



Essex County Council

Essex Police, Fire and Crime Panel

14:00	Thursday, 19 July 2018	Committee Room 1, County Hall, Chelmsford, CM1 1QH
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For information about the meeting please ask for:

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- 8 **The Police, Fire and Crime Commissioner to update the Panel on any on-going Issues**
- 9 **Forward Look** 17 - 17
To note the work programme of the Panel.
- 10 **Date of Next Meeting**
To note that the next meeting will be held at 2.00 pm on Wednesday 17 October 2018, in Committee Room 1, County Hall, Chelmsford.
- 11 **Urgent Business**
To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.

Exempt Items

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

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

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

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

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Should you wish to record the meeting, please contact the officer shown on the agenda front page

Committee: Essex Police, Fire and Crime Panel

Enquiries to: Robert Fox, Senior Democratic Services Officer

Membership, Apologies, Substitutions and Declarations of Interest

Recommendations:

To note

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

Membership
(Quorum: 5)

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

Representing

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

Minutes of the meeting of the Essex Police, Fire and Crime Panel, held in Committee Room 1 County Hall, Chelmsford, CM1 1QH on Thursday, 28 June 2018

Present:

Councillor

Representing

Anthony Hedley	Basildon Borough Council
Wendy Schmitt	Braintree District Council
Chris Hossack	Brentwood Borough Council
Godfrey Isaacs	Castle Point Borough Council
Bob Shepherd	Chelmsford City Council
Mike Lilley	Colchester Borough Council
Sam Kane	Epping Forest District Council
John Jowers	Essex County Council (Chairman)
Chris Vince	Harlow District Council
Penny Channer	Maldon District Council
Mike Webb	Rochford District Council
Ann Holland	Southend-on-Sea Borough Council
Lynda McWilliams	Tendring District Council
Alex Anderson	Thurrock Council
Susan Barker	Uttlesford District Council
John Gili-Ross	Independent Member
Kay Odysseos	Independent Member

Apologies for Absence

Malcolm Maddocks	Essex County Council
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- 1 Membership, Apologies, Substitutions and Declarations of Interest**
The report of the Membership, Apologies and Declarations was received and it was noted that

1. The revised membership of the Panel was noted;
2. Councillor Malcolm Maddocks, Essex County Council had sent his apologies.
3. Councillor Susan Barker mentioned that community safety is within her portfolio as a Cabinet Member at Essex County Council. Councillor Ann Holland also declared an interest under the Southend-on-Sea Code of Conduct due to her son being a police officer; Councillor Lynda McWilliams declared an interest under the Tendring code of conduct as her son is also a police officer and because she is the Chairman of the Community Safety Partnership of Tendring.

The Chairman welcomed Councillors Anderson, Hedley and Vince to their first meeting of the Essex Police, Fire and Crime Panel.

2 Minutes

The minutes of the meeting held on 12 April 2018 were approved as a correct record and signed by the Chairman.

3 Questions to the Chairman from Members of the Public

There were none.

4 The Essex Police, Fire and Crime Panel Constitution

The Chairman of the Panel amended the agenda order with items 4 and 5 being switched.

Paul Turner, Director, Legal and Assurance and Monitoring Officer, Essex County Council was in attendance for this item.

It was explained that the Panel is a joint-committee of the fifteen local authorities of Essex and that the constitution is made up of panel arrangements, which must be approved by all Councils and of rules of procedure which are for the panel to agree. He explained that the panel arrangements in particular had not been reviewed since the inception of the Panel six years ago. His view was that changes need to be made to ensure the document is more reflective of how the Panel works in practice. In particular:

- The report should reflect a change in the role of the panel as a result of the Commissioner becoming the Police Fire and Crime Commissioner
- The constitution refers to sub-committees being time limited and being asked to report back to the panel for ratification which is not reflected in the way that the panel currently operates.
- The Panel has indicated that it wished to have the option of paying an allowance to its members. Allowances can be paid out of a grant from the Home Office but the Panel may only pay allowances if this is in the panel arrangements document- which is not currently the case. The draft document states that the Panel can adopt a scheme of allowances.
- The means of electing a chairman by secret ballot is not currently reflected in the constitution, although it had been agreed by the Panel at a previous meeting.

The process for constitution amendment was outlined in the documentation provided and all 15 Local Authorities would be consulted on the changes and would need to be formally adopted by them.

It was confirmed that paragraph 5.1 the reference to 'both organisations' referred to the Office of the Essex Police, Fire and Crime Commissioner and the Fire and Rescue Authority and suggested that this should be clarified.

With regard to paragraph 4.2(a) It was suggested that reference to a 'public meeting' should be changed to 'a meeting open to the public'.

Councillor Channer questioned whether, and how allowance payments would be made to substitute members? It was stated there may be operational difficulties in making payments to substitutes since they are only in office for the duration of the meeting and they may need to pay placed on the County Council payroll but this was a matter that could be considered when the Panel considered a scheme of allowances at a future meeting.

John Gili-Ross queried the Rules of Procedure paragraph 2.1 related to the Panel membership including up to three additional members' when the Panel may not want to include any additional members. It was stated that 'up to three' would include anything from zero to three additional members.

With regard to the Independent members of the Panel Councillor Isaacs stated the Panel had previously agreed to look at the appointment process for Independent members of the Panel and their term of office; and this would be added to the Panel's forward look.

In respect of allowances Councillor Barker stated she would not be taking any allowance. It was explained that if the Panel decided to pay allowances then members would be able to forgo them and that the rule which states that double allowances should not be paid is simply to avoid the risk that a member might claim twice with respect to the same duties. Membership of the panel is however separate to any other local authority duty. It was pointed out that there was a typographical error in paragraph 5.2 of the rules of procedure.

In respect of the process for electing a Chairman it was suggested that late nominations ought to be accepted only if none were received in time.

Councillor Vince questioned why Panel meetings are only held in the afternoon. The Chairman explained this is due to Panel members largely representing district authorities where meetings are held in evenings; therefore, potential clashes are avoided.

5 Appointment of a new Chairman of the Essex Police, Fire and Crime Panel

The current Chairman of the Panel is standing down now that he has been elected as Chairman of Essex County Council. The procedure for the election of a new Chairman had been agreed by the Panel and a secret ballot took place.

Two candidates had been nominated and seconded prior to the meeting. Following the ballot, for which the votes were counted by the Secretary to the Panel and verified by the Monitoring Officer of Essex County Council it was duly confirmed that Councillor Wendy Schmitt had been elected as Chairman.

The outgoing Chairman congratulated Councillor Schmitt and left the Chair. Councillor Schmitt commended Councillor Jowers on his Chairmanship

over the previous six years.

It was agreed that the appointment of the new Vice-Chairman would be made at the next meeting of the Panel.

6 Confirmatory Hearing for the Post of Chief Constable of Essex

The Commissioner was joined by Deputy Chief Constable Ben-Julian Harrington the proposed appointee to the position for this item.

The Commissioner firstly acknowledged the work and committed service of the outgoing Chief Constable of Essex, Mr Stephen Kavanagh, who was in attendance. This was endorsed by the Panel.

The Commissioner stated Mr Harrington has been Deputy Chief Constable of Essex Police for the last 14 months having joined from the Metropolitan Police. Mr Harrington's career path was outlined in a link from the documentation provided for the meeting.

The Commissioner outlined the selection process to the Panel which was suitably rigorous for the significant and serious role of Chief Constable. The process was monitored by the Assessment Panel and a report from Gavin Jones, Chief Executive of Essex County Council was included in the Panel's documentation. The post was advertised in the national and international press. The post itself was never going to bring forward a host of candidates due to the specific qualifications required. The Commissioner stated that if the process had not found a candidate who met the competencies then it would have been gone through again. The Assessment Panel, however, had come to the conclusion that Mr Harrington satisfied the requirements and merited appointment into the role.

Councillor Isaacs stated he had no issue with the selection process or the decision to appoint Mr Harrington; however, he declared he was concerned the appointment was in the public domain prior to the Panel being informed of the decision, which would have been common courtesy as the Panel confirms the appointment. Councillor Isaacs concerns were echoed by the Chairman. In response the Commissioner apologised and stated no discourtesy was meant and an administrative error had occurred within the Office of the Essex PFCC.

In response to questions from John Gili-Ross the Commissioner confirmed the salary for the role £155,000 per annum plus a 5% uplift for pensionable circumstances; and that all expenses would be receipted.

The Chairman of the Panel questioned whether the Commissioner was satisfied there had been just a single candidate. In response he stated that 20 of the last 23 Chief Constable appointees were previous Deputy Chief Constables.

The Chairman invited Mr Harrington to address the Panel and firstly he

outlined the four key challenges as he saw them:

- coping with the increase in crime and the challenges that brings for policing
- standing up for victims of crime and vulnerable people and maintaining this investment
- policing with consent and maintaining the trust and confidence of the public
- using resources effectively and efficiently and investing in increased officer numbers in challenging circumstances

Mr Harrington stated he was privileged to be given such an opportunity and was aware of the significant legacy that he would have to follow from the existing Chief Constable. Essex is fortunate to have great partnership working which would assist greatly with the role.

The Chairman of the Panel asked Mr Harrington what attracted him to the role of being Chief Constable of one of the lowest funded police forces in the country? Mr Harrington responded the simple answer is to help people and keep them safe. To test his abilities in the significant challenge in the unique urban and rural landscape of Essex.

Councillor Hossack questioned what Mr Harrington had learned in his 14 months as Deputy Chief Constable which equipped him to take policing forward in Essex? In response Mr Harrington stated Essex is a family force and the officers have a personal extra commitment to policing in the public interest. There is a willingness to work with each other and this is being continually developed and encouraged.

In response from a question from Kay Odysseos, Mr Harrington stated community engagement plans are the single biggest factor in British policing and he would give a firm commitment on these. He stated he would enable and empower district commanders to champion the plans.

Councillor Vince asked about police officer wellbeing and the role of the Chief Constable in supporting staff. Mr Harrington responded that a better service is delivered to the public by officers who feel well and supported. Stress factors are fully acknowledged, and Essex Police has a strong Occupational Health function. There are also very good relationships with the staff unions and federations. Officers know they have the commitment from the senior team in respect to wellbeing.

Councillor Isaacs questioned how Mr Harrington would go about getting public trust back as the perception of crime is affected by the current lack of visible officers? In response Mr Harrington stated that Essex is a safe county but that is not to dismiss crime levels. He continued Essex Police needs to get more messages out to neighbourhoods to ensure it is known what is being done to tackle crime locally, and through engagement plans, become more visible to the public.

Councillor Holland left the meeting at 15:00.

John Gili-Ross asked how would Mr Harrington improve upon the work of the existing Chief Constable; and what the challenges are to get things right for the people of Essex? In response Mr Harrington stated one of the reasons he came to Essex was to work with the existing Chief Constable. He also responded that he had a key role in promoting talent in the Essex force, and, as a result, the building blocks and talent are in place and the Panel would be able to consider the evidence moving forward. He also responded that he listens and understands front-line issues. He stated he would continue to attend public engagement events and listen to partners.

The Chairman of the Panel asked for confirmation that victims of crime are treated the same irrespective of the monetary value of any crime? Mr Harrington stated that it is the impact that is concentrated upon; and the needs of the victim will always remain the focus. He continued that he feels strongly about partnership working; and reaching out for shared objectives and goals and that he has a track-record which supports the assertion; and this will be reflected in his plans if he were to be confirmed in the post.

The Chairman of the Panel thanked the Commissioner and Mr Harrington for their presentations and then recessed the Panel at 15:15 to consider the confirmation. The Panel reconvened at 15:40, at which point Councillor Hedley left the meeting. The Chairman confirmed the Panel had unanimously agreed to confirm the appointment of Mr Harrington as the Chief Constable of Essex. The Chairman thanked Mr Kavanagh for his commitment and outstanding work as Chief Constable and wished him well in his retirement. The Chairman welcomed Mr Harrington to the role and stated the Panel would be looking forward to working with him.

7 Confirmatory Hearing for the Post of Chief Executive and Monitoring Officer to the Office of the Police, Fire and Crime Commissioner of Essex

The Commissioner was joined by Ms Phillipa (Pippa) Brent-Isherwood the proposed appointee to the role for this item.

The Commissioner paid tribute to Susannah Hancock, the previous post-holder who is now the Chief Executive of the National Association of Police, Fire and Crime Commissioner Chief Executives.

The Commissioner informed the Panel that the selection process had been competitive and rigorous with an outside recruitment agency used. There were 18 initial applicants which became a long-list of 10. Following occupational profiling six were invited for interview; of which five attended. This was a tough final appraisal day and Ms Brent-Isherwood was the outstanding candidate for the post and that he was confident she would be an excellent appointment. Ms Brent-Isherwood excelled on the assessment day; and although all candidates were strong she was rated highest by all on the Assessment Panel. Ms Brent-Isherwood has a background in governance and development and the Commissioner stated he was delighted to put her forward as the Chief Executive of the Office of the

Police, Fire and Crime Commissioner for Essex and the Monitoring Officer in terms of policing, The Fire and Rescue Authority has its own Monitoring Officer and the arrangements regarding this will be worked on.

The Chairman of the Panel invited Ms Brent-Isherwood to address the Panel. Ms Brent-Isherwood stated she applied for the post as it is a role that matters and an exciting opportunity at the cutting edge of government arrangements; and highlighted her career to date.

Councillor Hossack questioned whether, if confirmed in the role, Ms Brent-Isherwood would take a critical view of administrative arrangements and communications at the Office of the Police, Fire and Crime Commissioner for Essex? In response Ms Brent-Isherwood stated she always keeps in mind what it is like to be a customer and what experiences she would expect. The relationship between the OPFCC and the Panel is critical and she stated she would want to continue to build a strong relationship as she welcomes scrutiny as an strong and independent voice.

Kay Odysseos referenced the good relationship the Panel had with the previous Chief Executive and Monitoring Officer of the OPFCC and asked how Ms Brent-Isherwood thought she could contribute to the future of Essex? In response Ms Brent-Isherwood stated she would learn from what she has seen and done elsewhere and consider the best-practice that could be replicated in Essex.

Councillor Webb asked about working in a political environment, and, if necessary, keeping somebody in check? Ms Brent-Isherwood responded by saying being respectful of the democratic mandate and that any advice and guidance provided would be technical not ideological. The example provided related to the Dale Farm eviction in Basildon for which Ms Brent-Isherwood prepared the Equality Impact Assessment. This required the Local Authority to demonstrate it had been due regard to all the sensitive issues and that they were mitigated. The process was praised in the High Court.

The Chairman of the Panel thanked the Commissioner and Ms Brent-Isherwood for their presentations and then recessed the Panel at 16:05 to consider the confirmation. The Panel reconvened at 16:20. The Chairman confirmed the Panel had agreed to confirm the appointment of Ms Brent-Isherwood as the Chief Executive and Monitoring Officer of the Office of the Police, Fire and Crime Commissioner for Essex.

The Commissioner thanked the Panel for confirming the two appointments.

8 The Essex Police, Fire and Crime Commissioner to update the Panel on any On-going issues

The Commissioner informed the Panel that he had been invited by the FBU to speak about the role of the Police, Fire and Crime Commissioner; and had also confirmed that Essex would be bound by the collective bargaining of the National Joint Council related to the terms and conditions for fire officers. Resultantly Essex is now represented on the national council.

Six other Police and Crime Commissioners are shortly to become Police, Fire and Crime Commissioners; however, two have gone to judicial review.

As a Fire and Rescue Authority Essex is becoming better represented at a national level as the Commissioner is attending the LGA Fire Commission and also, as an observer, the Fire Services Management Committee; and it is likely once there are more PFCCs nationally Essex will get one of the England positions on the National Joint Council.

John Gili-Ross questioned how the Estates programme is progressing. In response, the Commissioner stated disposals and refurbishments are moving forward and all on budget.

9 The National Association of Police, Fire and Crime Panels (NAPFCP)

John Gili-Ross confirmed that he had been elected as Chairman of the newly formed National Association and referred Panel members to the written update which had been circulated.

The Commissioner stated he would introduce John Gili-Ross to the Chairman of the National Association of Police and Crime Commissioners.

10 Forward Look

The Panel noted the work programme. The next Ethics and Integrity Sub-Committee meeting will be in September 2018.

11 Date of Next Meeting

The Panel will next meet on Thursday, 19 July at 2.00 p.m. in Committee Room 1, County Hall. The substantive item will be the proposed Fire and Rescue Plan for Essex.

12 Urgent Business

With no urgent business the meeting closed at 4.35 pm.

Chairman

AGENDA ITEM 5

Essex Police, Fire and Crime Panel	EPFCP/17/18
Date: 19 July 2018	

Review of Confirmatory Hearing Procedure for the Essex Police Chief Constable

Report by Secretary to the Panel

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

Purpose of report

In order to comply with the Police Reform and Social Responsibility Act 2011, schedule 8 Part 1, the Panel must make a report to the Essex Police, Fire and Crime Commissioner on the proposed appointment of the Chief Constable. The report must include a recommendation to the Police, Fire and Crime Commissioner as to whether, or not, the candidate should be appointed and be completed within a period of three weeks beginning with the day on which the panel receives the notification from the Commissioner of the proposed appointment.

This report also reviews the procedure used at the last meeting to conduct the confirmatory hearing for the Chief Constable before it is necessary to hold any subsequent hearings.

The paperwork

The Panel was provided with paperwork on the selection process and to provide the Panel with the following information:

- (a) the name of the proposed candidate;
- (b) the criteria used to assess the suitability of the candidate for the appointment;
- (c) why the candidate satisfies those criteria; and
- (d) the nature of the intended role; and the terms and conditions on which the candidate is to be appointed.

The Panel were provided with career background information for the Commissioner's preferred candidate; as well as a report from the Independent Assessment Panel member on the appointment process.

Does the Panel have any comment to make on the paperwork provided and any recommendations for a future hearing?

The process

The following provides an outline of how the Hearing was conducted:

1. The Chairman to welcome the Candidate to the meeting and explain the Panel's intention of focussing on satisfying itself as to the Candidate's professional competence and personal independence. He will then clarify the options available to the Panel in terms of approval, refusal or veto of the appointments and emphasise the seriousness of making a recommendation to refuse or veto.
2. The Chairman to give the Candidate and the Commissioner the opportunity to clarify any matters of process before the hearing gets under way.
3. The Commissioner to demonstrate to the Panel the rigor of the selection process and why the Candidate has been selected.
4. The Panel to ask questions of the Commissioner.
5. The Candidate to introduce himself to the Panel and to outline briefly his suitability for the role in terms of professional competence and personal independence.
6. The Panel to ask questions of the Candidate.
7. The Commissioner and the Candidate to be given the opportunity to clarify any answers and ask any questions of the Panel.
8. The Chairman to confirm the next steps of the decision-making process.
9. The Chairman will adjourn the meeting to allow the Panel to consider its recommendation.

Visitors were then asked to leave the meeting whilst the Panel reached its decision and then invited back to be advised of the decision.

Does the Panel or the Commissioner have any comments to make on the procedure followed and any recommendations for a future hearing?

Outcome

Following the recess the Chairman confirmed the Panel had unanimously agreed to confirm the appointment of Mr Ben-Julian Harrington as the Chief Constable of Essex and his happy to recommend the appointment to the Commissioner.

AGENDA ITEM 6

Essex Police, Fire and Crime Panel	EPFCP/18/18
Date: 19 July 2018	

Review of Confirmatory Hearing Procedure for the Chief Executive and Monitoring Officer of the Office of the Essex Police, Fire and Crime Commissioner

Report by Secretary to the Panel

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

Purpose of report

In order to comply with the Police Reform and Social Responsibility Act 2011, schedule 8 Part 1, the Panel must make a report to the Essex Police, Fire and Crime Commissioner on the proposed appointment of the Chief Executive and Monitoring Officer. The report must include a recommendation to the Police, Fire and Crime Commissioner as to whether, or not, the candidate should be appointed and be completed within a period of three weeks beginning with the day on which the panel receives the notification from the Commissioner of the proposed appointment.

This report also reviews the procedure used at the last meeting to conduct the confirmatory hearing for the Chief Executive and Monitoring Officer of the Office of the Essex Police, Fire and Crime Commissioner.

The paperwork

The Panel was provided with paperwork on the selection process and to provide the Panel with the following information:

- (a) the name of the proposed candidate;
- (b) the criteria used to assess the suitability of the candidate for the appointment;
- (c) why the candidate satisfies those criteria; and
- (d) the nature of the intended role; and the terms and conditions on which the candidate is to be appointed.

The Panel were provided with career background information for the Commissioner's preferred candidate.

Does the Panel have any comment to make on the paperwork provided and any recommendations for a future hearing?

The process

The following provides an outline of how the Hearing was conducted:

1. The Chairman to welcome the Candidate to the meeting and explain the Panel's intention of focussing on satisfying itself as to the Candidate's professional competence and personal independence. He will then clarify the options available to the Panel in terms of approval, refusal or veto of the appointments and emphasise the seriousness of making a recommendation to refuse or veto.
2. The Chairman to give the Candidate and the Commissioner the opportunity to clarify any matters of process before the hearing gets under way.
3. The Commissioner to demonstrate to the Panel the rigor of the selection process and why the Candidate has been selected.
4. The Panel to ask questions of the Commissioner.
5. The Candidate to introduce himself to the Panel and to outline briefly his suitability for the role in terms of professional competence and personal independence.
6. The Panel to ask questions of the Candidate.
7. The Commissioner and the Candidate to be given the opportunity to clarify any answers and ask any questions of the Panel.
8. The Chairman to confirm the next steps of the decision-making process.
9. The Chairman will adjourn the meeting to allow the Panel to consider its recommendation.

Visitors were then asked to leave the meeting whilst the Panel reached its decision and then invited back to be advised of the decision.

Does the Panel or the Commissioner have any comments to make on the procedure followed and any recommendations for a future hearing?

Outcome

Following the recess the Chairman confirmed the Panel had unanimously agreed to confirm the appointment of Ms Philippa (Pippa) Brent-Isherwood as the Chief Executive and Monitoring Officer of the Office of the Essex Police, Fire and Crime Commissioner and his happy to recommend the appointment to the Commissioner.

AGENDA ITEM 9

Essex Police, Fire and Crime Panel	EPFCP/20/18
Date: 19 July 2018	

Forward Look

Report by the Secretary to the Panel

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

Purpose of report and background

To plan the business of the Panel.

The next Meeting of the Panel is to be scheduled for **Wednesday 17 October 2018**.

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

Date	Performance for period up to	Other business
17 October 2018		<ul style="list-style-type: none"> • Police and Crime Plan Performance Measures • Fire Service Performance Measures • PFCC Decisions Report • Annual report – Policing and Crime • Annual Fire and Rescue Statement
6 December 2018		<ul style="list-style-type: none"> • Budget Scene Setting • PFCC Decisions Report • Fire and Rescue Plan (draft)
24 January 2019		<ul style="list-style-type: none"> • Police Precept • Fire and Rescue Service Precept
7 February 2019		<ul style="list-style-type: none"> • Police Precept • Fire and Rescue Service Precept • Police Precept
23 May 2019		<ul style="list-style-type: none"> • PFCC Decisions Report • Police and Crime Plan Performance Measures • Fire Service Performance Measures
18 July 2019		<ul style="list-style-type: none"> • PFCC Decisions Report
17 October 2019		<ul style="list-style-type: none"> • PFCC Decisions Report • Police and Crime Plan Performance Measures • Fire Service Performance Measures
5 December 2019		<ul style="list-style-type: none"> • PFCC Decisions Report

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