both in terms of the impact it can have in changing behaviour and reducing ASB, but also in supporting reducing reoffending in more serious offences.

The scheme is also an excellent example of the positive impact of volunteering with all referrals to the Restorative Justice Scheme carried out by a dedicated and well trained team of volunteers. During the 2018-2019 year, volunteers undertook almost 2,000 hours of restorative justice work. This really strengthens relationships within the communities we serve and makes the Essex Restorative Justice Scheme one of the most cost effective schemes in the country.

This partnership approach with local communities has also been supported through the Police, Fire and Crime Commissioner's Community Safety Development Fund. This fund has awarded more than £300,000 to different community groups across the county in grants of no more than £20,000. The Fund has supported a wide range of projects which promote community safety. Over the reporting period, the Fund received 99 applications and awarded funding to 25. Each application had to demonstrate how it would make a positive impact on at least one of the Police and Crime Plan Priorities. A panel of independent local representatives assessed the bids to ensure the projects reflected specific community priorities, worked with other existing commissioned or grant-funded activity, and provided good value for money for the taxpayer. In order to ensure initiatives aligned with local priorities and existing activity, applicants also had to engage with their local Community Safety Partnerships.

Recipients of the grants have included The Southend Youth Mixed Martial Arts Project, Witham Hang Out (youth group), Basildon SOS Bus, Colchester United Football Club and Southend Achievement Through Football.



CASE STUDY – MIXED MARTIAL ARTS PROGRAMME

Young people who have offended or who are at risk of offending due to anger and emotional challenges are turning their lives around through mixed martial arts.

Southend-on-Sea Borough Council, Southend Combat Academy and the Police, Fire and Crime Commissioner for Essex are working together to set youths on a better path for life.

The Southend Youth Mixed Martial Arts Programme was launched in an effort to encourage young people to channel their emotions in a more positive way by challenging and changing negative thinking patterns and behaviour through disciplines like boxing and kickboxing.

The project has been funded with £5,000 from the Police, Fire and Crime Commissioner for Essex's (PFCC's) Community Safety Development Fund covering three separate courses through the year.

Following the success of the Mixed Martial Arts Programme and the positive outcomes this project has demonstrated for young people, the Commissioner has awarded the group a further £14,040. The additional funding will expand the project further and engage young women at risk of exploitation by gangs.



More than 350 officers have joined Essex Police in 2019 helping to keep our streets safe.

BREAKING THE CYCLE OF DOMESTIC ABUSE

PRIORITY
03



While often hidden from public view, domestic abuse causes significant damage to victims, families and the wider community. Encouraging the reporting of domestic abuse and then ensuring victims are supported and perpetrators are tackled is an important priority in the Police and Crime Plan.

Over the last year, there has been another significant increase in the reporting of domestic abuse cases, with a 19.6 percent increase in the number of incidents reported to Essex Police. This has been partly driven by the introduction of new legislation around coercive and controlling behaviour and changes to how stalking and harassment cases are recorded. However, this also indicates the increasing willingness of victims to come forward and report incidents to the police. This is a positive step and reflects the hard work done at a county and national level with victims to offer them support in a timely and focused way.

To help with this increased demand, Essex Police strengthened its capacity during 2018-2019 by adding a further 21 officers to specialist Domestic Abuse Investigation Teams (previously known as Juno Teams). This was funded through the increase in the 2018-2019 police precept. These new officers will allow the teams across the county to focus on the earlier arrest of suspects for domestic abuse crimes and therefore promote effective investigation, safeguarding and victim care. A Specialist Domestic Abuse Investigators Course was also developed during the year to provide bespoke domestic abuse training to all current officers involved in high and medium risk domestic abuse crime investigations and those responsible for safeguarding high risk victims. All officers who respond to domestic abuse calls will also receive refresher training on the Harassment Risk Assessment Tool to ensure that cases are identified and supported at the earliest possible opportunity.

Essex Police play a vital role in tackling domestic abuse. However, it is important to recognise that the force can't solve this issue alone and the causes of domestic abuse and the interventions required to successfully tackle it require a true partnership approach. In Essex, the Police, Fire and Crime Commissioner and Essex Police work closely with other partners through the Southend, Essex and Thurrock Domestic Abuse Board (SETDAB).

Over the last few years, the Board has focused on five priority outcomes, including:

- Young People Enjoy Healthy Relationships
- Victims (Adults and Children) and those at risk or experiencing Domestic Abuse feel and are safe
- Victims (Adults and Children) are able to recover and move on to live independently
- Perpetrators are prevented from causing physical and emotional harm
- Communities have a greater awareness of what an abusive relationship is and how to report it and, as a consequence, feel safe

During the last few years, the Commissioner and Essex Police, working through the Partnership Board, have introduced perpetrator pathways which seek to address the behaviour of perpetrators and reduce their offending. This has led to the growth in more holistic approaches to tackling domestic abuse with groups in both Southend and Essex County Council's area looking to pilot operations where perpetrator disruption and rehabilitation are considered alongside the needs of the victims and their family through Multi Agency Risk Assessment



Conferences (MARACs). This model, used as part of the Columbus Project, takes the learning from the three-year Drive programme pilot. The Drive pilot was a national initiative created in partnership by SafeLives and Respect and funded by Social Finance, the Commissioner and Essex County Council. The Drive programme was able to demonstrate a reduction in the volume and severity of abuse by focusing work on the perpetrator. Essex was one of three areas nationally that piloted the initiative, which is now being rolled-out to a broader number of test areas.

The growth in the number of people reporting incidents of domestic abuse has largely been driven by focused awareness-raising campaigns carried out by the Board. This has given the Board a much better picture of the level of domestic abuse across the county. As a result, the Board during 2018-2019 has reviewed its strategy and developed an updated set of actions. Because there are now much higher levels of reporting, this strategy will be able to bring a more focused approach to addressing the causes of domestic abuse, tackling perpetrators and securing successful outcomes. It is worth noting that securing successful outcomes for Domestic Abuse cases remain challenging with significantly more work required. The approach by the Board will include an increase in activities such as early intervention with young people to promote healthy relationships and their personal responsibilities. Where crimes are committed, a robust approach must be taken that tackles the offending behaviour and provides the victims with the support they need to cope and recover.

£450,000 from Home Office VAWG Transformation Fund

In 2017-2018, the Commissioner on behalf of the SETDAB successfully secured £450,000 funding from the Home Office Violence Against Women and Girls (VAWG) Service Transformation Fund, to be utilised over three years. The funding helped to develop a multi-agency VAWG Perpetrator Pathway Model to reduce the harm caused by domestic and sexual abuse across Essex.

Funding from the programme has helped to deliver a number of interventions, including the Community Rehabilitation Company led perpetrator programme in prisons where small groups of ten perpetrators work together through a regular, structured programme designed to challenge previous behaviour and reduce the risk of their reoffending. Other projects include providing enhanced victim support through the Essex Rape Crisis Partnership and the Goodman Project which offers

one-to-one male mentoring to young men aged 13 to 18 who are at risk of entering into abusive relationships or are currently within an abusive relationship.

Another successful project funded through this programme of work has been the Bystander Training project. This provides specialist training to young people to build confidence in reporting cases of sexual violence, challenging abusive behaviour and increasing awareness and willingness to obtain support. The programme is run in partnerships with Essex University and Anglia Ruskin University and has been widely supported by students and led to the development of a healthy relationship campaign as well as increased activity and support from Student Unions.

During the year, a new domestic abuse helpline was commissioned on behalf of the Board and went live from the 1st April 2019. The service is being delivered by Southend-on-Sea Domestic Abuse Projects (SOSDAP) and is the new point of access for victims of domestic abuse across Southend, Essex and Thurrock; providing information, advice and guidance, and, where appropriate, assessment and access to specialist services. Its function is to increase accessibility to ensure victims of domestic abuse get the right support at the right time. It is accessible 24 hours a day and callers can speak with a trained member of staff and there will also be an online form for both public and professionals wishing to make a referral via its website.

Over the Christmas period, Essex Police also ran the innovative and highly successful Reflect Campaign. This campaign, developed in collaboration with support organisations, focused on getting perpetrators to reflect on their behaviour and seek help. This was built around the fact that until confronted by their own actions, many perpetrators aren't able to recognise what they are doing. The campaign focused on triggering this reflection and encouraging them to seek help to alter their behaviour. The campaign resulted in 29 perpetrators seeking help from The Change Project, attracted more views of the Change Project website than would normally view it in five weeks and reached more than 1.2 million people. The campaign also contributed to a nine percent reduction in the number of domestic abuse incidents reported over the Christmas holidays.



DO YOU NEED TO REFLECT ON YOUR BEHAVIOUR IN YOUR RELATIONSHIP?

Get help to change your abusive behaviour at www.thechange-project.org



#REFLECT
ON YOUR BEHAVIOUR

ARE YOU A BULLY TOWARDS YOUR PARTNER IN YOUR RELATIONSHIP?

Get help to change your abusive behaviour at www.thechange-project.org



#REFLECT
ON YOUR BEHAVIOUR

REVERSING THE TREND IN SERIOUS VIOLENCE

PRIORITY
04



During 2018-2019, the number of homicides in Essex decreased by 41.7 percent with 14 cases over the year. Over the same time there has, however, been an increase of 7.5 percent in violence with injury offences. This increase is partly down to increases in gang and County Line fuelled violence, including knife crime.

To combat the growing use of knives and violence Essex Police, along with partners from across the county, are increasing their work with schools and colleges, using targeted stop and search more frequently, alongside other community-based policing initiatives and taking an innovative approach to the long-term causes of violence and vulnerability.

On behalf of the Safer Essex Partnership early in the 2018-2019 year, the Commissioner established a Violence and Vulnerability Framework to set the strategic approach to tackling the long-term causes of violence and vulnerability. The Framework took a wider view of the causes of violence and drew on the health-based approaches to tackling violent crime which have been successful in other areas.

The Framework aims to:

- improve visibility and awareness of partnership activity around violence and vulnerability
- increase the occurrence and effectiveness of prevention and intervention activities
- identify opportunities to add value to existing and planned activities
- identify gaps in current and planned activities
- highlight areas where cross-border and partnership working would be beneficial

The Framework builds on the Government's Serious Violence Strategy and was the first of its kind in the country. Following the development of the Framework, the Commissioner, on behalf of Safer Essex, developed an ambitious bid for funding from the Home Office Early Intervention Youth Fund. This was successful and Essex secured £664,000, over two years, to help tackle the complex issues of serious violence and youth exploitation which have become a significant and growing concern for residents in every area of our county.

This funding has been further supported by Essex County Council which announced it would be making £500,000 available during 2019-2020 to the Police, Fire and Commissioner for Essex to support this important work.

The money is being used to establish a Violence and Vulnerability Unit and fund targeted interventions across the county to divert people from becoming involved in criminal activity. The Unit will include officers from Essex Police, the Youth Offending Service and other agencies. Together, they will undertake joint operations, interventions and ensure relevant data and intelligence is shared, helping all of the agencies involved to work more effectively together. Further details of the interventions funded through this programme are outlined under the Tackle Gangs and Organised Crime Priority.

SEXUAL VIOLENCE

In February 2018, the Commissioner facilitated a Sexual Violence Round Table with partners from across Essex, including many from the voluntary sector. Following the Round Table, the groups recognised the importance of working together to make a difference for victims of sexual violence. This led to a strengthening of the Sexual Abuse Strategic Partnership which now includes senior representatives from health, police, CRC (Community Rehabilitation Company), public health and the third sector. The strengthened Partnership is developing a shared strategy which will cover the whole of Essex and provide a strong, ambitious and consistent approach to tackling this type of serious crime.

One example of how this new partnership approach is making a difference is through the Synergy First Responder Scheme. Started in January 2019, this is a first in the country and gives victims access to relevant support within one working day of reporting an offence to police. The specialist teams are trained to provide initial support at the point someone reports a sexual offence. This includes emotional support, providing detailed information about the criminal justice process and providing access to specialist rape and sexual abuse counselling and advocacy services. Over the first three months the scheme has been running, First Responders received 150 calls from victims. All of these people received immediate support and 109 of them have continued to engage and receive on-going support.

Essex Rape Crisis Partnership also has an accessible direct phone line for victims to speak with an advisor to start getting support. The single Essex wide number was established in January 2017 and between then and the end of March 2019 has received 10,967 calls. A further 31,532 calls have been received through one of the three Essex Rape Centres over the same period.

Victims of sexual abuse also have access to specialist support through Essex Rape Crisis Partnership which offers an accessible and specialist support service through Independent Sexual Violence Advisors (ISVAs) and Community Wrap Around support. This service has proven to be very successful with at least 95 percent of

those using the service reporting being more in control of their lives, having better health and wellbeing, being more able to access further support and more able to assert their rights. During 2018-2019, there were 3,724 referrals to the service in relation to sexual violence. This is an increase of 22 percent on the total from the previous year.

Building on this strong partnership work, during 2018-2019 Essex became one of only five test areas in the country to be given greater powers to support rape victims. The decision by the Home Office gave the Commissioner full control of funding for the support of rape victims. This meant the Partnership has been able to use its local knowledge to plan, prioritise and commission specialist practical and emotional services such as those outlined above.

The move was part of a Government plan to boost funding for rape and sexual abuse support services by ten percent across the country, bringing it to £24m nationally over the next three years. This has resulted in £245,000 of extra funding in Essex which will go towards vital advice, support and counselling services to help victims to cope with and, as far as possible, recover from these devastating crimes.

Through the Community Safety Development Fund, the Commissioner also provides funding for a range of projects to tackle serious violence. Over 2018-2019, funding was provided to Southend Community Educational Trust which uses football to educate young people about the dangers of knife crime. Funding was also provided to Southend Vineyard for its Promise Project. This project supports a small group of trained female volunteers who provide discrete drop-ins for women in the sex industry where in-depth support is offered to help them to find routes out of prostitution.

The Commissioner also continues to support local drug and alcohol action teams to combat the issue of drug and alcohol use, which has a strong and proven link to crime. This funding is used by the three upper-tier local authority areas in Essex to supplement their existing funding and activity in this area. Specific funded activity includes the provision of specialist information and advocacy for young people affected by drugs or alcohol, activities with Trading Standards on tackling illegal tobacco, and the Full Circle service which works with individuals in the criminal justice system to tackle a range of needs, including substance misuse and mental health.





Offices undertaking public order training.

TACKLE GANGS AND ORGANISED CRIME

PRIORITY
05



Gangs and organised crime cause serious violence in our communities. They prey on the vulnerable creating a cycle of violence, vulnerability and exploitation. To tackle this problem within society, the long-term strategy is to disrupt and dismantle gangs and County Lines while identifying and safeguarding those at risk of exploitation by these criminal gangs.

The operational approach taken by Essex Police and its partners to deal with the issues of Urban Street Gangs (USGs) and County Lines within Essex is led by the Operation Raptor teams. All three Local Policing Areas (LPAs) have dedicated Operation Raptor enforcement teams which focus on carrying out enforcement activity to disrupt gang activity.

At a regional level, our collaborated Serious Crime Directorate with Kent Police works with the National County Lines Co-ordinating Centre, National Crime Agency, Met Police and Eastern Region Police Forces to undertake combined enforcement activity that targets the most harmful County Line operations in the region, including Essex.

While much of this operational activity is covert in nature, the examples below provide a flavour of the important work being carried out to disrupt gang and organised crime activity in Essex.

- In October, operational activity in Basildon and Southend resulted in the arrest of 13 people, including a 13-year-old boy for drugs supply offences. As well as securing these arrests, the operation also seized drugs, a 'zombie' style knife, a knuckleduster and an axe from offenders.
- In January, activity focussed on two drug lines operating across west Essex resulted in six arrests in Romford, South Ockendon, Tilbury and Dagenham. This was part of a wider intelligence led operation co-ordinated at a regional level with London and other neighbouring Forces. In total, this resulted in 23

search warrants being conducted and more than 60 arrests being made.

- In March, an operation in the north of the county resulted in 54 people being arrested in a three-week crackdown in Colchester and Tendring. During the operation, 136 stop and searches were conducted and officers and partners spoke with more than 600 residents who provided more than 160 pieces of vital intelligence.
- During the year, Thurrock gang culture also achieved local notoriety when local press reported on the C17 gang and their links to serious violence, 'Drill' music videos and drug-dealing activity. Working with partners, Essex Police was able to secure gang injunctions on four adults and five juveniles preventing them from entering Grays Town Centre, Beach Riverside Park or Lakeside Shopping Centre. Members were also restricted from making 'Drill' music videos, wearing face coverings and associating with other C17 gang members online.



- Other gang injunctions have been given to three members of the Chelmsford based GM gang, responsible for violence, anti-social behaviour, drug-dealing and burglary offences. These orders prevent them from associating with each other and people affected by the gang.
- Following a period of policing activity in Epping Forest District between May and November, 24 men and teenage boys were arrested for involvement in County Lines activity.
- During a police operation targeting drug-dealing, weapons and anti-social behaviour in Harlow town centre between July and December, 45 arrests were



made and 170 people were stopped and searched. This resulted in the seizure of a variety of weapons and drugs and the execution of four drugs warrants at addresses in the town centre. In addition to this, three Community Protection Warnings, one Community Protection Notice and two Criminal Behaviour Orders were secured, restricting access to the town centre for those committing offences or responsible for anti-social behaviour.

While this enforcement work is making a significant impact on gangs and organised crime, enforcement alone is not enough. A clear and co-ordinated approach must be delivered to divert vulnerable people from being drawn into a life of crime and to help others to escape from this dangerous and corrosive lifestyle. As outlined under the previous priority, the establishment of the Violence and Vulnerability Unit during the year, along with the significant funding allocated to the project, has provided a co-ordinated response to tackling this issue within communities.

As part of the work being co-ordinated by the Violence and Vulnerability Unit, a range of activities has been commissioned to divert people away from a life of crime. There will also be increased investment in awareness and education programmes as well as new, evidence-based interventions to prevent young people from being exploited by criminal gangs.

A wide range of interventions are being funded with a detailed, data-based analysis of the impact they are having underway to help the Unit to understand what is having the biggest impact. An evidence-based evaluation programme has also been funded which has identified national and local best practice to inform an evidence-based approach to future commissioning.

During 2018-2019, funding was provided for a number of interventions, including additional Trauma Informed Training courses which help frontline staff recognise the trauma that children are likely to have suffered, so when police or agencies engage with them they approach them with this knowledge and training.

A number of Firebreak courses, which teach basic firefighting skills to help build self-respect and team work, were delivered by Essex County Fire and Rescue Service focusing on individuals at risk of exploitation by criminal gangs. These courses are effective in building confidence and resilience and have proven effective in helping people to live safer lives. These sessions were delivered across the county with further courses planned in 2019-2020.

Focusing on the health sector, a new pilot intervention has also been developed in Basildon with Essex Youth Services. This places youth workers in emergency departments in key hospitals so they can engage with vulnerable young people presenting at accident and emergency departments. The youth workers will work

with the young people to build resilience, change behaviour and keep them safe from harm. The youth workers then link in with other support organisations to ensure they receive on-going support and, where appropriate, receive further educational or health services.

Additional funding has also been provided to the Children at Risk of Exploitation Programme provided by Children's Society East. This programme provides specialist one-to-one support for children, either vulnerable to exploitation or who have already started to become involved in gang activity. These specialist youth workers work alongside these individuals to move them away from criminality, to try to get them to re-engage with school and turn their lives around.

Essex Police, in partnership with Essex County Council, has recently received a Local Area Research and Intelligence Association (LARIA) award for its multi-agency geo-mapping of gangs and child exploitation, joining up data from across agencies to inform joint decisions with regard to threats and vulnerability in relation to child exploitation.

As part of the national week of action on knife crime, known as Operation Sceptre, in March 2019 Essex Police undertook a wide range of activities to raise awareness of the dangers of knife crime and what is being done to tackle it. Activities during the week included looking for hidden weapons, high visibility patrols and intelligence-led stop and search checks. The force also used knife arches at some of the county's train stations to disrupt criminals using the railway network.

Essex Police also took part in knife crime awareness events with Community Safety Partnerships and charities such as Only Cowards Carry, talked to children and young people about the dangers of carrying knives and worked with Trading Standards teams to raise awareness among shop owners about the law around selling knives and bladed objects.

During 2018-2019, Essex Police and the Police, Fire and Crime Commissioner continued to support the work of Only Cowards Carry. This local charity aims to educate and raise awareness of the dangers of knives and weapons as well as tackling gang culture, drugs and alcohol misuse and bullying which can all lead to increased levels of violent crime.

The charity continues to expand its successful Knife Amnesty Campaign with an additional eight knife amnesty bins introduced since September 2018, bringing the total to 14. Since these bins were introduced in 2015, 47,715 knives and weapons have been taken off of our streets.



Only Cowards Carry also runs a successful range of Weapon Awareness Workshops with 161 workshops delivered to secondary schools across Tendring, Chelmsford, Maldon and Brentwood.

47,715 knives taken off the street since 2015

Risk-Avert is an award-winning early intervention programme delivered by schools focused on Year 8 pupils (12 – 13 year olds). The programme uses a bespoke survey to identify young people who are vulnerable to or are already engaged in risk-taking behaviours or who have emerging emotional health concerns. Young people participating in the scheme report having a better informed awareness of risk, greater self-awareness and increased ability to handle real world problems. The majority also report improved resilience, wellbeing and a stronger belief in their own ability to succeed.

Modern slavery and human trafficking often go unnoticed within society and in recent years there have been shocking cases of exploitation and violence. To tackle this issue, the Commissioner and Essex Police have funded a Modern Slavery and Human Trafficking Co-ordinator to raise awareness of this crime and some of the types of activities that can indicate this type of crime is happening in the community. They work closely with Safeguarding Boards, businesses and local communities to build that awareness.

Working with the co-ordinator is a newly formed Modern Slavery and Human Trafficking Investigation Team and a new Victim Navigator is starting in Essex in early 2019-2020. This role will help victims to get the support they need and is being provided in collaboration with Hope for Justice.



PROTECTING CHILDREN AND VULNERABLE PEOPLE FROM HARM

PRIORITY

06



Protecting Children and Vulnerable People is a hugely important priority and an area which includes some of the most challenging cases dealt with by police and partner organisations. It covers a wide range of work from safeguarding vulnerable children, to ensuring that all victims of crime get the support they need to cope and recover.

During the 2018-2019 year, the Commissioner agreed a new three-year, £1.65 million contract with Victim Support to provide general support to victims of crime or people who have been affected by witnessing a crime. The Service aims to empower people when they feel they have lost control and help them to get the support they need, when they need it. In practical terms, Victim Support teams arrange a meeting to talk and ensure the victim receives emotional support in confidence or get advice on how to make their home more secure. If the team cannot help directly, they will refer callers to any one of 40 specialist partner organisations who can assist.

The new contract included the introduction of a range of new ways for those needing the service to be able to contact the service when they need it, either via phone, online chat, or face-to-face. The service received 47,771 referrals in 2018-2019 from Essex residents who had witnessed a crime or been a victim of crime.

Through the Strategic Hate Crime Partnership, the Commissioner and Essex Police have been heavily involved in the development of the Hate Crime Strategy for Essex. The strategy outlines five key themes that the Partnership will address. These are:

- 1) Understanding hate crime
- 2) Preventing hate crime
- 3) Increasing the reporting of hate crime
- 4) Increasing access to support for victims
- 5) Improving the operational response to hate crimes

During the year, the Commissioner has also funded a Hate Crime Co-ordinator through Victim Support. This role supports the delivery of the five key themes above by engaging with communities and community groups across Essex and raising awareness of hate crime. This awareness raising activity has been complemented by an increase in the number of Hate Incident Reporting Centres, safe locations where anybody can report a hate incident. These centres have expanded from 43 in 2017-2018 to 67 in 2018-2019, while the number of Hate Crime Ambassadors has grown from 450 to 579.

Through the Community Safety Development Fund, the Commissioner has also supported a Modern Slavery Co-ordinator in Southend. This role has created the Southend Against Modern Slavery Partnership. This partnership aims to:

- facilitate partnership working between community groups, the Police and statutory sector
- raise awareness within Southend about Modern Slavery
- work with other agencies to liberate, protect and support trafficked people who have been, or are at risk of being, exploited
- stimulate effective action through co-operation in order to stop Modern Slavery
- assist in the disruption of the activities of human traffickers



In Colchester, Stop the Traffik developed the Open Door Project to raise awareness with BAME communities of the exploitation of women and girls and promote the channels available to tackle this exploitation. The project undertook a range of activities including the identification of community champions, awareness training events and provision of support to victims.

Within Essex Police, the Crime and Public Protection Command has responsibility for investigating some of the most serious crimes against the most vulnerable in society and for tackling those offenders who pose the highest risk. Across the county, Public Protection Investigation Units are aligned to each of the Local Policing Areas and investigate the most serious adult and child sexual abuse incidents. As well as providing a robust deterrent to perpetrators and bringing offenders to justice, these units also support the vulnerable.

How rape incidents are managed has also been updated to provide a more balanced approach to how these cases are managed and victims supported. Investigators will now be able to use this revised guidance to manage both robust investigations and incidents which require more of a safeguarding approach. A dedicated resource has been identified in the Rape and Serious Sexual Offences Team to liaise directly with the Crown Prosecution Service to ensure the strongest possible case is put in front of the court. This also means that, where necessary, a quick and compassionate decision to finalise an investigation and make the appropriate safeguarding referrals can be made. This is shown to help those affected to cope and recover more quickly.

During 2018-2019, a number of officers were identified to form a dedicated team to investigate non-recent child abuse. This focus has allowed the team to build the specialist skills necessary to deal successfully with these types of cases.

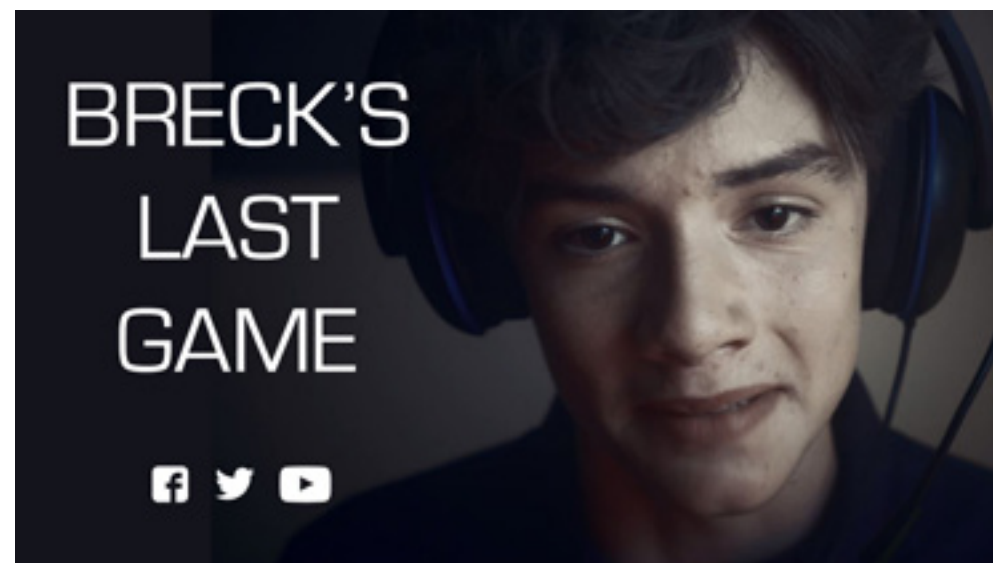
Training has also been rolled out to improve the use of police protection powers which help to protect children at risk. Essex Police has continued to work to build strong community connections across all communities in Essex to provide education about sexual offences, female genital mutilation and child chastisement.

In November 2018, the Police Online Investigation Team (POLIT) introduced a proactive monitoring system to identify offenders using the internet to access child abuse images. This has proven to be successful with additional resources provided from across the team to help fully utilise the system. This will ultimately result in more children being safeguarded and more offenders being able to be targeted.

The Commissioner also funded a number of initiatives to help to protect the vulnerable. In Basildon, the Commissioner has continued to fund the Basildon SOS Bus which provides support to vulnerable people in key night-time economy locations. Through Beacon House, funding is provided to relieve the poverty and

sickness of people who are homeless or at risk of becoming homeless. This holistic service provides activities and therapies to help to change the behaviour of those affected so they can develop more sustainable lifestyles.

Essex Police has recently launched a significant public awareness campaign focused around Breck's Last Game which highlights the dangers of online grooming and child sexual exploitation. It is a collaborative project between Leicestershire, Northamptonshire, Surrey and Essex Police and tells the real story of Surrey teenager Breck Bednar who was killed by Essex computer engineer Lewis Daynes in 2014 after months of online grooming. The main element of the campaign is a dramatised film for use as an education tool. Through the use of avatars, the film captures the events leading up to Breck's death and features the 999 call made to police by Daynes. The film is just over four minutes long and is designed to be shown to Key Stage 3 and 4 children (11 years upwards).



Helping Hands Essex is a specialist service that provides drug and alcohol support in both a residential and non-residential setting. On completion of the four-month programme and staying drug and alcohol free, those supported by the programme transition to a form of care that helps them to develop and sustain their recovery as they begin to reintegrate with society.

In April 2018, the Commissioner and Essex County Council, the seven Essex Clinical Commissioning Groups across Essex and NHS England jointly commissioned a new integrated health and justice service. This joined up contracts for police custody healthcare provision, liaison and diversion activity and street triage so that local residents receive an appropriate response as quickly as possible in a suitable setting, for instance a health-based place of safety.

The new approach provided an integrated, responsive and efficient service to those who come into contact with the Police, helping to divert people away from unnecessary contact with the criminal justice system. The annual value of the contract is £3.8m which is funded via a pooled budget. Performance is monitored by a single, joint group of commissioners from each partner agency.



IMPROVE SAFETY ON OUR ROADS

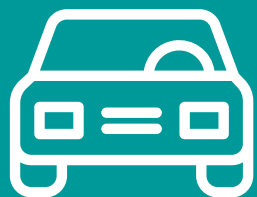
PRIORITY
07



Working through the Safer Essex Roads Partnership the Police, Fire and Crime Commissioner and Essex Police have continued to work hard to keep the roads in Essex safe. Provisional figures show that over the year, 887 people have been killed or seriously injured on our roads.

It is anticipated that once this data is finalised this will be 925, a slight reduction of the number in 2017-2018 which was 926. One area of significant change has been the number of motorcycle casualties which has reduced to 407 from a five-year average of 533. The number of young drivers aged between 17 and 25 involved in collisions has also reduced to 801, 16 percent below the five-year average.

One noticeable trend over the reporting period has been the increase in the number of accidents where drugs, particularly cocaine or cannabis, have been a contributory factor. At the same time, the Force has seen a 70 percent increase in the number of people arrested for driving while under the influence of drugs and a 11.6 percent increase in the number of people arrested for driving while under the influence of alcohol. To combat this increase in drug-related driving offences, Essex Police has provided new training and extra equipment, such as drug wipes, to Community Policing Teams and Local Response Teams. This has helped to target drug-related offences and helped to disrupt local drug-related crime.



11.6%
more people arrested
for drug driving

A significant proportion of those people arrested for drug-driving have either already been arrested for a similar offence previously or for an offence that indicates they are living a criminal lifestyle. This shows that providing a proactive road policing service has a broader impact than just catching people for road-related offences; it actively disrupts other criminal activity and, in particular, those linked to illegal drug supply.

During the financial year, roads policing has been used in a number of operations alongside other teams to target locations where intelligence shows criminality is happening and where the road network is being used for criminal activity, such as organised crime, the movement of drugs, vehicle-related crime, burglary and violence.

An example of this approach was an operation that happened in November 2018 where the team focused activities around the A13/A127 area. This two-day operation resulted in seven arrests for drug-driving, one arrest for drink-driving, one arrest of somebody wanted for fraud, one arrest of somebody wanted for threats to kill, three arrests for possession of a class A drug, 16 vehicles seized for no insurance, 116 seatbelt offences and 64 other traffic offences. These types of operations have a significant impact both on the safety of the roads, but also in tackling crime more generally. It is worth noting that during the year, nearly 80 operations like the one highlighted above have been carried out across the county.

While motorcyclists only account for 0.6 percent of road traffic, they make up 22 percent of all of the people killed or seriously injured on the roads of Essex. Young riders between the ages of 17 and 25 account for 35 percent of all motorcycle-related serious or fatal casualties. As part of the 2018-2019 Safer Essex Roads Partnership Safety Plan, the partnership focused its efforts on engaging with young people to reduce the number seriously harmed or killed. The Street Spirit campaign was launched as part of this work and offers young riders the opportunity to win a new motorcycle and safety equipment. The site also offers a host of resources around safety equipment, clothing, skills and hazards which are all designed to help to make safer decisions on the road.

Excess speed continues to be an area of public concern and as a way of addressing this in December 2017, Essex Police launched the Trucam project with Maldon Council. This trial scheme gave Maldon District Council Community Protection Officers the powers and equipment to enforce speed limits within their district. This project has been a great success with 171 deployments in the first three quarters of the year and 1,024 prosecutions.

While the direct results have been very positive, the opportunity to engage local communities in the selection of the sites has also created a stronger sense of ownership within the local community, helping to improve public confidence.

During the year, there has also been an increase in the number of collisions involving older drivers, especially those aged over 70. There were 384 in this group over the year compared to a five-year average of 377. This is part of a longer-term trend of an increasing number of collisions within this age group and against a backdrop of a general reduction in the overall number of collisions. It is also notable that collisions involving this group are more likely to be serious or fatal. This has led to the identification of a number of at-risk groups and individuals and, during 2019-2020, Safer Essex Roads Partnership will be introducing a 90-minute practical course for this high risk group of drivers to help to keep them and other road users safe.

During 2018-2019, there has also been considerable growth in the Community Speed Watch Scheme. This is now supported by Essex Fire and Rescue Service which has done a good job revitalising the Scheme and helping it to grow. By December 2018, the Scheme had 87 active groups and more than 870 volunteers. In the case of the Harwich Speed Watch Team, they have proactively reached out to parish councils outside of their own area to offer support and help. On the back of this development, the team has been offered the opportunity to trial Trucam speed detection equipment and use this to enforce speed limits in line with the Maldon trial detailed earlier. The use of volunteers to enforce speed limits in this way will be a first of its kind in the country and shows how by working together with communities, Essex Police can address local concerns and support strong and secure local communities.

During 2018-2019, the Safe Pass scheme was launched by Safer Essex Roads Partnership to reduce the risk to vulnerable road users. In this case, cyclists and horse riders. This scheme promotes a safe passing distance of 1.5 meters and has been promoted in Essex through multi-agency partnership days in Colchester, Chelmsford, Epping Forest, Southend and Basildon.

Essex Police also received national recognition at the National Transport Awards, winning the Road Safety Traffic Management and Enforcement Category for its Extra Eyes project. This initiative allows road users to forward footage to the police which they believe highlights dangerous or poor behaviour on the roads. During the 2018 calendar year, 2,718 reports were received containing hundreds of pieces of valuable evidence which have in turn led to hundreds of intelligence reports and convictions.



87

active groups



870

volunteers





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 (Essex is not an outlier when compared to other UK police Forces). Some of this increase will be due to the means by which Stalking & Harassment is now counted (following changes to Home Office Counting Rules), as well as internal improvements Essex Police has employed to ensure better Crime Data Accuracy (CDA). There has, however, also been a genuine rise in the number of crimes that are reported to police (i.e. those crimes that are not subject to changes in Home Office Counting Rules or CDA).



Rural Engagement Team leader Chief Insp Terry Balding meets the National Farmers Union's Adam Scott at Forest Lodge Farm near Ingatestone in Essex

Police and Crime Plan Priorities	Police Priority Indicators	12 months to March 2018	12 months to March 2019	Number Difference	% Difference	Direction of Travel
More local, visible and accessible policing	Percentage of people who have confidence in policing in Essex ¹	-	68.0	-	-	-
	<i>Confidence Interval</i> ²	-	1.1			
	Confidence in the local police (CSEW) ³	47.9	50.4	2.5	-	Improving
	<i>Confidence Interval</i> ²	5.6	4.3			
	Number of all crime offences	134,185	158,689	24,504	18.3	Deteriorating
Crack down on anti-social behaviour	Number of anti-social behaviour incidents	49,329	46,441	-2,888	-5.9	Improving
	Percentage of people who have confidence that the policing response to ASB is improving ⁴	69.0	67.0	-2.0	-	Stable
	<i>Confidence Interval</i> ²	1.1	1.1			
Breaking the cycle of domestic abuse	Number of incidents of domestic abuse	34,992	41,840	6,848	19.6	Deteriorating
	Number of repeat incidents of domestic abuse	15,026	19,133	4,107	27.3	Deteriorating
	Percentage of domestic abuse offences solved	17.7	12.9	-4.8	-	Deteriorating
Reverse the trend in serious violence	Number of homicides	24	14	-10	-41.7	Improving
	Number of violence with injury offences (new definition from Nov 2017)	13,704	14,731	1,027	7.5	Deteriorating
Tackle gangs and organised crime	Number of Organised Criminal Group disruptions ⁵	-	16	-	-	-
	Trafficking of drugs arrests	1,337	1,498	161	12.0	Improving
Protecting children & vulnerable people	Number of child abuse outcomes ⁶	289	200	-89	-30.8	Deteriorating
	Child abuse solved rate	9.4	5.3	-4.1	-	Deteriorating
Improve safety on our roads	Number of driving related mobile phone crime on Essex roads	2,589	2,603	14	0.5	Deteriorating
	Number of driving under the influence of drink and/or drugs on Essex roads	2,221	3,024	803	36.2	Deteriorating
	All people killed or seriously injured (KSI) in road collisions ⁷	923	925	2	0.2	Stable

¹ Question from Essex Police's own confidence and perception survey. Results are for the period 12 months to September 2018.

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.

³ Crime Survey for England and Wales (CSEW): 12 months to September 2018 vs. 12 months to September 2017.

⁴ Question from Essex Police's own confidence and perception survey. Results are for the period 12 months to September 2018 versus the same period the previous year.

⁵ Data is for January 2019 to March 2019; no comparison data is available due to changes in the definition of what constitutes an OCG disruption. Activity is now recorded rather than the number of people arrested. If there was a day of action, for example, and five people were arrested, this would formerly have counted as five disruptions, but now will count as one. The change stems from confusion over the previous guidelines, with police Forces counting disruptions in different ways.

⁶ Solved outcomes are crimes that result in: charge or summons, caution, crimes taken into consideration, fixed penalty notice, cannabis warning or community resolution.

⁷ '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. This is a provisional figure, due to the national recording system (CRASH) being unavailable whilst being updated.



FINANCIAL REVIEW

In recognising the respective responsibilities of the PFCC and Chief Constable all assets, liabilities and contracts remained in the name and ownership of the PFCC whereas the majority of police staff along with Police Officers and PCSOs are employed by the Chief Constable. The staff structure of the Office of the Police and Crime Commissioner consists of 21 permanent staff supplemented by additional contract staff recruited to deliver short term pieces of work in response to the demands of the service. The PFCC chairs the Strategic Board which governs major programmes of change including the Strategic Change Programme.

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

In setting the budget and precept for 2018/19 the PFCC had to comply with the Government's limit for excessive rises in council tax. This was set at increases of above £12. In January 2018 the PFCC set a precept increase of 7.62% resulting in a band D council tax of £169.02. For each year in office the PFCC has increased the precept up to, but not exceeding, the level determined by the Government to be excessive. This policy was to help address the historic low precept base in Essex in the light of substantial budget savings necessary to support the Government's fiscal plan and also to support local investment in services. After several years of increasing the precept the level of the precept in Essex was still one of the lowest of the shire Forces. Following the increase in the Government's limit for precept increases to £24 for 2019/20, the PFCC has increased the precept for 2019/20 by £23.94 from £169.02 to £192.96, an increase of 14.16% in order to invest an additional £8.5m into front line policing services.

MEDIUM TERM FINANCIAL STRATEGY

The Medium Term Financial Strategy (MTFS) addresses future challenges. The MTFS was approved by the PFCC in January 2018 and over the next five years £21.8m savings are to be found. The MTFS is continually reviewed during the financial year as future challenges are reviewed.

To help fund £9.6m investment in 2018/19, planned savings of £3.5m were identified at 2018/19 budget setting and achieved during 2018/19. The majority of the savings were from non-pay savings, Support Services and the Serious Crime Directorate.



MEDIUM TERM FINANCIAL STRATEGY 2019/20 - 2023/24 - PRECEPT INCREASE £24 IN 2019/20, 2% IN 2020/21 & 0% FROM 2021/22

	2018/19 Budget £m	2019/20 Budget £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	5 Year Total £m
Original Budget - Budget Book Net Expenditure (prior year total funding)	268.9	277.4	297.6	301.1	302.7	304.3	
Adjustment from prior year activity agreed at Budget Setting	0.6	(0.3)	(1.1)	0.0	0.0	0.0	
Opening Budget Requirement	269.5	277.1	296.5	301.1	302.7	304.3	
Unavoidable Cost Pressure	1.5	8.1	5.7	4.5	4.5	5.1	27.9
New Investment & Service Demand Changes	9.6	15.6	4.3	1.0	0.9	0.4	22.2
Short Term one-off costs	2.3	5.0	1.7	1.9	1.8	1.0	11.4
Transfer to / from Reserves - one-off costs	0.8	(0.5)	0.0	0.0	0.0	0.0	(0.5)
Short Term one-off costs - to be allocated	0.0	0.0	1.2	1.0	1.1	1.9	5.2
Removal of one-off costs - Short Term budget already in base budget	(2.8)	(2.9)	(2.9)	(2.9)	(2.9)	(2.9)	(14.5)
Budget Requirement - before Savings & Efficiencies	280.9	302.4	306.5	306.6	308.1	309.8	
Government Funding	(169.6)	(172.9)	(172.9)	(172.9)	(172.9)	(172.9)	
Council Tax - Base including taxbase change	(98.7)	(107.9)	(124.7)	(128.8)	(130.4)	(132.0)	
Council Tax - Precept increase	(7.5)	(15.3)	(2.5)	0.0	0.0	0.0	
Council Tax - surplus on Collection Fund	(1.6)	(1.5)	(1.0)	(1.0)	(1.0)	(1.0)	
Total Funding	(277.4)	(297.6)	(301.1)	(302.7)	(304.3)	(305.9)	
Annual (Shortfall) / Surplus before cashable Savings & Efficiencies Plans	(3.5)	(4.8)	(5.4)	(3.9)	(3.8)	(3.9)	(21.8)

FUNDED BY:

Strategic Change Savings & Efficiencies Plan (S&EP) - cashable	(3.5)	(4.8)	(1.0)	0.0	(2.0)	0.0	(7.8)
Annual (Shortfall)/Surplus after cashable S&EP - to be (found) / invested	0.0	0.0	(4.4)	(3.9)	(1.8)	(3.9)	(14.0)

A. Key % Assumptions						
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Overall Reduction in Home Office grants	0.0%	3.5%	0.0%	0.0%	0.0%	0.0%
Increase in Council Tax	7.62%	14.16%	2.00%	0.00%	0.00%	0.00%
Change in Taxbase	1.33%	1.26%	1.25%	1.25%	1.25%	1.25%
Inflation Recurring - Officers Pay	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Inflation Recurring - Staff/PSCOs Pay	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%



PRINCIPAL RISKS AND UNCERTAINTIES

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

Below is the main risk from the PFCC's Risk Register:

- Failure of Emergency Services Mobile Communication Programme (ESMCP) to deliver proposed benefits and service on time, with consequential negative impacts on local policing and fire and rescue budgets.

The PFCC's risks are mitigated by having a Treasury Management Strategy in place setting out how cash is managed; regular Performance & Resources Boards and Strategic Boards are held that track the progress of key initiatives; additional funding has been approved for additional police officers in 2018/19 and 2019/20 assigned to local policing and the Strategic Board has oversight of the delivery of the capital and revenue transformation projects.

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

- Athena: Business Continuity - Stability and performance issues within the system may lead to intermittent or loss of service.
- Athena: Legal / Contractual - This is a significant and expensive IT enabled change programme and, despite the best efforts and good faith of all concerned, there is the potential for legal / contractual dispute.
- Data Quality: Inadequate data capture and recording may inhibit the Force's ability to identify the risk factors that precede a critical incident.
- Digital Crime; Capacity and Capability: The overarching digital strategy requires management and co-ordination across the Force and with multiple external stakeholders. It is possible that progress will be slower than anticipated and that funding and internal capability and capacity will make it difficult to progress in some areas.
- Public Confidence and Victim Satisfaction: Changes to the Force structure and the way in which services are provided to the public and victims could impact on public confidence and victim satisfaction.
- Essex Police fails to appropriately action all applications within the Information Rights area of business within statutory or judicial timescale.
- General Data Protection Rules (GDPR) Non-Compliance: Failing to prepare for GDPR Compliance, inability to deal with data breach notifications, with the failure to conduct data inventory and mapping.

- Financial Implications Delays to Emergency Services Mobile Communications Programme (EMSCP): Cost will continue to escalate due to the continuing delays of ESMCP and the Emergency Services Network in delivering a credible, comprehensive and fit for purpose communications solution.

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

The strategic risks are reviewed at the quarterly Risk Star Chamber, chaired by the Deputy Chief Constable and challenged by the Joint Audit Committee on a regular basis.

2018/19 FINANCIAL PERFORMANCE

The table overleaf shows budgeted and actual net revenue expenditure, the sources of funding and the transfers from earmarked reserves and the General Reserve in a form representing the management accounting balance for the Group. The management accounting balance is the form recognised in setting the PFCC budget and Council Tax precept for 2018/19. The Net Revenue Expenditure excludes depreciation, pension liabilities, accumulated absences and other items which do not have an impact on the transfer to or from the General Reserve. These charges are included and accounted for in the Comprehensive Income and Expenditure Statement (CIES) within the Core Financial Statements in accordance with proper practice.

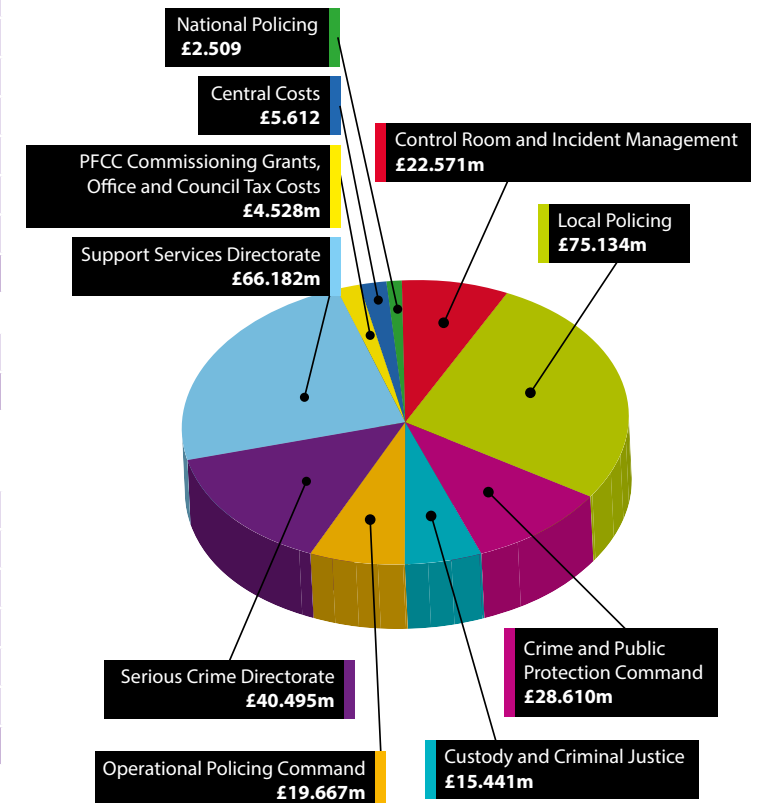
The original budget of £277.429m was underspent by £0.373m after planned withdrawals from the General Reserve of £3.400m for the new Transformational Operational Reserve contribution of £2.7m and £0.7m to fund the increase in motor insurance premiums. A contribution of £0.031m was made to the General Reserve for an adjustment notified by local councils to the collection fund income after the 2018/19 budget had been set. The total net withdrawal from the General Reserve was £2.995m.

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



	2017/18				
	Group				
	Original Budget	Virements	Current Budget	Actual	Variance
	£000	£000	£000	£000	£000
Police Officer Pay and Allowances	161,289	2,538	163,827	166,851	3,024
Police Community Support Officers	2,897	433	3,330	3,295	(35)
Police Staff Pay and Allowances	79,065	1,401	80,466	77,929	(2,537)
Police Officer Pensions (Ill Health / Medical)	4,393	0	4,393	4,578	185
Training	1,139	235	1,374	1,702	328
Other Employees Expenses	186	535	721	779	58
Premises	10,320	628	10,948	11,064	116
Transport	4,542	879	5,421	5,759	338
Supplies and Services	28,686	6,183	34,869	33,381	(1,488)
Third Party Payments	5,604	313	5,917	6,648	731
Other Expenditure Including Savings Programme	1,506	(15)	1,491	820	(671)
Gross Revenue Expenditure	299,627	13,130	312,757	312,806	49
Income	(23,012)	(8,623)	(31,635)	(32,057)	(422)
Net Revenue Expenditure	276,615	4,507	281,122	280,749	(373)
Sources of Funding					
Police grant	(101,347)	0	(101,347)	(101,347)	0
Formula Funding Grant	(55,149)	0	(55,149)	(55,149)	0
Council Tax Precept	(106,246)	0	(106,246)	(106,246)	0
Council Tax Freeze Scheme	(2,133)	0	(2,133)	(2,133)	0
Council Tax support Grant	(10,992)	0	(10,992)	(10,992)	0
Collection Fund Surplus	(1,562)	(31)	(1,593)	(1,593)	0
Total Sources of Funding	(277,429)	(31)	(277,460)	(277,460)	0
Deficit / (Surplus) before transfer to Earmarked Reserves	(814)	4,476	3,662	3,289	(373)
Transfer to/(from) Earmarked Reserves	814	(1,108)	(294)	(294)	0
Transfer from/(to) General Reserve	0	3,368	3,368	2,995	(373)

AMOUNT SPENT ON POLICING SERVICES IN 2018/19



	PFCC		
	Current Budget	Actual	Variance
	£000	£000	£000
Police Officer Pay and Allowances	2,014	1,788	(226)
Training	1,373	1,695	322
Other Employees Expenses	163	238	75
Premises	10,948	11,064	116
Transport	4,432	4,610	178
Supplies and Services	34,523	32,940	(1,583)
Third Party Payments	5,068	5,781	713
Other Expenditure Including Change Programmes	818	820	2
Gross Revenue Expenditure	59,339	58,936	(403)
Income	(31,635)	(32,057)	(422)
Net Revenue Expenditure	27,704	26,879	(825)
Sources of Funding			
Police Grant	(101,347)	(101,347)	0
Formula Funding grant	(55,149)	(55,149)	0
Council Tax Precept	(106,246)	(106,246)	0
Council Tax Freeze Scheme	(2,133)	(2,133)	0
Council Tax Support Grant	(10,992)	(10,992)	0
Collection Fund Surplus	(1,562)	(1,593)	0
Total Sources of Funding	(277,460)	(277,460)	0
Deficit / (Surplus) before transfer to Earmarked Reserves	(249,756)	(250,581)	(825)
Transfer to/(from) Earmarked Reserves	(294)	(294)	0
Transfer from/(to) General Reserve	(250,050)	(250,875)	(825)

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 Police, Fire and Crime Commissioner
- Expenditure including, police operational and service expenditure
- Income

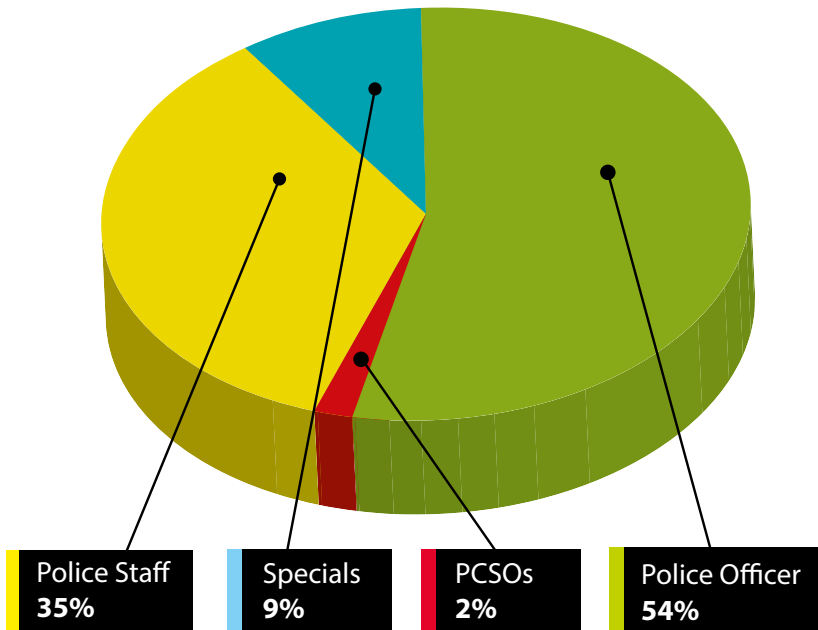
All other expenditure is included in the Chief Constable's accounts.



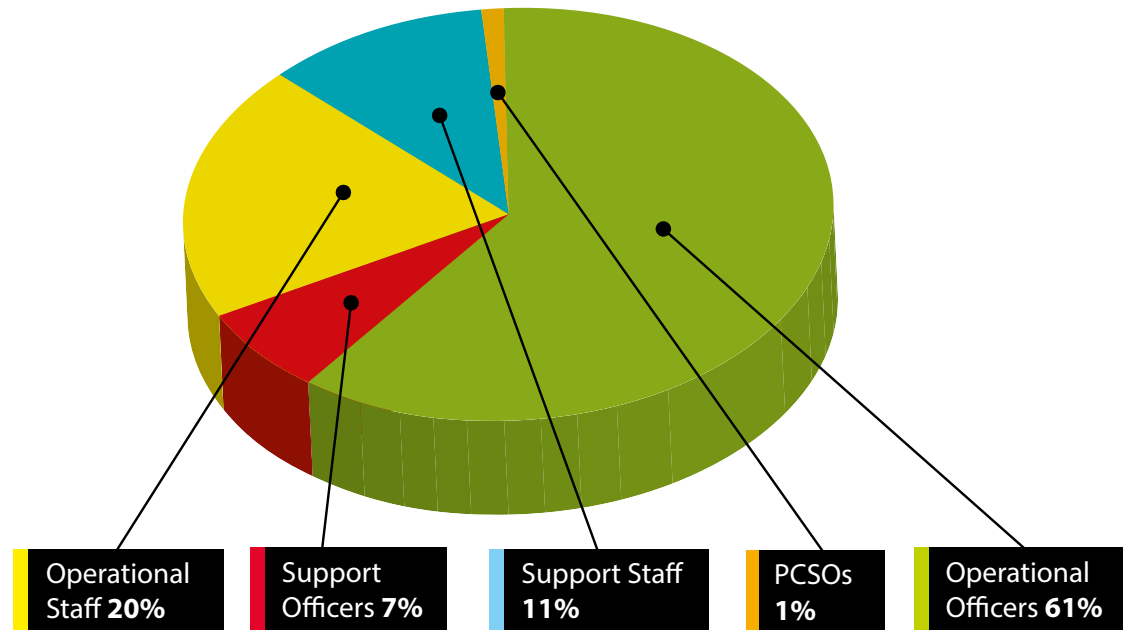
	Police Officers		PCSOs		Staff		Specials	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs
31st March 2018	2,850	2,950	102	92	2,045	2,002	532	427
Net in-year change	153	114	6	16	44	22	22	90
31st March 2019	3,003	3,064	108	108	2,089	2,024	554	517

The above table shows in 2018/19 the budgeted police officer numbers increased by 153 FTE's and by the end of the year the strength had increased by 114 FTE's, exceeding the budget by 61 FTE's. The budgeted FTE's in 2019/20 is 3,218, an increase of 215, and the 2018/19 increase has assisted in meeting the 2019/20 target. The table shows the PCSO numbers increased by 16 FTE's during the year, the number of police staff has increased by 25 FTE's and the Specials increased by 90 FTE's.

PROPORTION OF ACTUAL OFFICERS/STAFF AT 31ST MARCH 2019



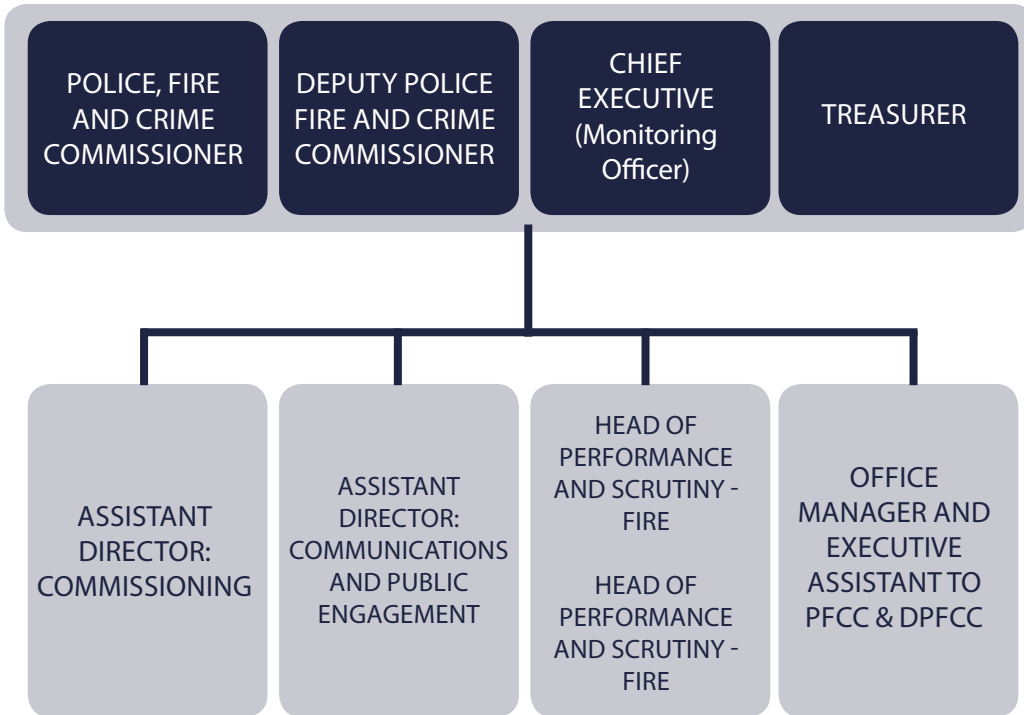
PROPORTION OF PAY COSTS 2018/19



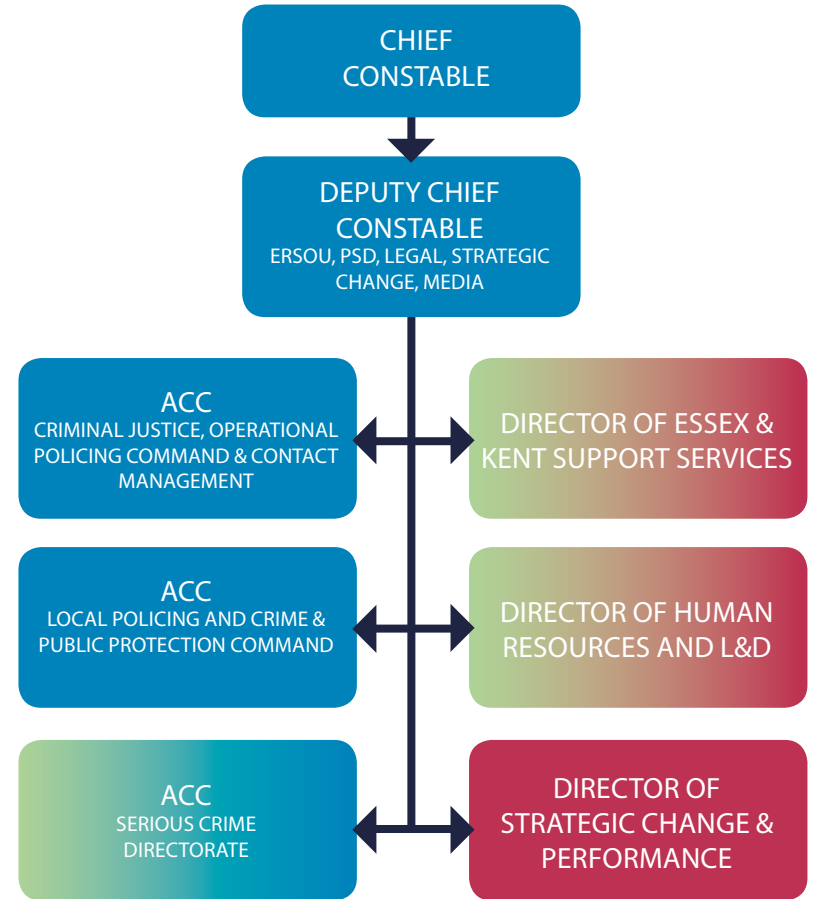
The organisational staff structures for the OPFCC and Essex Police are shown below.



OFFICE OF PFCC STAFF STRUCTURE



ORGANISATIONAL STRUCTURE



■ ESSEX POLICE OFFICER
 ■ ESSEX / KENT POLICE OFFICER
 ■ ESSEX POLICE STAFF
 ■ ESSEX / KENT POLICE STAFF



CAPITAL EXPENDITURE

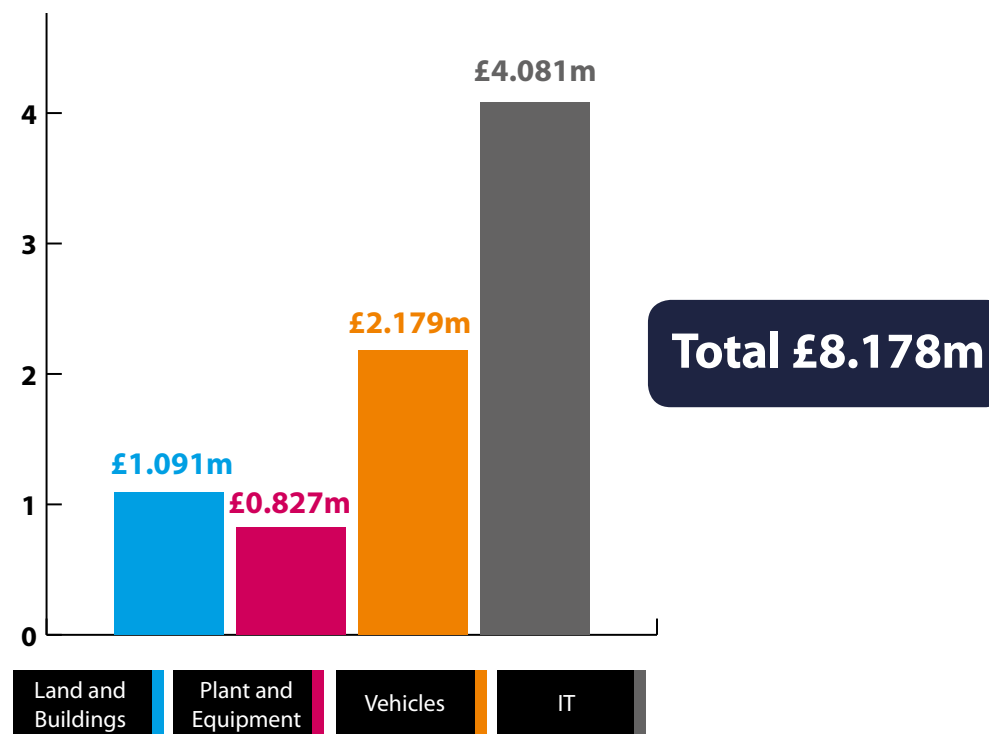
A capital investment programme amounting to £4.395m was approved in January 2018 with an additional investment of £9.595m for projects subject to final approval to commence during 2018/19 to be spent on a range of projects to maintain the infrastructure needed to support effective and efficient front line policing. At the quarterly Strategic Board, chaired by the PFCC, the overall capital programme is reviewed and capital projects are submitted for final approval. In 2018/19 £8.178m was invested and significant projects include:

- i) On the police estate building refurbishment works amounting to £1.1m.
- ii) Investment IT of £4.1m including expenditure on mobile technology, handsets with technology that allow officers the freedom and agility to provide services to the public at the point of contact without the need to return to the police station in order to update systems and submit paperwork. In addition, the annual programme included replacement of servers, printers, docking stations, desktop and laptop computers along with the wider IT infrastructure and telephony network.
- iii) The annual fleet replacement programme where 133 vehicles were purchased at a cost of £2.2m.
- iv) Investment in the Automatic Number Plate Recognition (ANPR) infrastructure facilitating the tracking of criminal offenders amounted to £0.2m.

CAPITAL BUDGET AND EXPENDITURE 2018/19

Capital Expenditure Projects	Approved Budget Jan 2018 £000	Actuals 31 March 2019 £000	Variance £000
ANPR	197	168	(29)
Land & Buildings	342	1,091	749
IT	1,517	4,081	2,564
Vehicles	2,146	2,179	33
Other	193	659	466
Total	4,395	8,178	3,783

CAPITAL EXPENDITURE 2018/19



CAPITAL INCOME

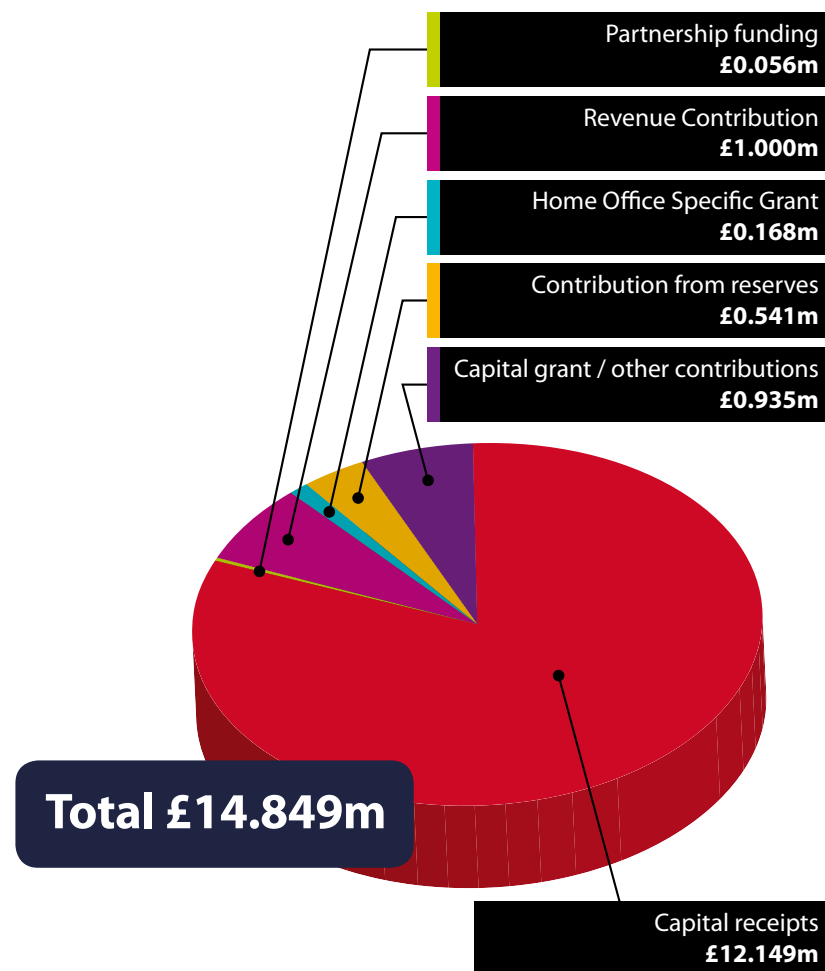
Funding capital investment is from a range of sources, primarily from capital receipts and government grants. Capital income during 2018/19, totalling £14.849m, was from the following sources:

- Core government grant - £0.9m
- Receipts from the sale of eight properties - £12.1m
- Contribution from revenue and reserves - £1.5m
- Specific capital grants from Home Office for 2018/19 projects - £0.2m
- Specific capital grants from external organisations - £0.1m

The capital income was received as shown in the table below

Capital Income	Original Income forecast £000	Actuals 2018/19	Variance £000
Capital grant / other contributions	935	935	0
Capital receipts	12,170	12,149	(21)
Revenue Contribution	1,000	1,000	0
Contribution from reserves	0	541	541
Home Office Specific Grant	0	168	168
Partnership funding	0	56	56
Total	14,105	14,849	744

CAPITAL INCOME 2018/19



The year started with a surplus in the capital reserve of £0.7m and at March 2019 the capital reserve was in surplus by £7.3m.

Future capital expenditure is planned to increase over the coming years as investment in the Estate and IT takes place. Investment of over £55m in the next three years is being reviewed which will be partly offset with capital receipts from property disposals as the estate is restructured to meet the changing demands of the future. A strategy is in place to borrow external funds for investment in the capital programme as required over the coming years.



RESERVES

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

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

GENERAL RESERVE

The balance on the General Reserve at 1st April 2018 was £9.521m following the transfer of £2.7m to the Operational Transformational Reserve on 1st April 2018. The General Reserve balance at 31st March 2019 was £9.226m which represents 3.3% of the 2018/19 budgeted net expenditure. There was no planned withdrawal or contribution to the General Reserve when the budget was set in January 2018. During 2018/19 withdrawals from the General Reserve were made to fund revenue as follows:

- £0.700m deduction to fund the increase in the motor insurance premium.
- £0.031m addition for an adjustment to the collection fund income, notified by local councils, after the 2018/19 budget had been set.
- £0.373m addition for the general underspend.

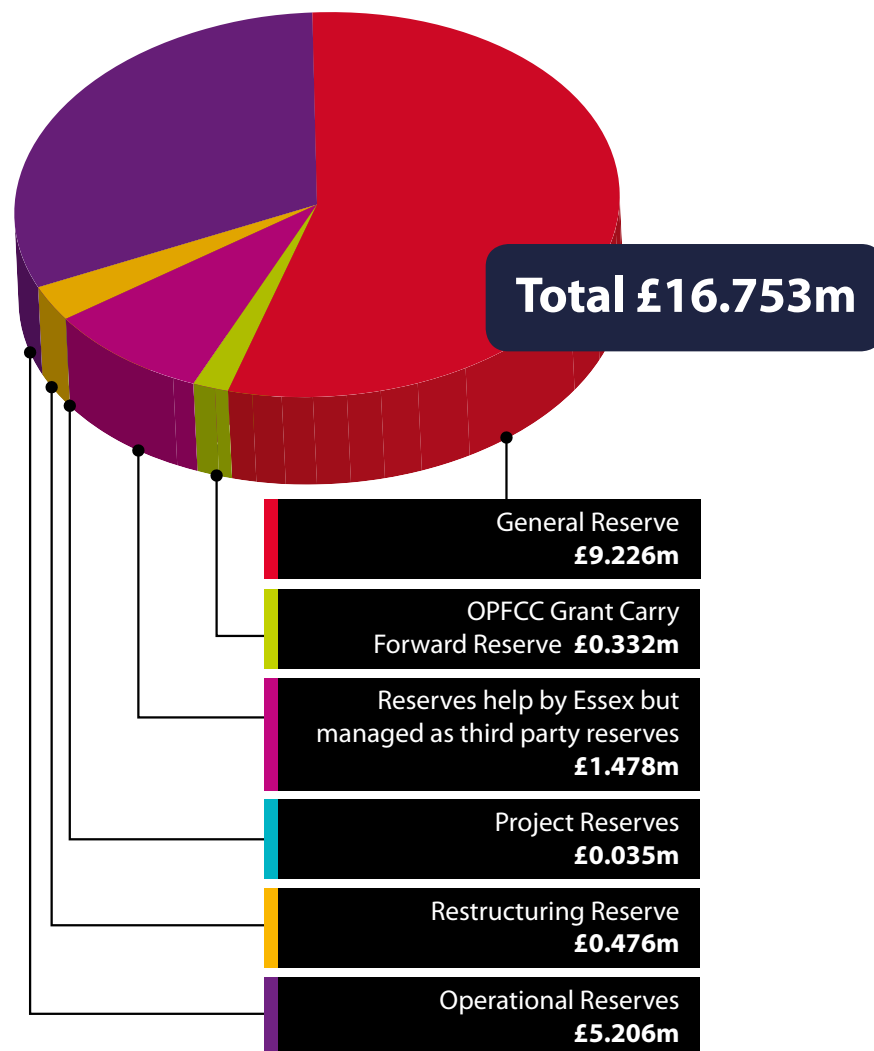
A decision was made in 2018/19 that if there are cost pressures during 2019/20 requiring additional revenue the Chief Constable will call upon the PFCC to authorise a draw down from the General Reserve up to the value of the 2018/19 general underspend of £0.373m to meet the cost pressures rather than put the £0.373m in an operational contingency reserve.

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

EARMARKED RESERVES

The PFCC's earmarked reserves total £16.753m at 31st March 2019. The 2018/19 budget was set with a contribution to earmarked reserves of £0.814m. By 31st March 2019, the movement in earmarked reserves which decreased by £1.550m is shown in note 33. The levels of all reserves are reviewed on a regular basis.

USEABLE RESERVES 2018/19



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 40) includes net liabilities of £181.756m (2017/18 £179.994m) for police staff and £3,067.043m (2017/18 £2,830.260m) 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.

BALANCE SHEET

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

	31st March 2018	31st March 2019	Movement
	£000	£000	£000
Non-current assets	88,888	89,660	772
Current assets	52,048	49,245	(2,803)
Current liabilities	(33,229)	(28,827)	4,402
Long term liabilities	(3,013,129)	(3,252,187)	(239,058)
Net Assets	(2,905,422)	(3,142,109)	(236,687)
Usable reserves	(21,895)	(22,809)	(914)
Unusable reserves	2,927,317	3,164,918	237,601
Total Reserves	2,905,422	3,142,109	236,687

TREASURY MANAGEMENT

The PFCC invests surplus funds in accordance with the Treasury Management Strategy, which is agreed each year. The 2018/19 strategy set out a clear set of investment parameters in order to minimise the risk of financial loss. In summary these parameters were:

- i) Country Limits: UK financial institutions (meeting specified credit rating criteria)
- ii) Monetary limits as follows:
 - a. Debt Management Office – up to 100% of total investment portfolio
 - b. UK local authorities – up to £5m per authority
 - c. Lloyds Bank – up to £5m limit (nominated banker)
 - d. Money market funds – up to £5m per fund (assuming AAA credit-rated)
 - e. All other UK financial institutions – higher of £1m or 5% of total investment portfolio
- iii) Durational limits: maximum duration 12 months if a fixed term deal (no time limit if cash is instantly accessible)

The PFCC had liquid investments totalling £8.48m and short-term investments totalling £8.52m as at 31st March 2019. During 2018/19 the PFCC earned investment income of £0.167m, representing an average return of 0.64% (weighted by counterparty).

The PFCC undertook four instances of short term external borrowing during 2018/19. The PFCC has, however, inherited internal borrowings from the former Essex Police Authority, the outstanding balance of which equated to £6.565m as at the 31st March 2019. This arises from occasions in previous years when the practice was to utilise surplus cash balances to finance the capital programme in lieu of borrowing these funds externally from financial institutions. If the practice had been to borrow funds externally, the investments at 31st March 2019 would have been higher, and they would be offset by an equivalent amount of external debt.

With little by way of political clarity as to the exact date on whether there would be an agreed deal prior to leaving the EU and to be prepared for the outside chance of a particularly disruptive Brexit (including a last minute no-deal), the PFCC ensured there were enough accounts open at UK-domiciled banks and money market funds on the 29th March 2019. This ensured there was sufficient liquidity of funds being held over the year-end and, in addition to its Debt Management Account Deposit Facility (DMADF) remaining available, meant the PFCC had adequate cash resources available to cover any short-term emergencies.



	31st March 2018	31st March 2019	Movement
	£000	£000	£000
Cash and cash equivalents	6,130	7,903	1,773
Short term investments	8,000	8,520	520
Total	14,130	16,423	2,293

The main factors affecting cash in the future are:

- i. Acquisitions and disposals relating to the capital programme
- ii. The value of reserve balances
- iii. Grants and contributions unapplied
- iv. The value of loans raised and investments placed
- v. Ongoing uncertainties in respect of the proposed EU exit process



OPFCC GRANT EXPENDITURE

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

The PFCC's Community Safety Fund (CSF) provides core funding in the form of community safety grants to statutory and voluntary organisations for activities that meet locally identified priorities aligned to the Police and Crime Plan. The PFCC has maintained funding levels for 2018/19 to organisations including Youth Offending Teams, Drug and Alcohol Partnerships, Community Safety Partnerships, Crimestoppers, Safeguarding Boards, and Neighbourhood Watch, recognising the importance of local partnerships and organisations to the effective delivery of the areas of focus within the Police and Crime Plan.

In 2018/19 the PFCC allocated £0.270m to Community Safety Partnerships in Essex using a funding formula based on population, crime level and deprivation. As in previous years, a portion of this funding to CSPs was top-sliced for the central Domestic Homicide Review (DHR) fund to remove the unpredictability and significant financial pressures on CSPs associated with DHRs. The PFCC has received universally positive feedback about this approach and is therefore continuing to support and invest in this system.

From the Community Safety Fund (CSF) the PFCC also provided £0.444m of funding to Youth Offending Services (YOS) and £0.502m to the Drug and Alcohol Teams (DAAT) across Essex.

The PFCC successfully led a partnership bid to the Home Office for funding from the Early Intervention Youth Fund (EIYF) for £0.664m over 2 years; 2018-20. The funding is aimed at raising awareness of the issues and risks associated with violence and vulnerability as well as intervening effectively where individuals are vulnerable or at risk of exploitation by criminal gangs. The funding includes an allocation for a programme manager who will support the implementation of the commitments within the countywide violence and vulnerability framework.

The PFCC attracted £0.450m of Home Office Violence Against Women and Girls (VAWG) funding over three years (2017-20) to pilot a new approach to working with perpetrators of domestic abuse to prevent re-offending or an escalation of offending behaviour. The PFCC also continued to invest in the DRIVE perpetrator pilot which engages with high-risk perpetrators of domestic abuse to change their behaviour and is jointly funded by Essex County Council, the PFCC and Social Finance. 2018/19 was the final year of the DRIVE project which has been transitioned to a new project; "Columbus" from April 2019. Columbus uses the learning and model from Drive but has been rolled-out to the whole of the county (Drive was piloted in North East Essex only).

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

In 2018/19 the PFCC recommissioned Victim Support to deliver a non-specialist victim referral and assessment service. From April 2018, Victim Support delivered a new victim-led service which :

- Allocated a caseworker to every victim of crime that they support who will take ownership of cases from initial contact all the way to case closure,
- Enabled caseworkers to work from a number of community locations to raise awareness and develop better collaborative support,
- Worked more closely with policing and support training opportunities, and
- Improved the insight from victims about their experiences.



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

The PFCC worked with other local commissioners to develop a new combined health and justice service. The new model, delivered by the Essex Partnership University NHS Foundation Trust (EPUT) to provide health, engagement and social support services within the criminal justice system which includes working with the police street triage teams from 1st April 2018. This ground-breaking new service incorporates Street Triage, Liaison and Diversion, and Police custody healthcare services and has been jointly commissioned by Essex Clinical Commissioning Groups, NHS England, Essex County Council and the PFCC. The new service is a 5-year contract which goes live from April 1st 2018.

The PFCC continued to make small grant funding available through the annual Community Safety Development Fund (CSDF) in 2018/19. The CSDF is a £0.300m fund that supports local projects with grants up to £20k that can positively impact on the priorities within the Police and Crime Plan. In 2018/19 the CSDF supported 30 projects including the Street Pastors project, Springfield Youth Group and the Butterfly project.

The PFCC continued to make small grant funding available through the annual Community Safety Development Fund (CSDF) in 2018/19. The CSDF is a £0.300m fund that supports local projects with grants up to £20k that can positively impact on the priorities within the Police and Crime Plan. In 2018/19 the CSDF supported 25 projects including Southend Youth Mixed Martial Arts Project, Witham Hang Out (youth group), Basildon SOS Bus and Colchester United Football.

In summary for 2018/19 the PFCC spent £1.272m on the Office of the PFCC, £2.425m on Community Safety Grants / Victims and £0.811m on council tax sharing agreements with billing authorities.

	Budget	Allocated	Over / (Underspend)
	£000	£000	£000
Community Safety Fund (CSF)	2,984	2,674	(310)
Community Safety Development Fund (CSDF)	300	258	(42)
Victims	2,590	2,610	20
Partnership income including government grant	(3,117)	(3,117)	0
Total	2,757	2,425	(332)



ROLE OF THE POLICE, FIRE & CRIME COMMISSIONER

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

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

Mr Hirst replaces the members of the former Essex Fire Authority and will be responsible for having oversight of the fire and rescue service in Essex, setting its strategy and budget and holding the Chief Fire Officer to account.

The governance arrangements of the PFCC and Chief Constable are included in the joint Annual Governance Statement.

PREPARATION OF NARRATIVE REPORT

This Narrative Report is prepared in accordance with the requirements of the Accounts and Audit Regulations 2015 and must include a commentary by the Police, Fire and Crime Commissioner (PFCC) on financial performance, economy, efficiency and effectiveness in its use of resources over the 2018/19 financial year.

The Narrative report sets out the financial position of the PFCC for the Essex Group. The Group consists of the single entity financial statements of the PFCC for Essex and the consolidated position incorporating the financial statements for the Chief Constable.

The overriding purpose of this report is to inform readers of these statements on matters that are most significant to our financial position and our financial and non-financial performance.

STATUTORY FRAMEWORK

The accounts have been prepared in accordance with the 'Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 and the 'Service Reporting Code of Practice' published by the Chartered Institute of Public Finance and Accountancy (CIPFA). The accounts also comply with International Financial Reporting Standards (IFRS) and the CIPFA Bulletin 03.

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

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



The PFCC has wider responsibilities than those relating solely to the Police Force, namely:

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

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

- i) Leading the Force in a way that is consistent with the attestation made by all constables on appointment and ensuring that it acts with impartiality
- ii) Appointing the Force's officers and staff (after consultation with the PFCC, in the case of officers above the rank of Chief Superintendent and police officer equivalents)
- iii) Supporting the PFCC in the delivery of the strategy and objectives set out in the Police and Crime Plan
- iv) Assisting the PFCC in planning the Force's budget
- v) Providing the PFCC with access to information, officers and staff as required
- vi) Having regard to the Strategic Policing Requirement
- vii) Notifying and briefing the PFCC on any matter or investigation on which the PFCC may need to provide public assurance
- viii) Being the operational voice of policing in the Force area and regularly explaining to the public the operational actions of officers and staff under their command
- ix) Entering into collaboration agreements with other Chief Constables, other policing bodies and partners that improve the efficiency or effectiveness of policing, and with the agreement of the PFCC
- x) Remaining politically independent of the PFCC

- xi) Managing all complaints against the Force, its officers and staff, except in relation to the Chief Constable, and ensuring that the PFCC is kept informed in such a way as to enable the PFCC to discharge their statutory obligations in relation to complaints in a meaningful and timely fashion
- xii) Exercising the power of direction and control in such a way as is reasonable to enable the PFCC to have access to all necessary information and staff within the Force
- xiii) Having day to day responsibility for financial management of the Force within the framework of the agreed budget allocation and levels of authorisation issued by the PFCC

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



