



Essex County Council

Essex Police, Fire and Crime Panel

14:00	Thursday, 13 February 2020	Committee Room 1, County Hall, Chelmsford, CM1 1QH
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For information about the meeting please ask for:

Victoria Freeman, Senior Democratic Services Officer

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1	Membership, Apologies, Substitutions and Declarations of Interest	4 - 4
2	Questions to the Chairman from members of the Public The Chairman to respond to any questions relevant to the business of the Panel from members of the public. On arrival, and before the start of the meeting, please register with the Democratic Services Officer.	
3	Essex Police Performance Report - Quarter 3 2019/20	5 - 23
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| 8 | The Police, Fire and Crime Commissioner to update the Panel on any ongoing issues
The Police, Fire and Crime Commissioner to give a verbal update. | |
| 9 | National Association of Police Fire and Crime Panel Update | 316 - 319 |
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| 12 | Date of Next Meeting
To note that the next meeting will be held on Thursday, 4 June 2020, commencing at 2.00pm in Committee Room 1, County Hall. | |
| 13 | Urgent Business
To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency. | |

Exempt Items

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

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

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

Essex County Council and Committees Information

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in accordance with the requirements of the Local Government Act 1972. If there is exempted business, it will be clearly marked as an Exempt Item on the agenda and members of the public and any representatives of the media will be asked to leave the meeting room for that item.

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Committee: Essex Police, Fire and Crime Panel

Enquiries to: Victoria Freeman, 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 McGurran
Councillor W Schmitt
Councillor C Hossack
Councillor G Isaacs
Councillor J Lager
Councillor M Lilley
Councillor N Bedford
Councillor M Maddocks
Councillor F Mason
Councillor M Helm
Councillor M Webb
Councillor I Shead
Councillor L McWilliams
Councillor J Redsell
Councillor C Day
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 (Vice-Chairman)
Harlow District Council
Maldon District Council
Rochford District Council
Southend Borough Council
Tendring District Council
Thurrock Council
Uttlesford District Council
Independent Member
Independent Member

Report title: Essex Police Performance Report – Quarter 3 2019/20	
Report to: Essex Police, Fire and Crime Panel	
Report author: Police Fire and Crime Commissioner Roger Hirst	
Date: 13 February 2020	For: Noting and comment
Enquiries to: Anna Hook (Head of Performance and Scrutiny – Policing and Crime) Telephone: 01245 291616 Email: anna.hook@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

The purpose of this report is to provide an overview of Essex Police's progress in delivering the priorities set out in the Police and Crime Plan 2016-2020, based on data and other information to December 2019.

2. Recommendations

That members of the Panel note and comment / seek clarity as appropriate on the content of the report and attached appendix.

3. Context / Summary

The attached quarterly report, produced by Essex Police and scrutinised at the monthly Performance and Resources Board chaired by the Commissioner, provides highlight reporting against the seven priorities set out in the Plan.

This quarter, highlights with regard to performance include:

- As at the end of 2019, the Special Constabulary was 8.8% larger than at the same time the previous year, with 519 officers compared with 477 in December 2018. These officers contributed a 4% increase in hours during Quarter 3 of 2019/20 compared with the same period in 2018/19. The hours worked by Special Constable are equivalent to having an additional 105 full time officers, who would attract an annual salary cost of £5.4m.
- Membership of Neighbourhood watch continues to grow, with approximately 105,000 registered members and more than 3,000 Coordinators.
- The new Force Control Room Digital Online Team went live in October 2019. The team provides information and intelligence in the initial stages of a critical operation / investigation in cases where digital sources can be exploited.
- Following a successful pilot in the South Local Policing Area (LPA), the new Resolution Centre has been fully open since 1 December 2019, providing a team of investigators based at Essex Police Headquarters which manages less complex crime investigations.

- The first multi-agency Rape Scrutiny Panel was held in November 2019. The Panel comes together to scrutinise individual cases in order to improve performance across agencies.
- Project Goldcrest (an initiative designed collaboratively by Essex Police, the Oakwood Place Sexual Assault Referral Centre (SARC) and other partners) is now live. This project enables young people who have been identified as being at risk of Child Sexual Exploitation (CSE) to take their own forensic samples at home, with someone with parental responsibility (or an appropriate adult) as a witness. Completed kits will be retained by Essex Police for 25 years. If a complainant subsequently comes forward, the kits can be utilised as evidence which otherwise might not be available.
- The Drink Aware project went live in December. As part of this project, a Nightlife crew of two people are located inside licensed premises, circulating with customers to provide support for those who are vulnerable due to alcohol and to promote a positive social atmosphere.
- The Essex Police Victim Navigator has triaged 76 Modern Slavery Human Trafficking (MSHT) crimes since October, offering strategic advice to 21 officers and supporting the victims in relation to issues such as housing, clothing, banking and counselling.
- The Police Online Investigation Team (POLIT) executed 50 search warrants and safeguarded 81 children in October and November 2019. The report attached at Appendix 1 provides greater detail regarding the work of the team and the significant sentences it has helped to secure.
- The network of Hate Incident Reporting Centres (HIRCs) continues to grow. There are now 60 HIRCs countywide with 850 trained volunteers supporting them. So far, the network has facilitated the reporting of 78 hate crimes that otherwise would not have come to the attention of Essex Police. Two volunteers have been recruited to assist the administration of the network to ensure its sustainability.
- There was a 6.7% reduction in the number of people killed and seriously injured on Essex roads in Quarter 3 of 2019/20 compared with the same period the previous year, from 223 to 208. However there was a slight increase in the number of these which were fatal, from 13 to 14.

In terms of challenges, drink and drug driving continues to pose a significant threat to the safety of the county, which Essex Police and its partners on the Safer Essex Roads Partnership (SERP) are being proactive in tackling. There were increases in the number of drink and drug drivers arrested in Quarter 3 of 2019/20 of 22.7% and 38.2% respectively compared the same period in 2018/19.

4. Appendices

Appendix 1 – Police and Crime Plan Quarterly Update – Quarter 3 2019/20

Police and Crime Plan 2016-2020

Quarterly Update

Quarter 3 2019/20

Data to December 2019



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Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 1 - More Local, Visible and Accessible Policing

We will:

Boost community volunteering, encourage the Active Citizen Programme and grow the police family – doubling the Special Constabulary, with a Special Constable in every community.

- The Special Constable headcount increased to 519 in December 2019, up from 477 in December 2018 (42 additional officers) with a further five planned intakes in the next quarter. In the last quarter there have been 211 applications to join the Special Constabulary (11.8% BAME: Black, Asian and Minority Ethnic, 29% female); 32 candidates are currently in pre-employment checks. The #MyOtherLife campaign continues.
- In the last quarter, Special Constables contributed a total of 47,035 hours (4% increase on the same period in 2018). The operational contribution has amounted to 32,959 hours. Special Constables have recorded 18,566 hours of high visibility policing over this time. The hours worked were equivalent to having an additional 105 full time officers, who would attract an annual salary cost of £5.4m.
- The Regular Constables recruitment campaign for 2019/20 continues to have an impact on the Special Constabulary headcount through the transition of Special Constables applying to be a Regular Constables. In the last six months, 106 people joined as a Special Constable and 102 people left. Of these, 58 applied to become a Regular Constable. Recent surveying has highlighted that 111 new Special Constables (55%) intend to apply to become a Regular Constable which will impact the ambition of achieving a headcount of 600 Special Constables by March 2020.
- Essex Police currently retains 384 Volunteer Police Cadets across the 13 Cadet Units. Maldon Unit is planned to launch early 2020. Further intakes during Winter 2019/20 will see Cadet numbers grow to over 400.
- Essex Police currently retains 135 Active Citizens / Police Support Volunteers and continues to work with all Councils for Voluntary Services (CVSs) to boost volunteer numbers. The average volunteer is now performing two different volunteer roles, completing 4-6 hours a week. Active Citizens have been involved with Operation METEOR (a property marking campaign) and Coffee with Cops providing crime prevention advice to their communities and encouraging members of the public to become involved with volunteering for Essex Police.
- The Employer Supported Policing scheme (whereby staff are given paid time off to volunteer as a Special Constable) currently has 27 companies registered. 75 Special Constables provided 1,121 hours over the quarter (a 1% increase on 2018). Recent sign-up employers include The Stamford Group and Defra.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 1 - More Local, Visible and Accessible Policing

We will:

Boost community volunteering, encourage the Active Citizen Programme and grow the police family – doubling the Special Constabulary, with a Special Constable in every community.

- 47 Parish/Town Councils have signed up to Community Special Constables (CSCs) scheme, agreeing to fund 117 posts. 11 CSCs are actively patrolling in Witham, Halstead, Hullbridge, Canvey Island, Little Clacton, Billericay, Rayleigh and Birchanger. It is anticipated that there will be 15 active CSCs by March 2020. Over the quarter, CSCs have contributed 530 hours to visible and accessible policing. A third recruitment masterclass to support Parish/Town Councils is booked for February.
- Southend: Active Citizens to be involved in a victim satisfaction initiative whereby monthly calls are made to victims of crime to gain feedback and ensure victims' experiences shape future service delivery. Active Citizens will form a Victim Feedback Panel to deliver independent and objective feedback to officers.
- Castle Point and Rochford: Community Policing Team (CPT) Inspector tasked with implementing and chairing a quarterly partner agency forum to increase Special Constables' engagement and promote volunteer groups and partner cooperation with schemes such as Neighbourhood Watch (NHW). Castle Point Council is willing to increase their contribution to the Community Special Constables Scheme, upwards of five Special Constables.
- Basildon: A 'Special Takeover' shift was organised in November to support the Local Policing Team (LPT). 22 Special Constables replaced the LPT Officers and attended 12 emergency, 13 priority and 16 routine incidents. Two missing persons were located and an arrest made for drunk and disorderly. This enabled the LPT to focus on other priorities such as proactive patrols throughout the district. This type of event demonstrates the level of support available from the Special Constabulary.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 1 - More Local, Visible and Accessible Policing

We will:

Support increased participation in Neighbourhood Watch, Street Pastors, Active Citizens and Volunteer Police Cadets.

- Membership of Neighbourhood Watch (NHW) continues to grow with approximately 105,000 registered members and over 3,000 NHW Coordinators. NHW works closely with the four Essex Watch Liaison Officers promoting NHW and the various Watch Schemes. Horse Watch Scheme will launch early 2020.
- Street Pastors continue to work closely with all Local Policing Teams (LPTs) offering support particularly around the Night Time Economy.
- Essex Police currently retains 135 Active Citizens / Police Support Volunteers and continues to work with all Councils for Voluntary Services (CVSs) to boost volunteer numbers. The average volunteer is now performing two different volunteer roles, completing 4-6 hours a week. Active Citizens have been involved with Operation METEOR (a property marking campaign) and Coffee with Cops providing crime prevention advice to their communities and encouraging members of the public to become involved with volunteering for Essex Police.
- Volunteer Police Cadets continue to support their local Community Policing Teams (CPTs) with Crime Prevention (Operation METEOR) and Knife Crime Campaigns (Operation SCEPTRE). They are also working in collaboration with Essex County Fire Cadets. From early 2020 this will include Fire Safety training for Police Cadets and Crime Prevention training for Fire Cadets as well as joint attendance of community events.
- Southend: Monthly Partnership Activity days continue to be held in anti-social behaviour (ASB) hotspot areas promoting outreach services and citizens in policing. Supported by Street Pastors and NHW schemes.
- Castle Point and Rochford:
 - Local Policing Team (LPT) action plan implemented to increase high visibility foot patrols in high footfall / high harm areas. This will significantly enhance the police presence within the community, improve engagement and provide opportunities to prevent crime and increase stop and search. LPTs are promoting their activity via the CPT Facebook page, with good community feedback.
 - In order to increase online visibility, relevance and ease of accessing information, the current CPT Facebook page will be divided into two separate pages (one for Castle Point, one for Rochford). The content will be revised to focus on proactive patrolling, community events and good news.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 1 - More Local, Visible and Accessible Policing

We will:

Support increased participation in Neighbourhood Watch, Street Pastors, Active Citizens and Volunteer Police Cadets.

- Basildon: November 2019 saw the reintroduction of 'Street Weeks' which focussed on high intensity activity in the Great Knightleys area. The initiative brought together members of the CPT, partner agencies, NHW volunteers and Active Citizens. The week of action, which coincided with National Safeguarding Awareness Week, saw volunteers out and about talking to residents about crime prevention and what to do if they are worried that someone is being abused or exploited. The volunteers also assisted with a 'pop-up stall' giving residents advice on home and personal security. This type of initiative demonstrates the vital role volunteers play in keeping our communities safe.
- Grays: Special Constables and Street Pastors were deployed to assist with the major incident involving the deaths of 39 people in a lorry container in Grays on 23 October 2019. Street Pastors provided welfare support to officers and spent time on the welfare buses deployed to the various scenes pivotal in the investigation.
- Tendring: Following the success of Chelmsford and Maldon CPT running Parkrun in Chelmsford Park, followed by a "coffee with cops" engagement event, a similar event was held in Tendring this quarter.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 1 - More Local, Visible and Accessible Policing

We will:

Make it easy to contact the police through 'Do It Online' and improvements to 101 ensuring that the public get a swift and responsive service from the police.

- The Force Control Room (FCR):
 - Non emergency call demand continue to be high with 68,218 non-emergency calls received across the quarter.
 - The new FCR Digital Online Team went live in October 2019. This team provides information and intelligence in the initial stages of a critical operation / investigation in cases where digital sources can be exploited.
- Resolution Centre (formerly Crime Bureau):
 - The Resolution Centre (opened fully as of 1st December 2019) is a team of investigators based at HQ who manage less complex crime investigations. In November 2019 the Resolution Centre, which was initially delivering a service to the South LPA only, received 472 crime investigations for the LPA. 80% of these (381) investigations were managed to conclusion by the team instead of by frontline response officers.
 - During the quarter, public call volumes totalled 24,889.
 - Across the quarter, the Crime Bureau has processed over 40,000 crime investigations.
- The 'Single Online Home' (SOH) website (enabling the public to report crimes and incidents online) has progressed well. A trial of a "Live Chat" functionality is scheduled for 2020.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 2 – Crack Down on Anti-social Behaviour

Working with partners we will:

Target repeat and high harm anti-social behaviour to protect individuals and communities from distress and disruption.

- Under the Anti-Social Behaviour, Crime and Policing Act 2014, the Community Trigger process provides an opportunity for repeat victims of ASB to have their investigation reviewed by the Police, local authority and housing partners to ensure the best solutions are in place and any outstanding opportunities are identified. Engagement is being conducted to promote this.
- The Rural Engagement Team has been trained in the best use of Community Protection Warnings (CPWs) and Notices (CPNs) to target hare coursing. Rural communities continue to suffer from this criminal behaviour and the use of ASB legislation can help to tackle this.
- Further advice and guidance has been provided to officers to ensure they are aware of how to apply for civil orders to address ASB and criminal activity. This will ensure that officers consider additional tools, particularly when there is no criminal charge progressing to the courts.
- Southend: Community intelligence, analysis and targeted patrols of ASB hotspot areas has led to a reduction of 14% in ASB (960 less incidents) over a rolling 12 month period.
- Castle Point and Rochford District Councils:
 - Closure Order achieved following ongoing patterns of ASB and criminal activity at an address in Benfleet. Castle Point Council and the Local Policing Team (LPT) worked together to supply evidence to support the application and accompany council staff to serve the Order. Regular visits to the property will continue to ensure compliance.
 - The Anti-Social Behaviour Offenders Plan for prolific offenders in Rayleigh who have been committing crime and ASB in the local area has resulted in an offender being charged and remanded and subject to a Criminal Behaviour Order (CBO) hearing.
 - Pre-emptive dispersal orders were put in place for bonfire night in Canvey and Rochford. This led to a successful reduction in ASB when compared to the previous year and very good community feedback.
- Basildon:
 - Pitsea market / retail area has been experiencing ASB from a problematic group of youths. The Community Policing Team (CPT) has worked with partners across the Community Safety Hub to tackle the problem. An increase in high visibility patrols has provided reassurance to the local community and a deterrent to the offenders. The Community Safety Partnership is introducing a 'town-link' radio system to improve communication across local businesses.
 - A Dispersal Order to address vehicle related ASB has seen over 60 people stopped and searched.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 2 – Crack Down on Anti-social Behaviour

Working with partners we will:

Target repeat and high harm anti-social behaviour to protect individuals and communities from distress and disruption.

- Thurrock: ASB incidents have fallen by 9.9% year on year as a result of operational activity in conjunction with the council. This includes Operation RAMBLER which is an operation to target nuisance vehicles / off road bikes. In addition, the town centre team plays a very visible role and works closely with businesses to target offenders.
- Harlow:
 - A Community Protection Notice (CPN) was used to address ASB which resulted in a referral to the Youth Justice Multi-Agency Panel. The outcome ensured that all partner agencies worked to support the young person in changing their behaviour.
 - Operation LIMOUSINE is an operation to target 'car cruise' events. Community policing officers are visible at these events enforcing the law when any issues arise. The most recent meet finished early due to officers preventing them from causing a nuisance.
- Brentwood: The Sugar Hut licensed premises in Brentwood, under new ownership, submitted an application for a 24 hour licence at weekends. Recognising the risk of anti-social behaviour (ASB) and an increase in alcohol related violence this application was challenged, resulting in the withdrawal of the request.
- Chelmsford: A Criminal Behaviour Order (CBO) was made against an individual who was regularly found intoxicated and making lewd / sexual comments towards members of the public and police officers. The Order will prevent them being in Chelmsford city centre.
- Uttlesford: Following a number of complaints regarding ASB at the Co-op in Great Dunmow, the Community Policing Team (CPT) and partners have worked with the youths and eliminated the issue.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 3 – Breaking the Cycle of Domestic Abuse (DA)

Working with and through the Domestic Abuse Strategic Board to deliver an ambitious programme of transformation we will:

Support victims and their families affected by domestic abuse to feel safe, cope and recover through targeted help and jointly commissioned services; and tackle offending behaviour through robust behaviour change programmes to break the cycle of domestic abuse.

- Monthly Domestic Abuse (DA) Governance Board (which brings together DA professionals within Essex Police to look holistically at the entire DA journey from initial call for service through to outcome) meetings continue. The last meeting focused on understanding how victims can be better supported to keep them engaged throughout the entire process. A trial will commence shortly of victims being “live linked” to court, to prevent the need to attend in person.
- Basildon: A ‘Street Weeks’ event was held in the Great Knightleys area of Basildon, which coincided with National Safeguarding Awareness Week. As part of the initiative, the Basildon Community Policing Team and Essex Police DA Safeguarding Team conducted welfare checks on previous victims of DA to ascertain if further support was required. The teams also engaged with staff at hair salons, community centres, Laindon train station and Laindon library to highlight ways of spotting if someone may need help, and if so how to make referrals.
- West Local Policing Area (LPA):
 - DA improvement plan has been implemented in Harlow and will roll out across the West LPA. There has been a small improvement in the number of solved standard risk DA offences in Epping Forest District.
 - Bodyworn video footage of DA incidents is being reviewed to share learnings across the LPA in order to improve the service provided to DA victims.
 - Raising awareness of Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) amongst Local Policing Team officers, highlighting their value in standard risk DA incidents and not just medium and high risk cases.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 4 – Reverse the Trend in Serious Violence

Working with partners we will:

Bring violent offenders to justice through targeted police enforcement, working closely with neighbouring forces such as the Metropolitan Police.

- Operation SCULPTURE is an operation relating to a murder in Colchester in May 2019 whereby a male was stabbed three times. In conjunction with the Metropolitan Police Service (MPS), five people were arrested, three on suspicion of murder and two for assisting an offender. Two suspects were later charged with murder, attempted murder and being concerned in the supply of Class A drugs. A further arrest was made in December for the same offences.
 - Operation RUTLAND is an operation relating to a murder in Westcliffe-on-Sea in December 2019 whereby a male with multiple stab wounds was found deceased alongside a cannabis grow. A variety of evidence was collected and as a result four people were arrested and are on bail, with four suspects still outstanding. Essex Police received assistance from Northamptonshire Police regarding the arrest of a male suspect.
 - Southend:
 - The Local Policing Proactive Team (formed to target repeat offenders and areas, aiming to protect victims and bring offenders swiftly to justice) has arrested 500 suspects since October 2018, focusing on high harm offenders.
 - Southend Divert Scheme has secured funding from the Big Lottery to support Project 360 where a Divert and Liaison Officer has been recruited and will operate within the community safety hub and custody suites to mentor a cohort of repeat offenders to address the triggers for their offending. Violent crime will be a priority.
 - Castle Point and Rochford: Knife arch deployments conducted in cooperation with British Transport Police (BTP) at Benfleet train station. The aim of these arches is to target and disrupt those carrying knives. Funding agreed by both Councils to fund a further knife arch.
 - Basildon: Operation SCEPTRE funding enabled a mixture of high visibility and plain clothes patrols in the violence hotspots. Operation WAXEN, an operation relating to providing plain clothes patrols over six days to tackle 'county lines' linked to violence, has resulted in four arrests for drug and weapon offences of which two people were remanded in custody. A number of stop and searches were completed and intelligence gained.
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- Thurrock: Knife arches have been used in operations at Lakeside Shopping Centre and Chafford Hundred Rail Station in conjunction with BTP.
 - Harlow: Operation SCEPTRE funding enabled regular operations to target knife point robbery offences on the cycle paths.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 4 – Reverse the Trend in Serious Violence

Working with partners we will:

Ensure victims of rape and sexual violence receive the help and support they need, and work with criminal justice partners to ensure that perpetrators are convicted.

- The first multi-agency Rape Scrutiny Panel was held in November 2019. The purpose of the panel is to work with partners to identify barriers and improve performance across agencies. The first theme focussed on Domestic Abuse Rape, No Further Action (NFA) cases. Panels will be themed with partner agencies invited to identify cases within the theme they believe should be scrutinised.
- Project Goldcrest is now live. This is an initiative designed collaboratively by Essex Police, the Oakwood Place Sexual Assault Referral Centre (SARC) and other partners. This project enables young people who have been identified as at risk of Child Sexual Exploitation (CSE) to take their own forensic samples at home, with someone with parental responsibility (or an appropriate adult) as a witness. Completed kits will be retained by Essex Police for 25 years. If a complainant subsequently comes forward, the kits can be utilised as evidence which otherwise might not be available.
- The Drink Aware project went live in December. As part of this project, a Nightlife crew (a team of two people) is located inside licensed premises, circulating with customers to provide support for those vulnerable due to alcohol and to promote a positive social atmosphere.
- The Essex Synergy First Responder Project continues. This initiative ensures every rape victim can speak to an Independent Sexual Violence Advisor (ISVA) within 24 hours of reporting an offence.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 5 – Tackle Gangs and Organised Crime

Working with partners we will:

Support victims of human trafficking and modern slavery including sexual exploitation working closely with UK Border Agency (UKBA), National Crime Agency (NCA) and national and regional partners to bring perpetrators to justice

- Operation MELROSE is an operation relating to an incident in Thurrock on 23rd October 2019, whereby a refrigerated lorry containing 39 deceased Vietnamese migrants was located. The driver of the lorry was arrested at the time and research has identified an organised crime group involved in trafficking migrants into the UK. Four persons have been charged for their involvement in this incident, with a further four persons on bail. There is a joint investigation team across the United Kingdom, Southern Ireland, France and Belgium and the National Police Coordination Centre (NPoCC) has supported the enquiry with 23 forces providing approximately 70 resources.
- Operation NESCIENT is an operation relating to an investigation into human trafficking and modern slavery. In August 2019, a female reported that she had been brought to the UK from Botswana in October 2017. She was promised work and good wages, but was made to work 13 hour days in a care home, earning £225 in her first month. She was able to contact authorities and as a result warrants were conducted resulting in three arrests. The victim has been safeguarded via the National Referral Mechanism (NRM).
- The Essex Police Victim Navigator has triaged 76 Modern Slavery Human Trafficking (MSHT) crimes since October, offering strategic advice to 21 officers and supporting the victims. The Victim Navigator works with other agencies to find and provide support to victims of MSHT, such as housing, clothing, banking and counselling. In 2020 they will be exploring the possibility of having a safe house whereby victims of MSHT can stay prior to entering the NRM, which would allow officers more time to carry out investigations knowing the victims are safe.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 5 – Tackle Gangs and Organised Crime

Working with partners we will:

Disrupt and prevent organised drug distribution through improved intelligence shared between the police, partners and local communities to limit the harm drugs cause.

- Operation ANISE is an operation relating to an investigation by the Kent and Essex Serious Crime Directorate's Serious Organised Crime Unit into possession of Class A Drugs with intent to supply. Intelligence suggested a male in Basildon was involved in Class A drug supply, and in conjunction with the National Crime Agency (NCA), enforcement activity was conducted against the suspect in November. Four persons were arrested and, following searches of their vehicles and addresses, two kilograms of Cocaine, six kilograms of Heroin and £10,000 cash were seized. The four suspects have been charged with a variety of offences, including Possession with Intent to Supply and drug importation.
- Castle Point and Rochford:
 - District Commander and Child and Young Persons Officer (CYP) meeting is pending with key adult safeguarding leads for senior schools within the district. Agenda to include plans for educational knife arch deployments / school grounds knife sweeps / educational presentations on county lines etc.
 - Activity to target two Organised Crime Groups (OCGs) will be formalised in an Operation FALCON action plan.
- Basildon: Operation RAPTOR team continues to respond to information and intelligence from partners and communities to tackle the supply of drugs. Since April 2019 the team has arrested 59 people, seized £252,000 worth of drugs, seized 16 weapons and achieved collective prison sentences of 94 years from its investigations.
- Thurrock: The C17 gang injunction continues to be used with new members added to the injunction when appropriate. Enforcement of the injunction has seen a number of arrests.
- North LPA:
 - Continues to work closely with Chelmsford Prison to make a clear link between street and cell, disrupting criminal activity outside and making opportunities for crime inside more difficult. This now features on our strategic assessment.
 - Continues to increase its stop and search numbers significantly. Training days conducted for front line officers included classroom and street based training using local subject matter experts.
- Joint operations with Metropolitan Police (Operation GAMBER) and Herts Police (Operation CHICA) will target and disrupt criminals operating in border areas. These operations have opened up greater opportunities for further cross border work in the future to target high harm offenders.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 6 – Protecting Children and Vulnerable People

Working with safeguarding partners and the Southend, Thurrock and Essex Safeguarding Boards we will:

Bring more perpetrators of rape and sexual abuse to justice.

- Following a review of working practices, staff have been embedded within National Probation Service offices at Colchester and Laindon where police offender managers and probation officers visit, review and complete risk assessments with probation led registered sex offenders (RSOs). This joint working has improved working practices and intelligence sharing opportunities with a view to providing a more joined up response to RSO management. Plans are in place to extend this trial to probation offices in Chelmsford and Harlow in 2020.
- The Police Online Investigation Team (POLIT) executed 50 search warrants in October and November this year. In the same period, they have safeguarded 81 children. The team has seen an increase in Child Exploitation and Online Protection (CEOP) referrals over the last quarter.
- In November, POLIT was made aware of live intelligence originating from an online chat room in Canada. Swift action from the POLIT team led to the arrest of a male who was charged with multiple sexual offences and pleaded guilty in court within 48 hours of the information coming to light.
- POLIT has been involved in assisting the Child Abuse Investigation Team (CAIT) with the investigation of two cases of child rape. One case resulted in a 21 year sentence for a male for sexual offences against his daughter who came forward to police aged 14 years. The second case involved a couple who abused their friend's baby and resulted in a combined sentence of 21 years.
- Operation RATIFY is an operation whereby individuals who have committed a rape and / or sexual offence on at least six occasions over the past 18 months will be identified and proactively targeted to reduce future offending. The police tactics will include civil orders in order to restrict opportunities to offend.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 6 – Protecting Children and Vulnerable People

Working with safeguarding partners and the Southend, Thurrock and Essex Safeguarding Boards we will:

Improve reporting of hate incidents through improved community engagement and greater use of Hate Incident Reporting Centres.

- The Strategic Hate Crime Partnership (SHCP) has run a hate crime poster competition in order to engage with young people and schools. The winner received a gift voucher and their poster will be used in future hate crime campaigns. The competition has been used to highlight an ongoing drive to create and distribute a hate crime reporting pack to all schools in Essex.
- The network of Hate Incident Reporting Centres (HIRCs) continues to grow. There are now 60 HIRCs countywide with 850 trained volunteers to support these centres. The network has facilitated the reporting of 78 hate crimes which would otherwise have not come to the attention of Essex Police. Two volunteers have been recruited to help with administration of the HIRC network to ensure sustainability.
- A bespoke system of crime reporting will be established for the Jewish Community on Canvey Island. This will encourage the community to report incidents at their own premises via a paper based system which is in line with their religious commitments, particularly during the Sabbath when they may not use any electronic communication devices.
- Thurrock: Operation GOLDCREST is an operation relating to supporting vulnerable young victims of sexual abuse and will be led by Crime and Public Protection and supported by Local Policing Teams.
- Harlow: The frontline app has now been launched in Harlow which brings together a range of support services across all public services giving officers easy routes of referring vulnerable people to get the help they need.

Police and Crime Plan 2016-2020 – Quarterly Update 2019/20 Q3

Priority 7 – Improve Safety on our Roads

Working with Safer Essex Roads Partnership we will:

Reduce the numbers of people killed or seriously injured on our roads through the work of the multi-agency Safer Essex Roads Partnership on enforcement, engagement and education.

- There were 208 Killed and Seriously Injured (KSI) casualties in the last quarter. Down from 223 KSI casualties in the same period in 2018. 14 of these were fatalities, up from 13 in the same period in 2018.
- 433 drink drivers and 499 drug drivers were arrested in the last quarter. This compares to 353 drink drivers and 361 drug drivers arrested in the same period in 2018.
- December 2019 saw the highest number of recorded drink / drug drive arrests in a single month at 403 during the December drink / drug driving campaign. November 2019 was the previous record month at 338 arrests.
- Since the launch of the Driving with Confidence course in May 2019 the number of people wishing to take up the course has increased steadily with 119 clients to date having taken the course. In the last quarter 21 enquiries we made with 18 booking the course.
- There have been 129 deployments to improve road safety and tackle criminality on the roads in the last quarter. This resulted in 5,792 vehicles stopped, 223 arrests and 181 vehicles seized. This activity has led to 12,996 road safety educational courses delivered to offenders.
- The Safer Essex Roads partnership conducted 29 Static Road Checks in the last quarter, which involve a combination of enforcement and education to target road safety issues. There are over 130 road checks planned for this financial year.
- Safer Essex Roads Partnership volunteers have deployed with Trucam on 49 occasions, detecting 444 speeding vehicles in their local villages.
- Road Crime Team Support Officers have created 41 intelligence packages relating to drink / drug driving. Of the packages that have been actioned 55% have been positive outcomes.

Report title: Essex County Fire and Rescue Service Performance Report - Quarter 2 2019/20	
Report to: Essex Police, Fire and Crime Panel	
Report author: Police Fire and Crime Commissioner Roger Hirst	
Date: 13 February 2020	For: Noting and comment
Enquiries to: Pippa Brent-Isherwood Telephone: 01245 291613 Email: pippa.brent-isherwood@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

The purpose of this report is to provide an overview of the Essex County Fire and Rescue Service's progress in delivering the priorities set out in the Fire and Rescue Plan 2019 – 2024 and the Integrated Risk Management Plan 2016-2020, based on data and other information to September 2019.

The attached quarterly report, produced by the Essex County Fire and Rescue Service and scrutinised at the monthly Performance and Resources Board chaired by the Commissioner, provides highlight reporting against service priorities.

2. Recommendations

That members of the Panel note and comment / seek clarity as appropriate on the content of the report and attached appendix.

3. Context / Summary

This quarter, highlights with regard to performance include:

- The number of Accidental Dwelling Fires reduced slightly (from 191 to 186) compared with the same quarter the previous year. The number of deliberate fires also fell by 7%, from 619 in Quarter 1 to 575 last quarter.
- There were no fatalities from fires, and the number of injuries was fewer than during the same period last year.
- By utilising both station staff and volunteers, the service has undertaken more Home Safety and Safe, Well and Secure Visits during the first half of the year than it did during the same period the previous year. This in

turn has increased the number of onward referrals made to other services.

- First attendance to potentially life threatening calls has been steadily improving over the past year. Work is still ongoing to reduce call handling times in order to improve further on this figure.
- The number of false alarms fell by 9% (from 1,839 to 1,674) in Quarter 2 of this year, compared with the same time the previous year. Most false alarms continue to be raised through good intent.

In terms of areas requiring the continued focus of the service:

- The Technical Fire Safety team carried out 228 audits of non-residential properties during Quarter 2, of which around half were unsatisfactory. TFS officers continue to implement regulatory action following audits to comply with the Fire Safety Order. During Quarter 2, 110 Notifications of Deficiencies were issued and two Prohibition Notices were served. Going forward, 11.4 FTE Inspection Officers have been recruited, which will increase the service's auditing capacity. In addition, a new Protection Strategy has been drafted and is due to be launched shortly. This will inform the development of a new risk based inspection programme for the service based on historic incident data and known risk profiles. A training programme has also been developed for operational crews to enable them to carry out Fire Safety Checks in lower risk premises.
- Whilst first attendance to potentially life threatening calls has been steadily improving, the time taken to attend all calls improved during July but worsened slightly in August and September compared with the previous year. This is attributable to an increase in call volumes and reductions in both on-call and whole-time availability on account of factors including the peak summer holiday period; abstractions for training; the secondment of whole-time firefighters into specialist roles and posts connected with operational training, and on-call firefighters joining whole-time stations. Ongoing recruitment campaigns should improve availability going forward. Development of the new IRMP will also include a review of the key stations, to ensure that the availability of those stations most vital to ensuring countywide attendance times is maximised. Policies relating to leave and time off in lieu will also be reviewed in due course in order to ensure maximum availability and ridership.
- Whilst the number of false alarms continues to reduce, the volume of unwanted fire signals (false alarms caused by automatic fire detection in non-domestic premises) rose by 12% (from 246 to 274) in Quarter 2 of 2019/20 compared with the same time the previous year. Despite this period including the school summer holidays, a large proportion of these signals occurred in education buildings, particularly primary schools and especially within the Orsett station ground area.

4. Appendices

ECFRS Quarterly Performance Summary - Quarter Two 2019/20



ECFRS Quarterly Performance Summary – Quarter Two 2019/20

About

A quarterly performance report is produced for the Senior Leadership Team (SLT) and other key members of Essex County Fire and Rescue Service (ECFRS) to monitor performance of the service, ensuring that budgeted resources are aligned with fire priorities as well as effectively and efficiently being utilised. This report aligns with the Fire and Rescue Plan 2019 - 2024 and Integrated Risk Management Plan 2016-2020.

This performance report is also used by the Board that has been established to enable the Police, Fire and Crime Commissioner in his role as the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority to scrutinise, support and challenge the overall performance of the fire and rescue service.

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PERFORMANCE SUMMARY

This is the quarter two (Q2) 2019/20 performance report for Essex County Fire & Rescue Service (ECFRS). This report aligns with the Fire and Rescue Plan 2019 - 2024 and Integrated Risk Management Plan 2016 - 2020.

There were no fatalities from fires during Q2 2019/20 but there were 16 injuries, of which seven were from Accidental Dwelling Fires (ADF). The number of injuries overall are less than Q2 2018/19. The Home Safety Team continue to work with operational colleagues to introduce a process to govern the process of flame retardant bedding to residents who are at risk of fire at home and roll-out of reinstating Home Safety visits by crews. The team also refreshed and digitised the process for Safe and Well Officers to make referrals to other agencies and organisations.

There were 121 fires in non-residential properties during Q2 2019/20, which is more than previous quarter. However, the 12 month rolling total is less than the same quarter last year. Technical Fire Safety (TFS) carried out 228 Audits of non-residential properties during Q2, of which 48% were unsatisfactory. TFS officers continue to implement regulatory action following the audit to comply with the Fire Safety Order.

TFS has completed the installation of sprinklers at University of Essex high rise student accommodation block (16 storeys) and attended a hearing for the inquest on the death at Grampian flats in Southend in May 2016.

In Q2 2019/20 there were 4,567 incidents, with False Alarms accounting for 38%, Fires 36% and Special Services 26% of all incidents attended.

First attendance to potentially life threatening calls has been steadily improving over the last year. Work is still ongoing to reduce the call handling times as the turnout time and traveling time has seen little change. The Service attended 90% of all calls within 17 minutes 10 seconds, 95% in 20 minutes 47 seconds and 98% in 26 minutes and 20 seconds during quarter two 2019/20. This is an increase on Q1 and can be attributed to an increase in the volume of calls and the availability of appliances.

Q2 2019/20 covers the summer period where we see an increase in the calls to the service and a decrease in on call and whole-time availability due to the summer holiday period. This is shown in the comparison with last year. The Service has seen a drop in Q2 in whole time performance due to those seconded into specialist roles and moves into posts connected with operational training. On-call availability continues to drop based on last year's figures and is approximately 15% below target. This is due to lack of recruitment in areas of transient populations, on-call firefighters joining whole-time stations and the retention of those who are recruited.

ECFRS have undertaken more Home Safety, and Safe and Well Visits this year compared to last year. Home and Safety visits are being undertaken by both stations and volunteers. Stations are slowly increasing the number of visits they are undertaking, and this is expected to increase throughout 2020.

The number of Accidental Dwelling Fires (ADFs) are down against the same quarter last year and are currently on target (against our target of 10.5). We expect the number of ADFs to increase over the next quarter as the weather becomes colder in line with the trends outlined in the ADF research undertaken by the University of Essex.

ECFRS has been involved in a number of Safer Essex Road Partnership (SERP) initiatives and events that aim to reduce the number of people killed or seriously injured on Essex roads. Looking forward, additional FireBike team members and a new Road Traffic Collision Team Leader will be recruited. SERP has also reviewed performance against the joint Road safety Delivery Plan for 2019/20 in preparation for 2020/21 SERP Joint Road Safety Delivery Plan.

As at September 2020 the service employed 35 female fire fighters. Human Resources (HR) will be looking to National Fire Chiefs Council HR Forum colleagues to share their approach and successes in attracting more diversity. In the meantime, ECFRS HR are considering ways in which we can attract more diversity including the provision of different types of media on our careers website.

HR are reviewing our recruitment approach across the board, starting with on-call recruitment campaigns, including the candidate journey, the application process, the assessment and selection methodology and on-boarding arrangements.

HR will also be implementing the Civica applicant tracking module, expected to go live in April 2020. This will streamline our processes, introducing significant efficiencies and delivering a better experience for candidates and hiring managers. The applicant tracking system will enable us to have a candidate-led approach to managing data, which will include the collection of diversity data as well as qualifications and professional memberships; all of the applicant data will travel through to the core HR system.

HR quarterly report also outlines the next steps that the Service will be undertaking to understand levels of sickness absence, in particular mental health. The findings from this review is likely to feed into the new People Strategy (2020 and beyond) 'well-being and health' element which is currently under development.

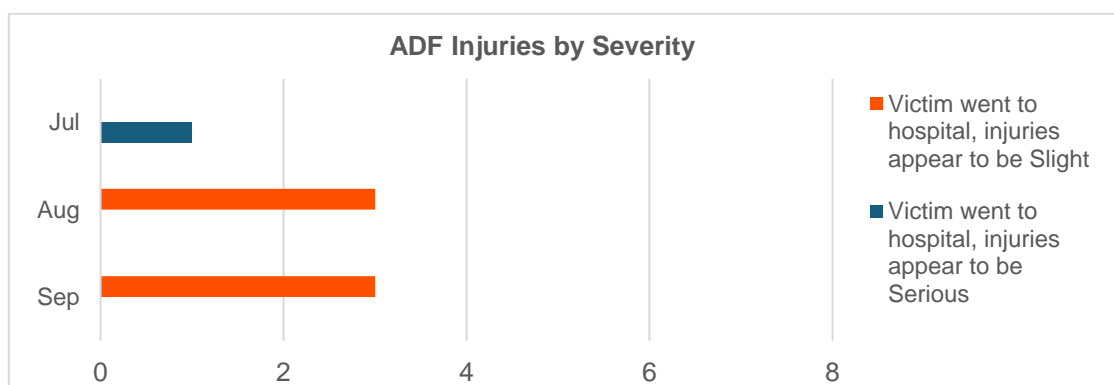
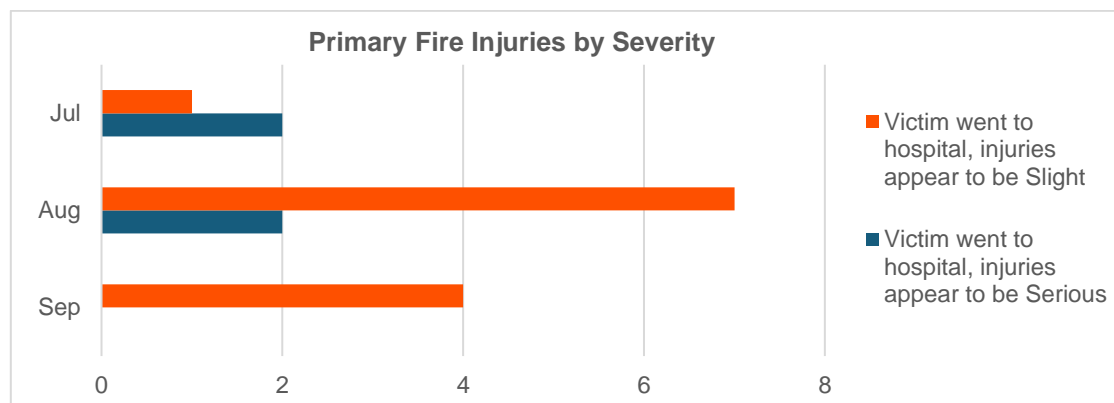
PREVENTION, PROTECTION AND RESPONSE

Fire and Rescue Plan Measure: Reduction in Injuries and Fatalities

There were no fatalities during Quarter Two 2019/20. In Quarter One 2019/20, there were two fatalities at incidents attended by ECFRS.

Injuries in this report are those logged into the Incident Recording System (IRS) System as requiring hospital treatment.

Injuries from Primary Fire Injuries	Q2 2019/20	Q2 2018/19
July	3	9
August	9	5
September	4	9
Rolling 12 Months Total	78	66
Injuries from Accidental Dwelling Fires		
July	1	7
August	3	1
September	3	5
Rolling 12 Months Total	47	40



Commentary and Action Plan

Actions Taken in Quarter to Improve Performance

Observations

- There are no fatalities in Q2
- Injury overall are down from this time last year.
- Primary Fire injuries peaked in August, the opposite of last year.

Actions in the last quarter

- The Home Safety Team continue to work with operational colleagues to introduce a process to govern the provision of flame retardant bedding to residents who are at risk of fire at home, are bed/chair bound and who smoke. These people often also use emollient products, increasing their vulnerability in the event of a fire. This is a small but significantly vulnerable community in Essex.
- The Home Safety Team refreshed and digitised the process for Safe and Well Officers to make referrals to other agencies and organisations. This new process is easier to undertake for Officers on the ground, and is also easier for managers to measure and track referrals. Since its introduction, the Safe and Well Team have made 166 referrals to external agencies to secure additional help for the people they have visited. This includes 32 referrals to help with mobility and 28 for assistance with sensory impairments. This is a huge increase in the number of referrals made by the team and reflects the broad range of complex people visited by the Safe and Well team. The simpler process also means that Officers are able to spend more time with residents and less time navigating multiple referral processes.
- In quarter 2 North East group continued the pilot to look at reinstating Home fire safety visits by operational crews. The group contributed to the evaluation and subsequent roll out for the rest of the service.
- A volunteer role profile has been designed to support the introduction of follow up phone call evaluations to understand whether visit impact is sustained.

Forward Action Plans

- Finalise and introduce the flame retardant bedding process.
- The first reports detailing both Home Safety referrals and evaluation results will be included in the next quarterly report.
- North East crews will continue to deliver Home Fire Safety Visits until a service wide roll out begins taking into account the learning from the pilot.
- Further promote the research findings from the research with Anglia Ruskin University regarding emollients.

Service Measure: Fires in Non-Residential Properties

Fires in Non Residential Properties	Q2 2019/20	Q2 2018/19
July	49	41
August	36	40
September	36	38
Rolling 12 Months Total	428	474

Inspections by Crews

Q2 2019/20	Wholetime	On-Call
July	186	25
August	122	21
September	78	20

Number of Audits Completed

Q2 2019/20	Number of Audits	Number of Satisfactory Audits	%
July	78	40	51
August	78	43	55
September	72	35	49

Summary of Regulatory Action taken following Audits

110	2	0
Notification of Deficiencies Issued	Number of Prohibition Notices Served	Enforcement Notices Issued

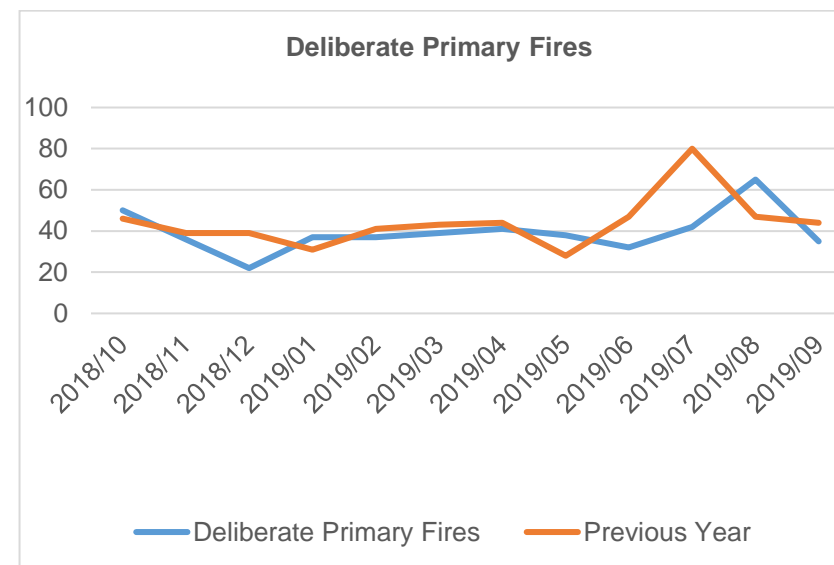
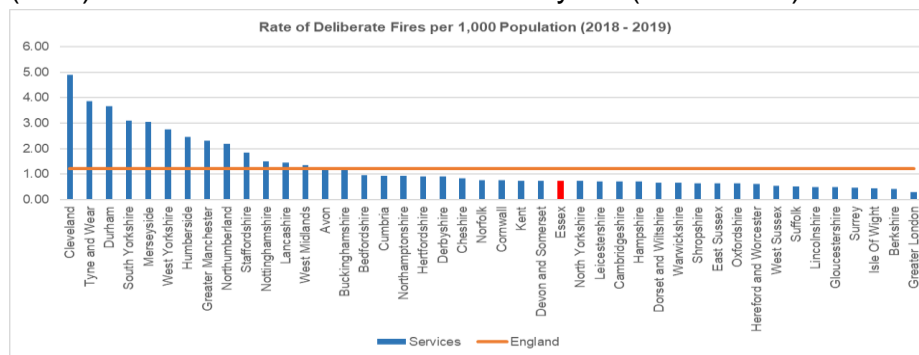
Summary of Prohibition Notices

- Prohibition notice (P00088) issued to a restaurant with HMO above in Westcliff on Sea, prohibiting use of the upper floors.
- Prohibition notice (P00089) issued to a public house/restaurant in Maldon, prohibiting use of the first floor.

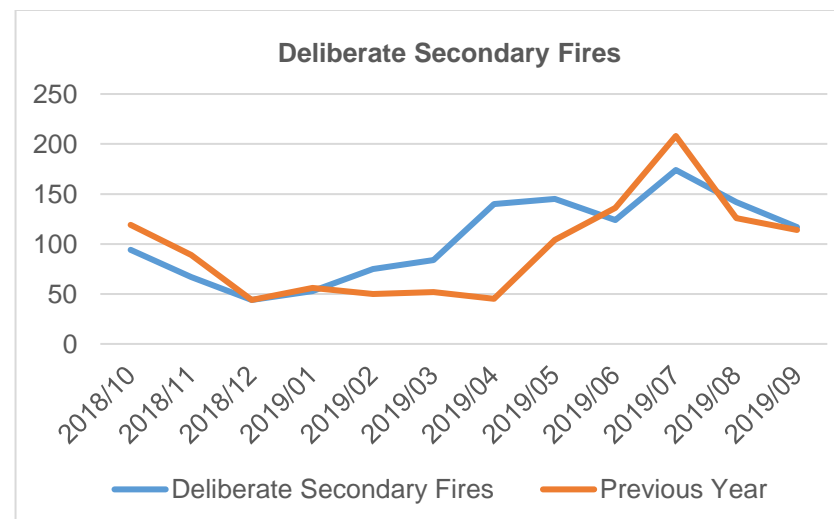
ECFRS Quarterly Performance Summary – Quarter Two 2019/20

Service Measure: Rate of Deliberate Fires

The rate of deliberate rates at the end of Quarter Two 2019/20 for Essex is 1 per 1,000 population (12 months rolling), which is below the average rate for all Fire and Rescue Services in England (1.21). ECFRS rate at the end of last year (2017/2018) was 0.7.



Number of Deliberate Fires		Q2 2019/20	Q2 2018/19
Target - Improvement on previous year			
Primary	July	42	80
	August	65	47
	September	35	44
Rolling 12 Months Total		474	529
Secondary	July	174	208
	August	142	126
	September	117	114
Rolling 12 Months Total		1,259	1,143



Commentary and Action Plan

Actions Taken in Quarter to Improve Performance

Observations

- Hearing attended for the Inquest touching on the death at Grampian flats in Southend in May 2016. Full evidence bundle compiled and submitted on behalf of ECFRS. Due to incomplete submissions by other interested parties, inquest adjourned until 14th April 2020, 4 days set aside for evidence.
- Sprinkler installation completed at University of Essex high rise student accommodation block (16 storeys). Project was awarded £50,000 from ECFRS sprinkler fund. Formal check hand over to be arranged with media department.
- All seven Inspecting Officers enrolled on the Level 3 Fire Safety Course successfully completed their Second module 'Auditing Simple Premises', and have attended their final module 'Planning and Gathering Evidence'. All Officers will progress on to the Level 4 Certificate course in early 2020.
- Participation in the Trailblazer group set up to develop a Level 6 Apprenticeship Course for Fire Engineers.
- Participation in the Trailblazer group set up to develop a Level 4 Apprenticeship Course for Fire Safety Officers.
- Regional training initiative is now underway, with Essex due to provide a regional training day on Hospital Fire Safety (HTM) in Q2 of 2020.
- Engagement with Lower Thames Crossing project team through attendance at meetings.
- CPD event at London Fire Service attended by Service's Fire Engineers.
- Engagement with existing Primary Authority Scheme partners (Salvation Army, Care UK, Radisson and Co-Op East) through attendance at meetings and assured advice issued.
- Fire Safety Training delivered to apprentice firefighters in July 2019.
- Fire Investigation CPD day held at Rayleigh Weir with presentations delivered by Audi UK on Electric vehicles and the associated hazards.
- Building Regulations practical course delivered at Orsett to eight practicing fire engineers on the requirements of Approved Document B, Part B5 Access and facilities for firefighters, with practical exercises.
- Eight Freedom of Information requests (FOI's) responded to.

Forward Action Plans

- A new protection strategy has drafted and is due to go live by 31 January 2020, following on from this a new risk based inspection programme will be developed for the service using our historic incident data and known risk profiles to enable our staff to effectively target activity.
- A training programme has been developed for our operation crews to enable them to carry out Fire Safety Checks in lower risk, simple premises.

- 11.4 Inspection officers have been recruited, due to start in January. This will increase the auditing capacity.
- A Technical Fire Safety (TFS) Officer began training as a Fire Engineer on a Bachelor of Engineering Degree Course at the University of Central Lancashire. This is a 4 year part-time degree course.
- ECFRS have taken lead role in the Regional Work stream Fire Engineering project for the Eastern Region due to in-house expertise. Options for the provision of Fire Engineering Services have been discussed with regional Fire Services, with a decision pending.
- TFS Training lead attended Regional Work stream for Training and Competence in Hertfordshire. First regional training event to be held in November 19. Essex due to deliver regional event in Early 2019.
- Ongoing project for a wider assessment of the suitability and sufficiency of the Service's Risk Based Inspection Programme, to assess those in use in other Service's across the UK and also commercially available projects. This is also a subject of a Regional Work stream which we are engaged in. Meeting to be held 5/11/19
- Response made to the National Fire Chiefs Council (NFCC) Consultation on National Occupational Standards for Fire Safety Personnel.
- Awaiting response from Hay review panel in relation to Job Evaluation Questionnaires and associated paperwork previously submitted for evaluation of posts for Primary Authority Scheme manager and Business Engagement Manager roles.

Service Measure: Attendance Times

First Attendance to Potentially Life Threatening Incidents	Q2 2019/20	Q2 2018/19
Target – Average of 10 minutes		
July	10m27s	10m54s
August	10m16s	10m33s
September	9m59s	10m34s

First Attendance to All Calls within Target	Q2 2019/20	Q2 2018/19
Target – 90% of all calls within 15 minutes		
July	87%	84%
August	83%	85%
September	84%	86%

% of All Calls Attended within Target by ECFRS Station Type*	Not Within Target	Within Target
Day Crew / On Call	22%	78%
On Call	21%	79%
Wholetime	11%	89%
Wholetime / On Call	24%	76%
Total	15%	85%
*ECFRS special appliances/cars such as officer car's and other FRS appliances that attended calls first during quarter two are excluded from this calculation to provide clearer insight into ECFRS attendance times.		

Commentary and Action Plan

Actions Taken in Quarter to Improve Performance

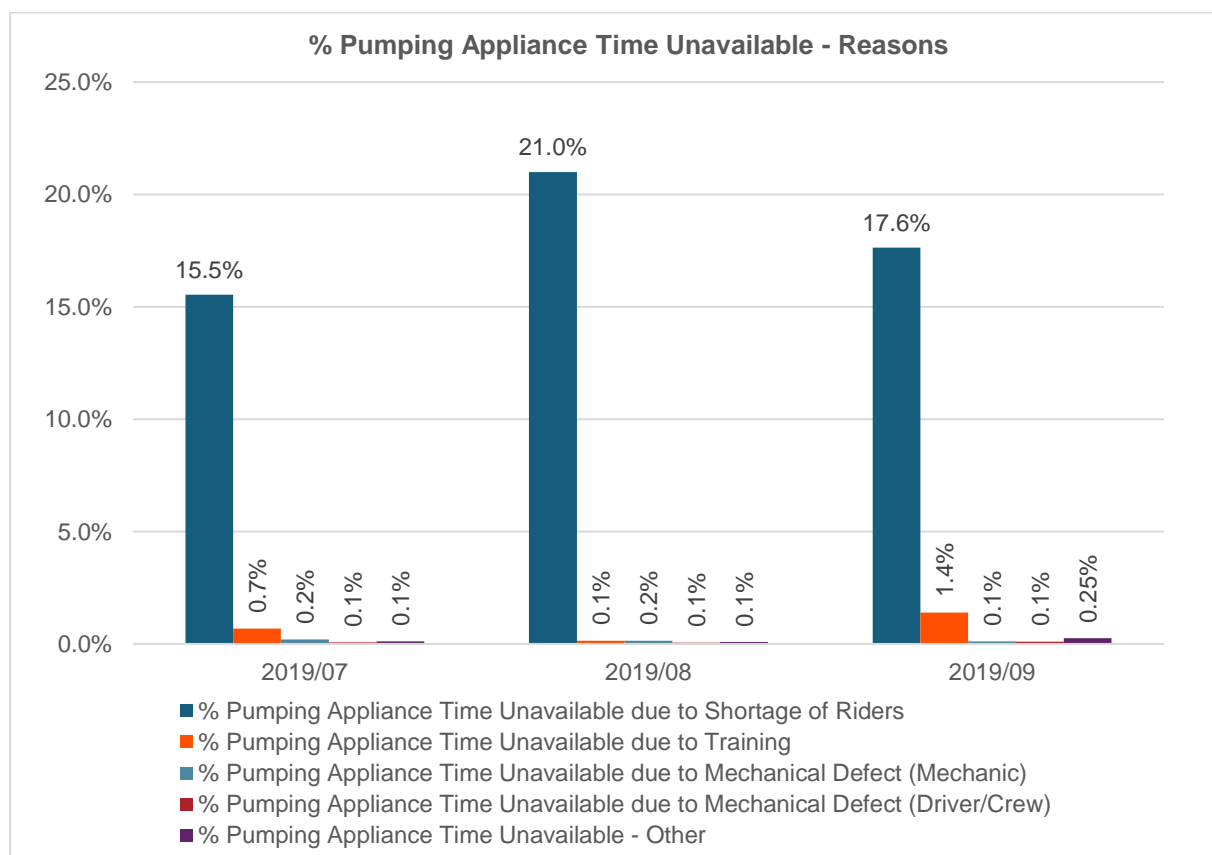
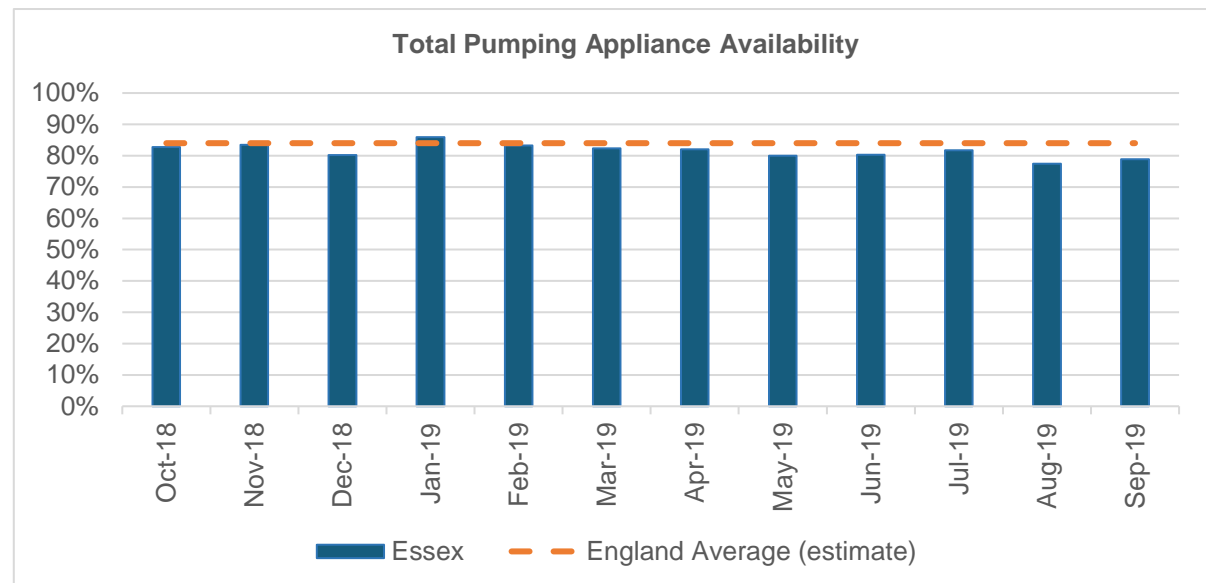
- First attendance to potentially life threatening calls has been steadily improving over the last as last year. Work is still ongoing to reduce the call handling times as the turnout time and traveling time has seen little change. The Q2 period has previously seen an increase in response times due to the amount of calls the service receives, travel distance to cover others stations and availability issues for on-call and whole time over the summer period.
- The Service continues to perform above the national average and has seen a slight decrease in the first attendance within 15 minutes to all calls by 1% in aggregate over the Q2, compared to last year. This can be linked directly to our availability and in particular, the on-call reduction in availability. The increase is linked to appliances having to travel further to other stations areas due to them not being available and thus increases the time taken to attend the call. This quarter is also the time when we see a decrease in our on-call availability and the whole time summer leave period coupled with recent moves to centralised functions within the service of staff.
- The Service attended 90% of all calls within 17 minutes 10 seconds, 95% in 20 minutes 47 seconds and 98% in 26 minutes and 20 seconds during quarter two 2019/20. For reference, the Service attended 90% of all calls for both quarters within 16 minutes 41 seconds. This is an increase on Q1 and can be attributed to an increase in the volume of calls and the availability of appliances.
- The response times are discussed at each group manager 1:2:1 and station manager 1:2:1 and some improvements are seen at Orsett and Grays. On-call stations that are showing longer times Brentwood, Billericay, Witham, Maldon and Canvey suffer from busy road networks next to or on the station turnout locations for on-call to respond. Other stations such as Burnham and Manningtree are away from the main town area so it takes longer for crews to get there when turning out from their home addresses.

Forward Action Plans

- Additional work around the call handling element of the time is needed and being action with service control. We have now removed all animal related incidents where the service responds with an officer (non-emergency response) from the 15 minute call element and single officer attendance at other calls. This will give a better picture of the current service performance.
- Over the same Q2 period in 2020, we will be looking to employ the Central Resourcing Team (CRT) within the Control element of the service to have better plan our availability and officers riding at on call stations centrally. This will involve pre planning and projecting by staff to ensure we place staff where they will be needed most.
- We are currently recruiting an additional 57 staff between now and June 2020 which will start to see an improvement in our whole time performance.
- The IRMP 2020 – 2024 in its production will include a review of the key stations to ensure that the availability of those stations most vital to ensuring county wide attendance times is maximised.

Service Measure: Appliance Availability

Total Pumping Appliance Availability	Q2 2019/20	Q2 2018/19
Target – 94%		
July	81.7%	84%
August	77.4%	81.5%
September	78.9%	82.8%



Wholetime Pumping Appliance Availability	Q2 2019/20	Q2 2018/19
*including Day Crewed Appliances		
Target – 98%		
July	95.4%	96.1%
August	94.1%	96.9%
September	94.7%	98.3%
Rolling 12 Months Total	96.5%	96.4%

On-call Pumping Appliance Availability	Q2 2019/20	Q2 2018/19
Target – 90%		
July	77.1%	77.7%
August	71.9%	72.8%
September	73.2%	74.9%
Rolling 12 Months Total	74.6%	78.8%

Commentary and Action Plan

Actions Taken in Quarter to Improve Performance

Observations

- Wholetime appliance availability continues to be close to the target and on the rolling year total, increasing. This is due to the use and reliance on additional shift working and the use of pre-arranged and dynamic out duties to supplement Watches that are currently lower on numbers.
- The Service is aware of the need to update its leave policy and time off in lieu process on watches to ensure maximum availability and ridership.
- The Service has seen a drop in Q2 in whole time performance due to those seconded into specialist roles and moves into posts connected with operational training.
- The Service continues to have low availability at the day crewed converting stations due to lower watch numbers and the move towards them becoming wholly on-call stations in 2020 and 2021.
- Q2 covers the summer period where we see an increase in the calls to the service and a decrease in on-call and whole-time availability due to the summer holiday period. This is shown in the comparison with last year. We have also seen a lower availability in whole-time watches because of training and in swift water rescue training which necessitates appliances away from their stations for whole days training.

Actions in the last quarter

- On-call availability continues to be a focus for the Service. On-call availability continues to drop based on last year's figures and is approximately 15% below target. This is due to lack of recruitment in areas of transient populations, on-call firefighters joining whole-time stations and the retention of those who are recruited. Leaden Roding, Ingatestone and Wickford are the lowest level of availability, all have recorded under 50% at some point in Q2. There have been improvements at Ongar, Canvey and Shoeburyness in availability over the last Q2.
- The Service has put in place a freeze on people transferring from whole-time positions into specialist roles, to ensure that we are now working in a joined approach and controlling the movement of staff. This is being reviewed in October and December 2019.

Forward Action Plans

- On-call recruitment has continued and the appointment in June of the on-call support managers will started to be realised in Q2 2020 and the activities associated with the role. Managers are prioritising the need for recruitment in each of the 4 groups – highlighting a 2 tier approach to targeting recruitment campaigns and media activity. 2 stations have been highlighted as a priority – Canvey and Ongar and both have action plans to increase managers and staff at each location. There has been a problem with officer cover at Witham which will be resolved in Q3 and co-ordinated availability between Tillingham and Burnham has also seen a steady increase in their availability.
- Recruitment is continuing and courses planned in October for transfers in from other Services and a new recruits course. Further recruits courses are planned in February 2020 and April 2020 which will see an improvement in availability for wholetime staff in Q3 /4 2019 and Q1 and Q2 in 2020.

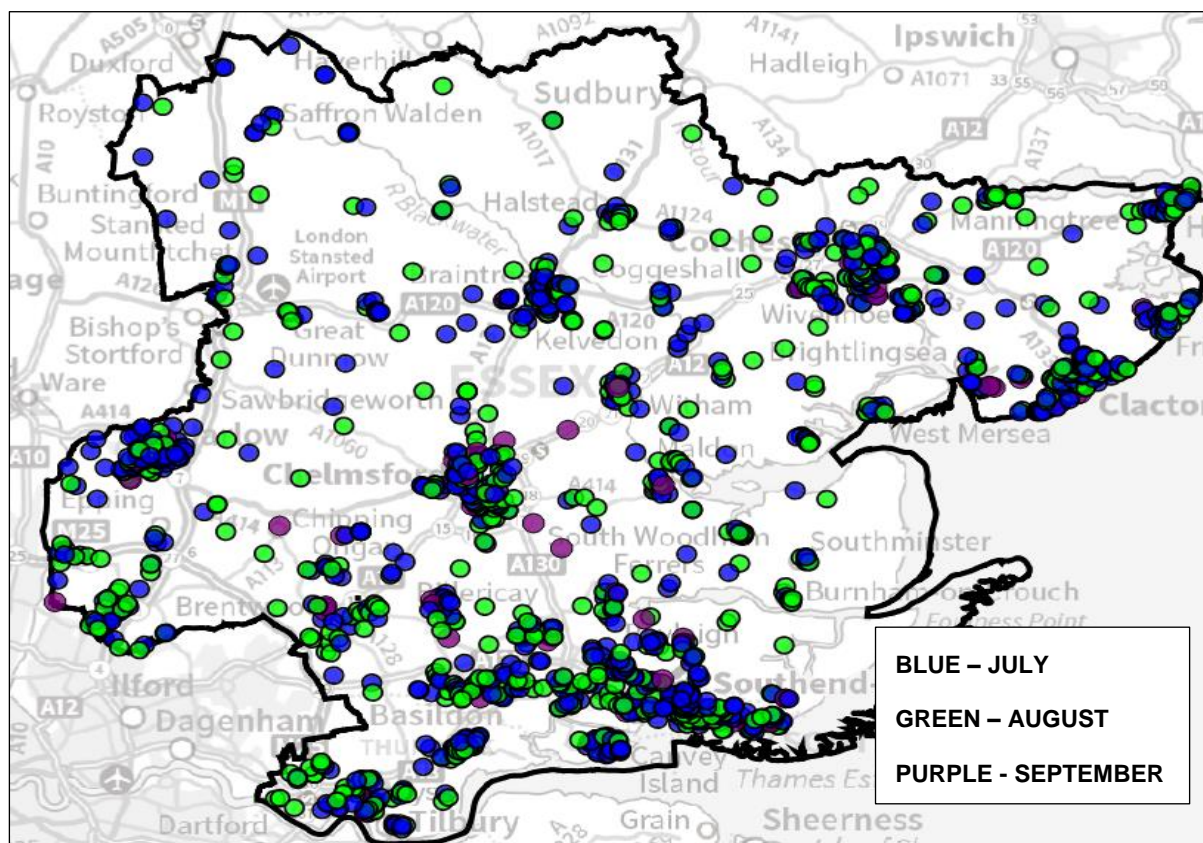
HELP THE VULNERABLE STAY SAFE

Service Measure: Number of Safe and Well Visits



Home Safety - Quarter Two 2019/20			
1994		1404	
Total Number of Visits		Number of Safe and Well Visits	
July	713	July	488
August	636	August	452
September	645	September	464

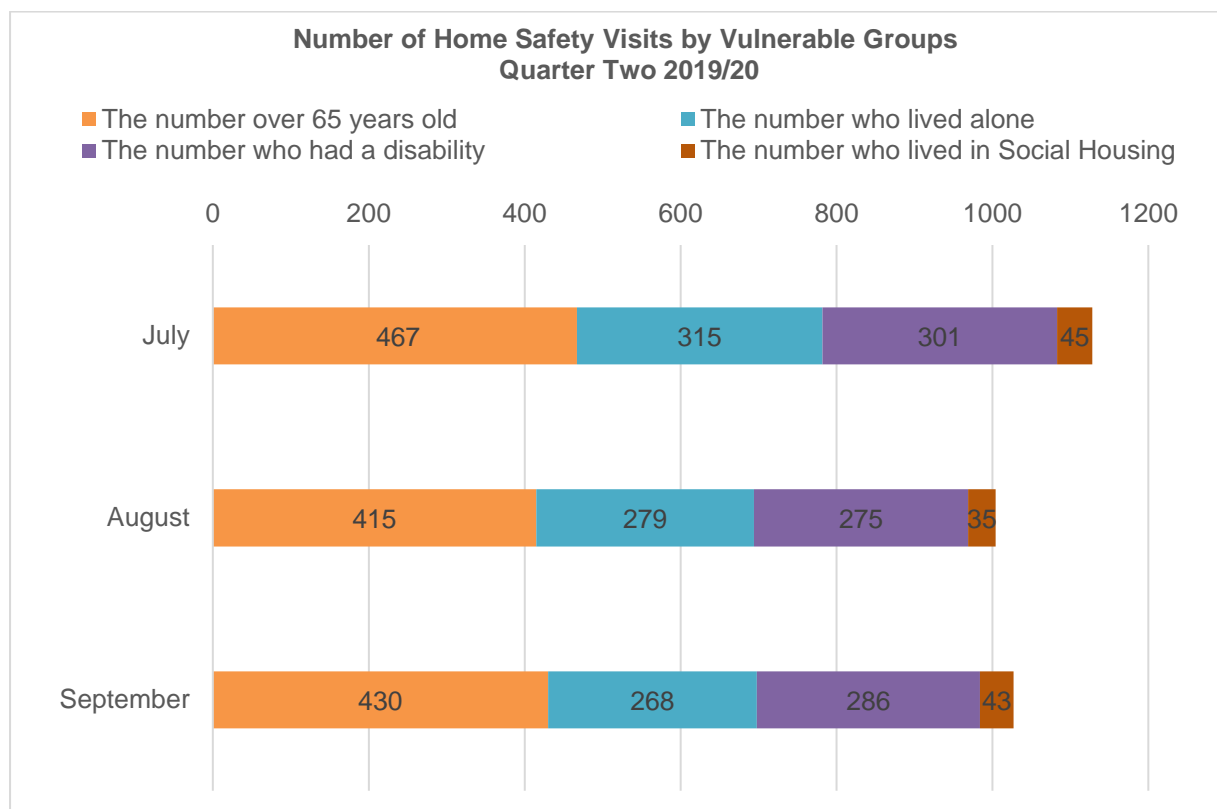
Number of Home Safety Visits By:	Stations	Volunteers
July	9	145
August	26	135
September	29	128
Total for Quarter Two	64	408

Location of Home Safety Visits



ECFRS Quarterly Performance Summary – Quarter Two 2019/20

Total Number of Enquiries Received at the Information Centre		Number of standard smoke detectors fitted	
 Incoming	3,512	1731	
	5,574	330	
 Outgoing			





Service Measure: Rate of Accidental Dwelling Fires (ADF)

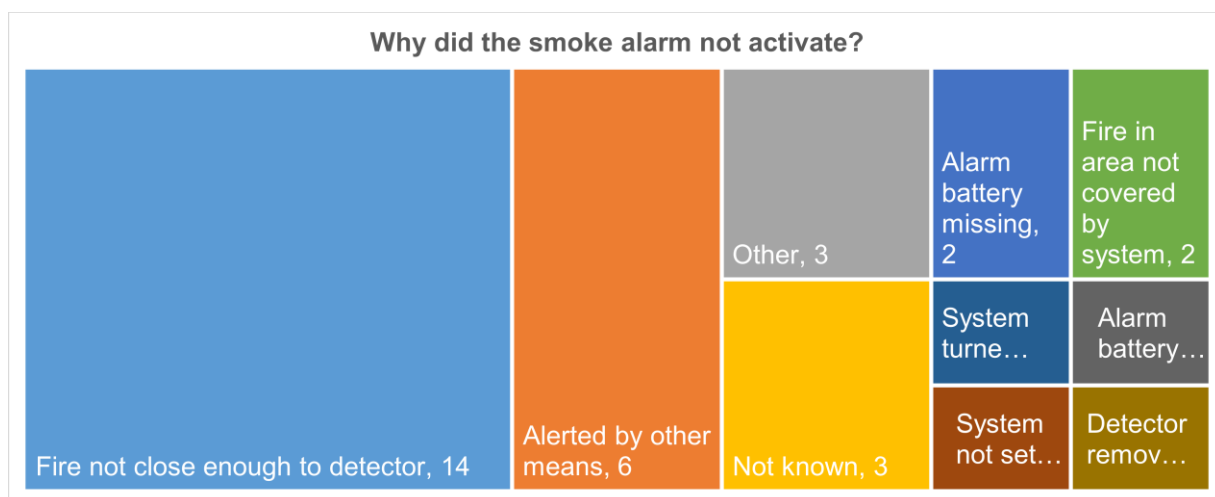
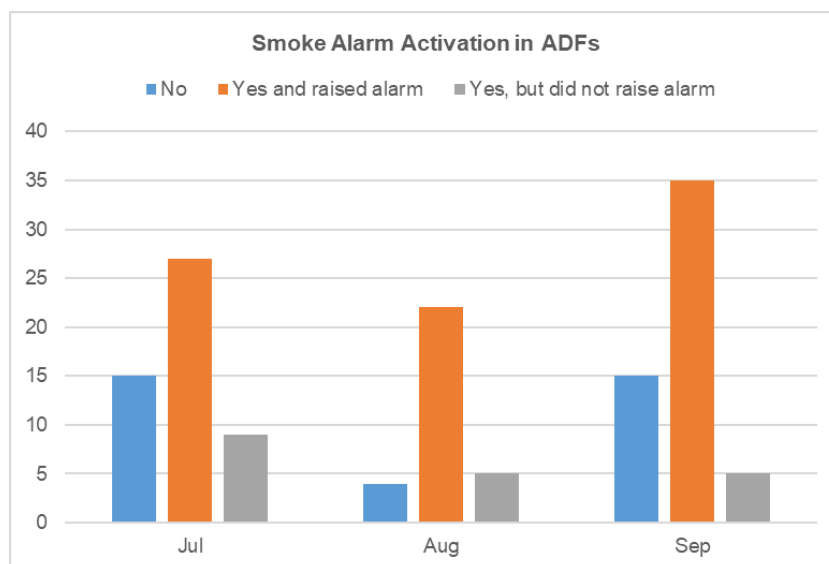
Rate of Accidental Dwelling Fires per 10,000 Dwellings	Q2 2019/20	Q2 2018/19
Target – 0.9		
July	0.9	0.8
August	0.5	0.8
September	1.0	0.8
Rolling 12 Months Total (Target 10.5)	10.5	10.7

ECFRS Quarterly Performance Summary – Quarter Two 2019/20

Number of Accidental Dwelling Fires (ADF)	Q2 2019/20	Q2 2018/19
July	67	65
August	42	62
September	77	64
Rolling 12 Months Total	814	829

% of ADF that are cooking related		
	July	34%
	August	41%
	September	30%

% of ADF where a smoke alarm was present		
	July	76%
	August	73%
	September	74%



Commentary and Action Plan

Actions Taken in Quarter to Improve Performance

Observations

- ECFRS have undertaken more Home Safety/Safe and Well Visits this year compared to last year. There are likely to be multiple interrelated reasons for this. Firstly, there have been lower levels of sickness in the Safe and Well Officer team this year, secondly, we have an increased number of Home Safety Volunteers in key, high demand areas. Finally, the Home Safety Information Team has become more effective now that it sits within the Home Safety management structure, and has a full time manager based at the office in South Woodham Ferrers.
- Stations are slowly increasing the number of visits they are undertaking, though because operational personnel are using a paper-based process to report visit completion, there is some delay in counting and adding visits completed by operational personnel to the organisation risk management system. As all stations are asked to undertake Home Safety Visits in the coming months, we expect this figure to increase throughout 2020.
- The number of Accidental Dwelling Fires (ADFs) are down against the same quarter last year and are currently on target (against our target of 10.5). We expect the number of ADFs to increase over the next quarter as the weather becomes colder in line with the trends outlined in the ADF research undertaken by the University of Essex.

Actions in the last quarter

- The new home safety formal evaluation was initiated on the 28th of August. This enables the Home Safety Team to measure what activity they have undertaken, how well it was delivered, and whether anybody benefited from it. 313 forms have been returned to ECFRS since the evaluation started and the team intends to include evaluation results in future quarterly reports. A similar version of this evaluation process will also be introduced to volunteers and firefighters in the first quarter of 2020.
- The Home Safety Team refreshed and digitised the process for Safe and Well Officers to make referrals to other agencies and organisations. This new process is easier to undertake for Officers on the ground, and is also easier for managers to measure and track referrals. Since its introduction, the Safe and Well Team have made 166 referrals to external agencies to secure additional help for the people they have visited. This includes 32 referrals to help with mobility and 28 for assistance with sensory impairments. This is a huge increase in the number of referrals made by the team and reflects the broad range of complex people visited by the Safe and Well team. The

simpler process also means that Officers are able to spend more time with residents and less time navigating multiple referral processes.

- The Home Safety Visits for Operational Personnel Pilot continued in the North East of Essex and the learning has been applied to the design of the full roll out due to take place across Essex.

Forward Action Plan





- Operational personnel across Essex will be enabled to conduct Home Safety Visits
- The next stages of the Home Safety Evaluation will be implemented, specifically the commencement of follow up surveys to test message retention after two months of a Home Safety Visit/Safe and Well Visit having taken place.
- The Home Safety Team continue to discuss and explore the provision of heat alarms, considering the high percentage of fires that start in the kitchen.
- The Home Safety Team are liaising with Performance to finalise the risk model to identify areas most vulnerable to fire. This model will then be available via the new Geographic Information System (GIS) platforms to enable operational personnel to target their community safety activity appropriately.

IMPROVE SAFETY ON OUR ROADS

Fire and Rescue Plan Measure: Reduction in the number of people killed or seriously injured (KSI) on Essex Roads*

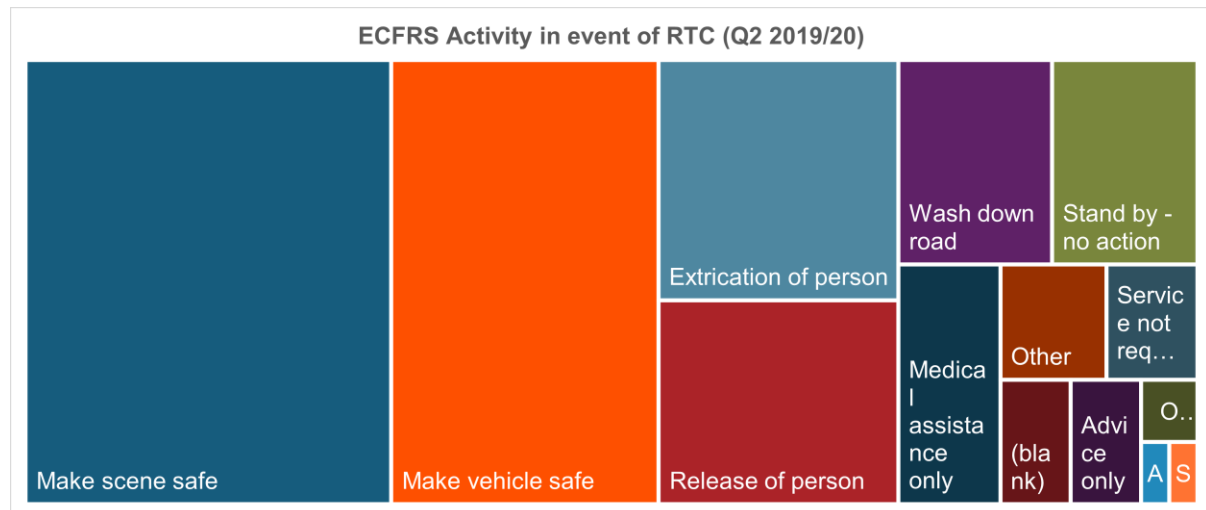
Reduction in the Number of People KSI on roads in Essex	Total This Year (Jul – Sep)	Fatalities	Casualties	Total Last Year (Jul – Sep)
July	75	1	74	83
August	66	3	63	69
September	79	3	76	89
Rolling Total	220	7	213	241

** 2019/20 KSI figures are provisional*

Events for Quarter 2019/20	
 RTC REDUCTION EVENTS 106 Road Safety Events 11,408 Interactions	 FIREBIKE EVENTS 17 FireBike Events 10 FireBike Better Biking Courses 6 FireBike Advanced Machine Skills Courses 251 Interactions
 FIRE CAR EVENTS 9 Modified Car Events 222 Interactions	 COMMUNITYWHEELS EVENTS 23 Events 3,565 Interactions

Number of Road Traffic Collisions attended by ECFRS	Q2 2019/20
July	96
August	95
September	90

Number of Road Traffic Collisions attended by ECFRS Group	
North West	71
North East	51
South East	65
South West	94



Commentary and Action Plan

Actions Taken in Quarter to Improve Performance

- **Multi agency Safer Essex Roads Partnership (SERP) 'Surround a Town' events** in key Towns involving both Police enforcement activity and (on separate sites) road safety education. 10 Surround a Town events held in Q2 2019, with 1,680 interactions
- **SERP Community Engagement Days** these are road safety engagement events in Towns where it is not possible to hold full Surround a Town events. 2 events held in Q2 2019, with 230 interactions
- **SERP Roadster** events involving young pre-drivers in schools and delivering road safety risk and consequence education focussing on the fatal 4 causes of collisions. 16 Roadster events held in Q2 2019 with 1,850 interactions
- **Young Driver Scheme (YDS)** – delivering road safety education to young pre and learner drivers, and also to some of their parents. 6 YDS events attended in Q2 2019 with 491 interactions
- **Youth Offenders.** ECFRS is commissioned to deliver road safety education to youth offenders referred by the Youth Offending Team and who have been through the justice system for motoring related offences such as taking vehicles without consent, driving under the influence etc. ECFRS is able to effectively engage with this high risk, high harm group. 4 events held in Q2 2019, with 19 interactions
- **National Citizenship Scheme (NCS)** events delivering risk and consequence education to young people. 10 NCS events attended in Q2 2019/20 with 721 interactions
- **Community Speedwatch (CSW).** ECFRS co-ordinates CSW volunteers who play a vital role in speed monitoring and reporting across the whole of Essex. CSW volunteers undertook 2120 sessions in 2018/19, which was a significant contribution to road safety activities in Essex on behalf of SERP.

Some 12 new CSW groups were established in the year with 386 new volunteers recruited and trained.

- **SERP Street Spirit Young Rider Campaign** (designed and developed by ECFRS) concluded in September 2019. Two young people won the two main prize motorcycles with full Personal Protective Equipment. The campaign resulted in a significant increase in the level of rider safety engagement with young people aged 16-25 years, over 3,000 face to face interactions, 4,500 Street Spirit website visits, and 450 competition entries
- **Virtual Reality 360° film produced to support Street Spirit campaign produced** – highlighting dangers and correct riding approaches to deal with roundabouts, junctions and filtering through traffic

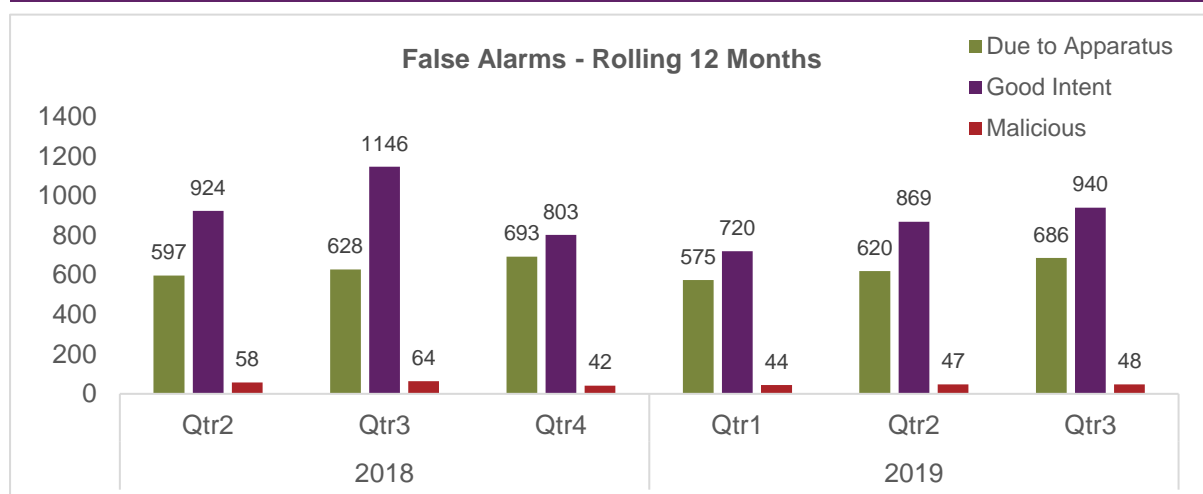
Forward Action Plans

- Additional FireBike team members are to be recruited due to improve capability and resilience within the FireBike Team. Operational basis of FireBike under review to increase
- New Road Traffic Collision (RTC) Reduction Team Leader to be recruited late 2019/early 2020, together with additional RTC Reduction Secondary Contract personnel
- SERP has reviewed performance against the joint Road safety Delivery Plan for 2019/20. Preparation of the 2020/21 SERP Joint Road Safety Delivery Plan has commenced
- In 2019 the Essex Police Bikesafe (motorcycle riding assessment) scheme ceased. The ECFRS FireBike Better Biking Courses are therefore now the only assessed riding scheme available in Essex. 6 enhanced FireBike Better Biking Courses will be held in 2019 to accommodate demand that would have existed for Bikesafe courses.
- Street Spirit Young Rider Campaign being reviewed and improved to run again from March 2020, underpinned by the new virtual reality young rider film being rolled out.

BEST USE OF OUR RESOURCES

Fire and Rescue Plan Measure: Reduction in the Number of False Alarms

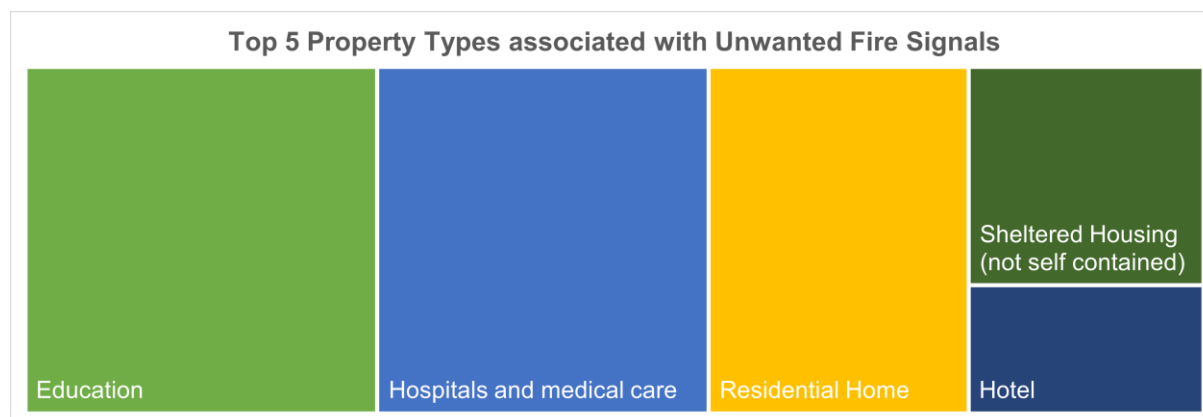
Number of False Alarms	Q2 2019/20	Q2 2018/19
July	549	723
August	604	580
September	521	536
Rolling 12 Months Total	6,086	6478



Unwanted Fire Signals

Number of false alarms due to apparatus caused by automatic fire detection in non-domestic properties.

	Q2 2019/20	Q2 2018/19
July	87	94
August	102	68
September	85	84
Rolling 12 Months Total	1,060	980



The tree map associated with unwanted fire signals indicates that a large proportion of false alarms (due to apparatus caused by automated fire detection) occurred in education buildings. Further analysis indicates that primary schools were involved in 39 (57%) out of the 69 unwanted fire signals.

- The incidents occurred throughout Q2 (no peak days), including seven days in August, which are often associated with the school summer holidays.
- The main reason for the unwanted fire signals in primary schools was due to humans (13 incidents) that either set the alarm off accidentally (7 incidents), by testing (4 incidents) or cooking (2 incidents). The second reason was due to smoke alarm (11 incidents), primarily due to a fault in the system (5 incidents).
- Nearly 25% of the unwanted fire signals that occurred in primary schools during Q2 were located within Orsett station ground. Two primary schools, one in Stanford Le Hope and the other in Tilbury, both have 4 incidents each.

BE TRANSPARENT, OPEN AND ACCESSIBLE

The Information Governance (IG) team actively works towards compliance with the Data Protection Act 2018. This includes handling data breaches when they occur and ECFRS is required to report some breaches to the Information Commissioner's Office.

Quarter Two (Q2) 2019/20	Feedback from the ICO on our data handling were 0 in total
16 Data Breaches	0 on a reported data breach 0 on a complaint by an employee

Service Measure: Statutory Request Response Rates

The IG team handles statutory requests such as Freedom of Information Requests (FOIs), Subject Access Requests (SARs) and The Environmental Information Regulations 2004 (EIRs).

Percentage of FOIs, SARs and EIRs closed on-time in Q2 2019/20

Target: 90%
Performance: 97%
Performance at end of Q2:
ON TARGET

Service Measure: Complaint Response Rates

The IG team also processes compliments and complaints for the Service.

Percentage of complaints closed on-time in Q2 2019/20

Target: 90%
Performance for Q2: 88%
Performance at end of Q2:
OFF TARGET

The IG team also facilitates the completion of Information Asset registers (IARs). IARs enable the Service to have an understanding and visibility of the personal data that it holds and how the information is being handled.

Completion rate for Information Asset Registers (IARs): **60%**

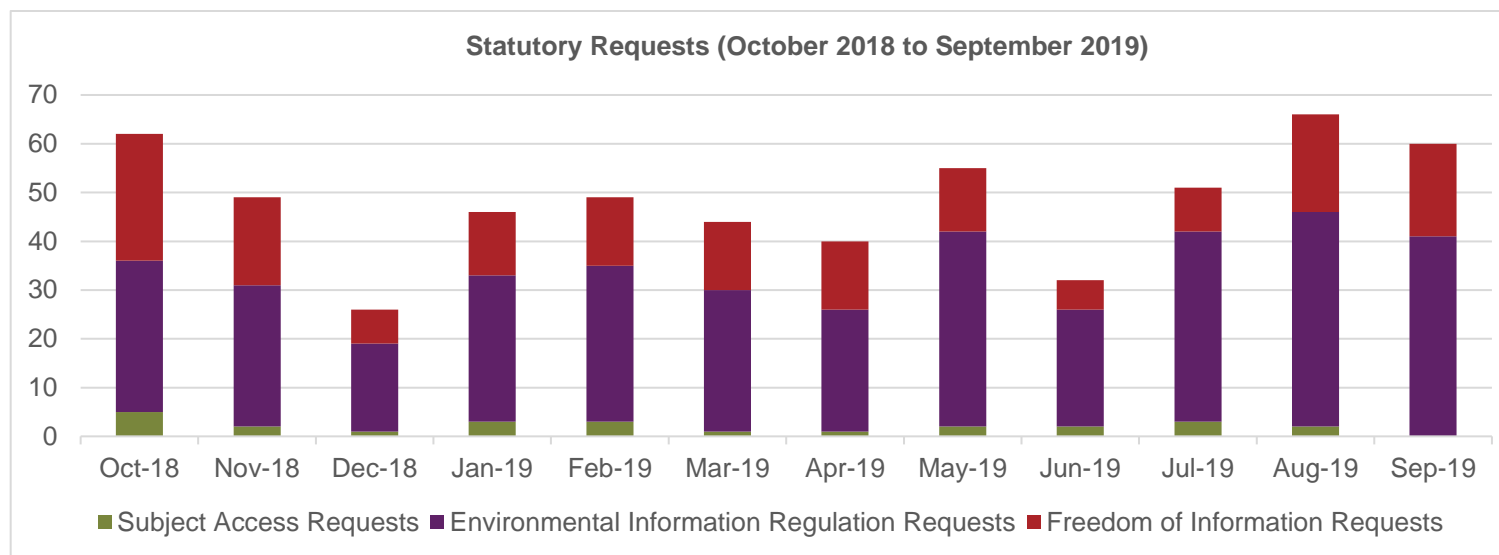
An ongoing training and awareness plan complements the mandatory e-learning that all employees are required to undertake. Training and awareness in the Authority take various forms including: induction for new employees, individual meetings, team meetings, station visits, etc.

There were **13** organised training and awareness sessions in Q2 2019/20 across the Service.

Completion rate for the mandatory e-learning as at Q2:

46% CIVICA - reports on the number of contracts
62% ELITE – reports on the number of employees

Number of Freedom of Information (FOI) Requests, Subject Access Requests (SAR) and Environmental Information Regulation Requests, including Fire Report Requests (SAR).



Subject Access Requests

2 Subject Access Requests were received between July 2019 and September 2019. 1 SAR was received from a current member of staff and 1 SAR from a member of the public.

Freedom of Information Themes

48 FOIs were received between July 2019 and September 2019. The main themes around FOIs were Data Requests (16), HR (12), Fire Safety (5), Fleet (5), IT (3), Policy (3), Training (2), Contracts (1) and Finance (1).

Environmental Information Regulations Themes

125 Environmental Information Regulation Requests were received between July 2019 and September 2019. The main themes were Fire reports (121) and other request for environmental information (4).

PROMOTE A POSITIVE CULTURE IN THE WORKPLACE

Fire and Rescue Plan Measure: Improved Workforce Diversity

The table presents the Service's headline diversity metrics as at 30 September 2019.

EE Group	Gender % that are Female ¹	Majority Age Band	% LGBTQ+ ¹	% Ethnic Minority ¹	% Disability
Wholetime	6.2%	46-55	4.0%	2.9%	1.3%
On-Call	1.0%	25-35	1.2%	2.5%	1.0%
Control	81.1%	25-35	9.6%	3.7%	0.0%
Support	48.9%	46-55	6.0%	2.8%	4.5%
Overall	15.4%	46-55	3.9%	2.7%	1.8%

Note 1: reflects the proportion of those individuals that explicitly self-identified their gender, sexual orientation or ethnicity.

Service Measure: Average Number of Days/Shifts Lost Per Person per Year

	% of EEs taking sick leave	Median Sick Days	Total Calendar Days Lost	% Short Term	% Long Term
Wholetime	46.6%	7.5	9,269	58.2%	41.8%
On Call	29.6%	9.0	5,636	36.8%	63.2%
Control	64.9%	11.0	546	80.3%	19.7%
Support	53.8%	5.0	2,691	61.9%	38.1%
Overall	46.6%	7.0	18,142	54.8%	45.2%

Service Measure: Employee Casework (Attendance Management, Disciplinary, Grievance Management, Performance Management)

	New Cases	Closed Cases	Average Time to Close (days)	Cases Open at Quarter End	Oldest Case (days)
Attendance	34	34	90	59	809
Disciplinary	1	1	97	4	265
Grievance	1	2	84	3	126
Performance	10	13	74	11	347
Overall	46	50	86	77	809

Commentary and Action Plan

Actions Taken in Quarter to Improve Performance

Observations

- The Human Resources (HR) team have recently conducted a deep dive of all employee performance and conduct cases to understand the complete picture, including the duration, complexity, likely impact on organisational resources (time and cost) and potential outcomes. HR will be considering themes and making any recommendations for improvement to Service Leadership Team (SLT).
- The grievance policy review has now been concluded and recommended to PFCC. The disciplinary policy is under review; it is our intention to adopt ACAS principles and adapt good practice arrangements from other fire services throughout its development.
- HR are reviewing our recruitment approach across the board, starting with on-call recruitment campaigns, including the candidate journey, the application process, the assessment and selection methodology and on-boarding arrangements. HR will also be implementing the Civica applicant tracking module, expected to go live in April 2020. This will streamline our processes, introducing significant efficiencies and delivering a better experience for candidates and hiring managers. The applicant tracking system (ATS) will enable us to have a candidate-led approach to managing data, which will include the collection of diversity data as well as qualifications and professional memberships; all of the applicant data will travel through to the core HR system.
- As at September 2020 the service employed 35 female fire fighters. We will be looking to NFCC HR Forum colleagues to share their approach and successes in attracting more diversity. In the meantime we are considering ways in which we can attract more diversity including the provision of different types of media on our careers website, for example digital brochures, videos and case studies which give a real sense of who we are, what we do, what our values are and why diversity is important to us.
- Our recent quarterly HR report (to be renamed 'quarterly People Report' next period) outlines the steps we will be taking to understand levels of sickness absence, in particular mental health, which is one of the main causes of absence in the Service. The findings from this review is likely to feed into the new People Strategy (2020 and beyond) 'well-being and health' element which is currently under development.

Forward Action Plans

- Following review of the disciplinary policy, HR will provide an update on findings, recommendations and agreed actions.
- HR will provide an update on progress of the on-call recruitment review, proposals for whole time recruitment 2020 and beyond and ATS progress

Report title: Police Complaints Reform	
Report to: Essex Police, Fire and Crime Panel	
Report author: The Police, Fire and Crime Commissioner for Essex	
Date: 13 February 2020	For: Noting
Enquiries to: Darren Horsman (Assistant Director – Communications and Engagement) Telephone: 07967 821067 Email: Darren.Horsman@essex.pnn.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

This report provides an overview of the changes to the police complaints system and how the PFCC is responding to these.

2. Recommendations

That Panel members note the update.

3. Context / Summary

Background

The Policing and Crime Act 2017 paved the way for reform of the police complaints system, not least by broadening the definition of a complaint to include any expression of dissatisfaction with the police force that is expressed by or on behalf of a member of the public. This could relate either to customer service and / or policing practice. This broke the previous explicit link between a complaint and the conduct of an individual officer(s) or staff member(s).

The case for reform of the police complaints and disciplinary systems was founded on historic over-use of formal disciplinary proceedings, resulting in lengthy investigations into low level concerns and conduct issues. Under the previous system, around a third of misconduct meetings nationally resulted in management advice, much of which was seen as meaningless as the actions arising were seen as being done to, rather than with, the officer concerned, resulting in limited opportunities for learning and development at both an individual and a force level. In addition, there was no formal process to quality assure management action or advice and no regulated oversight of whether management advice or action was being effectively delivered and implemented.

As part of the Improving Police Integrity programme, the police complaints and disciplinary systems have recently completed the third and final phase of reform. Phase 1 related to the misconduct regulations applying to former officers and the introduction of the barred and advisory lists. Phase 2 related to

the transition of the Independent Police Complaints Commission (IPCC) to the Independent Office for Police Conduct (IOPC) and the introduction of legislation enabling designated bodies to make super-complaints¹. Phase 3 relates to the introduction of the following:

- Police (Conduct) Regulations 2020
- Police (Complaints and Misconduct) Regulations 2020
- Police (Performance) Regulations 2020
- Police Appeal Tribunal Rules 2020

Phase 3 has impacted on the way in which all complaints, misconduct and death or serious injury (DSI) investigations are handled. These reforms are intended to make the police complaints system more responsive, independent, transparent and customer focused, less concerned with blame and more concerned with service improvement. This phase has provided a stronger role for Police and Crime Commissioners (PCCs) and Police, Fire and Crime Commissioners (PFCCs) within the complaints system and provided three different models for them to consider adopting:

Model 1 (mandatory requirements): Includes a statutory duty to hold the Chief Constable to account for the exercise of their functions in relation to handling complaints. The force maintains responsibility for first contact with the complainant, whilst responsibility for hearing reviews (previously appeals) against complaint outcomes that would previously have been the responsibility of the Chief Constable transfers to the Commissioner.

Model 2 (the triage or initial complaints handling model): As well as the responsibilities within option 1, PCCs and PFCCs take on a triage function which carries out the initial handling and assessment of complaints. This would include the duty to make initial contact with complainants to understand how best their issues might be resolved as well as the ability to resolve complaints outside of Schedule 3 of the Police Reform Act 2002 (in the case of lower severity complaints and only with the complainant's agreement). More serious complaints would still be passed to the force to deal with. Under this model, the Commissioner would also have responsibility for the recording of complaints.

Model 3 (the customer contact model): As well as the responsibilities within options 1 and 2, PCCs and PFCCs would take on responsibility for keeping all complainants updated throughout the handling process, and for informing them of the final outcome and their right of review.

In all of these models the Police maintains the responsibility to investigate complaints. Other responsibilities under each of the three models can be summarised as follows:

¹ Organisations can apply to become designated bodies to raise systemic issues in policing where a feature of policing by one or more force is / appears to be significantly harming the interests of the public.

Area of responsibility	Model 1	Model 2	Model 3
Receiving and recording complaint	Police	PFCC	PFCC
Assessing and allocating complaint	Police	PFCC	PFCC
Acting as a single point of contact (SPOC) and communicating with complainant	Police	Police	PFCC
Resolving complaints otherwise than by investigation	Police	Police	PFCC/Police
Reviews	PFCC	PFCC	PFCC

The Commissioner considered these options during the summer of 2017 and decided, as set out in *Decision Report 68-17 Changes to Handling of Police Complaints set out in the Policing and Crime Act 2017 and the response by Essex Police* (attached at Appendix A) to implement Model 1 above, but also to establish a permanent Quality of Service Team within Essex Police, following a successful pilot undertaken between September 2016 and March 2017. This team was established in advance of the reforms taking effect, but effectively undertakes many of the same responsibilities outlined in Model 2 above and, wherever possible, resolves issues to the complainant's satisfaction.

Essex Police's Quality of Service Team

The Quality of Service Team provides members of public with an initial point of contact for dissatisfaction, low level concerns and victim enquiries across the county. Prior to the pilot there was no central function and capture of dissatisfaction and low level concerns, and members of the public and victims of crime reported making multiple contacts before finding an answer to their enquiry. The Quality of Service Team now deals with this demand at the first point of contact and identifies a solution that meets the customer's requirements to avoid escalation and provide a fast and effective response to the public. The aims of the team are to:

- Wherever possible, resolve issues "there and then" and to the satisfaction of the complainant, reducing unnecessary escalation;
- Introduce a continuous improvement process to ensure low level concerns are resolved, the root cause identified and change delivered in order to improve the experience of future service users, and
- Accurately assess the impact of force change on low level concerns and dissatisfaction.

During the pilot period, the total number of complaints received by Essex Police's Professional Standards Department (PSD) decreased by 14% overall (recorded complaints reduced by 27%, while "there and then" complaints

reduced by 4%)². Initial base lining work estimated that the original team of four staff received an average of 500 telephone and email contacts from the public each month, 10% (50) of which were resolved at the first point of contact, with the remainder forwarded to Local Policing Area (LPA) officers and other departments for resolution. Post pilot, the team deals with around 8,500 contacts from members of the public, 46% (3,900) of which are resolved at the first point of contact, without referral to anyone else for resolution, thereby reducing the abstraction of local officers to deal with concerns from the public and providing a faster, more responsive service to the public.

After the initial pilot, and as a result of the increased volume of public contact, agreement was given to increase the size of the team by two members of staff. The team of six staff now provides an independent assessment and resolution of public dissatisfaction and low level concerns. These provide a valuable source of feedback and provide opportunity for Essex Police to improve its service and, in turn, public confidence and trust.

The level of public initiated contact has increased since the re-focus of the team, which is now more accessible than ever before with the introduction of more channels for the public to raise concerns and seek resolution about the service received. The channels currently being used include:

- Telephone via 101 interactive voice recognition (IVR). The Quality of Service team is accessed direct via option 3.
- Online via Complaints and Dissatisfaction webpages.
- Live chat or instant messaging, allowing the public to talk in real time with a member of the Quality of Service team.
- Direct contact details publicised via burglary packs, victim contact cards, rural crime information and crime prevention advice. Letters sent to every victim of crime introduce the Quality of Service Team and detail how to contact it.

Published complaints data demonstrates that Essex Police has improved its ranking nationally, moving from 21st in 2016/17 to 17th in 2017/18 in relation to allegations per 1,000 employees³. During this time Essex Police made it easier for members of the public to report a complaint due to improvements in the online reporting process on the force website. Information relating to the ongoing performance and impact of the Quality of Service Team is reported to Essex Police's Chief Officers Group monthly. A full evaluation of the new approach was carried out in March 2019 and is attached as Appendix B to this paper.

The reformed police complaints system

Having been set out in the Policing and Crime Act 2017, the new statutory framework finally came into force on 1 February 2020 although, at the time of writing, the final IOPC statutory guidance and Home Office statutory guidance

² Review of Quality of Service Team – March 2019

³ Allegations per 1,000 employees This is a direct transfer of data from <https://www.policeconduct.gov.uk/tags/essex-police> report bulletins, [Performance data - Q4 2016 bulletin](#) and [Performance data - Quarter 4 2017 bulletin](#).

are still yet to be published. The drafts that have been circulated however provide a robust indication of the full impact of the changes.

At a high level, this is a significant system wide change with very little similarity between the old and the new system. In effect, this is designed to provide greater access to the system and to ensure that, where issues are raised, they are resolved as soon as possible and to the complainant's satisfaction. From a force perspective, the reformed system is much more focused on identifying and improving the performance of officers and the force as a whole, with a move away from legalistic adversarial processes towards an emphasis on learning and performance improvement.

The paragraphs below summarise changes to the process based upon the legislation, regulations and statutory guidance:

Initial handling and recording of complaints

- There is a much greater emphasis on dealing with issues at an early stage, including before they are officially logged or recorded where possible. Where an issue can be resolved early and to the complainant's satisfaction, there is no requirement to record this. However all expressions of dissatisfaction do need to be logged on a police system.
- Complaints or expressions of dissatisfaction can be made through any channel, including via social media. Appropriate authorities must be able to identify an active expression of dissatisfaction and handle it appropriately.

Referrals to the IOPC

- Appropriate authorities must refer to the IOPC complaints which allege that the conduct or other matter complained about has resulted in a death or serious injury; complaints which fall within the mandatory referral criteria, and those that the IOPC notifies the appropriate authority it must refer.
- The IOPC is now able to present its own cases at misconduct hearings in certain circumstances⁴. This is designed to avoid previously difficult scenarios whereby the appropriate authority might have been "directed" to a Hearing with which it fundamentally disagreed.

Handling complaints

- Non-recording, disapplication, discontinuance, and local resolutions no longer exist as handling options. There will still be provision for "service recovery" to take place, however all complaints will need to be recorded if the complainant so wishes, which may result in a significant increase in recorded complaints compared with previous years.
- Management action and management advice will no longer be available as sanctions. An outcome of Performance Requiring Improvement (PRI) under

⁴ These being if the investigation was directed by the IOPC; if the view of the appropriate authority differs from the determination of the IOPC, or the appropriate authority has notified the IOPC that it does not accept its recommendation; where the appropriate authority and the IOPC agree that the IOPC should present, or the IOPC considers there to be compelling public interests that it presents.

the Reflective Practice Review Process (RPRP) is introduced for matters falling below the level of misconduct. The RPRP can commence at various stages of the complaints / misconduct process and focuses attention on learning and development by the officer(s) involved, their line management and the force more widely.

- All recorded complaints must be handled in a **reasonable and proportionate** manner. The definition of what constitutes **reasonable and proportionate** is set out in the IOPC's statutory guidance though it is expected that there will be further clarification once the process is embedded.
- A complaint must be investigated if there is an indication the allegation may constitute a criminal offence or justify misconduct proceedings; if there has been an infringement of a person's rights under articles 2 or 3 of the European Convention on Human Rights, or if the IOPC has deemed that any complaint or DSI matter must be investigated
- All other complaints will be dealt with otherwise than by investigation, normally by responding to the concerns raised and seeking to resolve them or notifying the complainant of no further action.
- Where investigations are not completed by the appropriate authority within 12 months, a progress report must be provided by the appropriate authority to the IOPC at that point and every six months thereafter. Where the IOPC is undertaking the investigation the report should be provided to the PFCC and Chief Constable.

Reviews (previously referred to as Appeals)

- All reviews will be conducted by either the PFCC or the IOPC (as the Relevant Review Bodies (RRBs)).
- The IOPC will be the RRB for complaints which were investigated; where the complaint is about the conduct of a senior officer, or the complaint arises from the same incident as one being dealt with by the IOPC.
- The PFCC will be the RRB in all other cases, normally where the case was handled otherwise than by investigation and does not concern a senior officer.
- All applications for review must be made within 28 days from the complainant being informed of their right of review (unless certain circumstances exist).
- Where the PFCC is the RRB they may recommend that the appropriate authority refers it to the IOPC; recommend that the appropriate authority investigates the complaint, or make any other recommendation with a view to remedying the dissatisfaction of the complainant.
- Where the IOPC is the RRB it can determine it is necessary for the complaint to be investigated or make a recommendation to remedy the dissatisfaction of the complainant.
- It should be noted that review outcome should only go against the PSD's initial handling of the complaint if this is considered to have been unreasonable and / or disproportionate; not simply because the reviewer would have come to a different conclusion. As such, reviews should only really be upheld if the handling process was legally flawed to an extent that could have impacted on the outcome.

- Recommendations made as a result of reviews do not have to be accepted by the appropriate authority, though it does have to provide a response within 28 days, both accepting the recommendation(s) and explaining how they are responding, or not accepting the recommendation(s) and explaining why. It may also propose an alternative to the original recommendation.

Misconduct Hearings and Police Appeals Tribunals

- The PFCC has responsibility for appointing Legally Qualified Chairs (LQCs) to oversee misconduct hearings.
- LQCs take on a bigger role in the management of misconduct hearings including undertaking prehearing meetings, setting timelines and ensuring the process works efficiently and effectively.
- The PFCC has responsibility for appointing the panel for Police Appeal Tribunals.

Preparation for implementation

In readiness for the implementation of the reforms, the Commissioner has approved an updated Complaints and Expression of Dissatisfaction Policy and Selection of Misconduct and Police Appeals Tribunals Policy, via Decision Report 010-20, which is referenced in the PFCC Decisions Report elsewhere on this agenda. Forms, templates and process charts used by both Essex Police and the PFCC's office have been updated as required and relevant PFCC staff have attended IOPC briefings on the handling of reviews and what constitutes a "reasonable and proportionate" investigation. Access has also been arranged for relevant PFCC staff to the force complaints system and training on this has been arranged.

A robust and lengthy process was recently undertaken to appoint and re-appoint a sufficient pool of Legally Qualified Chairs, all of whom have been invited to participate – alongside relevant police and PFCC staff - in a training event focused on the new regulations on 7 March.

As part of wider restructuring, an existing role within the PFCC's establishment has been adapted to support the Commissioner in fulfilling their new role in respect of reviews of police complaints. The requirement in this regard has been calculated based largely on the current workload of Essex Police's Professional Standards Department in considering appeals against complaints under the old regime. It is acknowledged that the new, broader definition of complaints may attract a higher volume of complaints - and therefore reviews – and also that there may be greater demands placed on both the Police's PSD and the PFCC's office by persistent complainants, as the options not to record complaints or to disapply the legislation in relation to them will no longer be available. The capacity created to deal with this will therefore will need to be kept under review, particularly during the initial months of implementation, to ensure it is sufficient.

Next steps

It is anticipated both locally and nationally that it will take some time to

understand fully how the changes are being adopted and the difference they are making to public confidence and performance improvement. It is therefore anticipated that, as cases work through the system, the IOPC and Home Office will update their guidance to ensure greater consistency of application and that everybody involved in the system benefits from the learning these early cases provide. Local policies and procedures may need to be updated in light of any such changes.

Through the Commissioner's quarterly scrutiny meeting, work is underway to ensure these changes are successfully adopted and provide a better service to the public and increased value to the force. Once the new system is embedded, there is an opportunity for the force and the PFCC to work together to carry out a post-implementation review and, if appropriate, to review the arrangements put in place, taking into account the impacts of introducing Model 1 and the experiences in other force areas where Models 2 or 3 have been adopted. The Police, Fire and Crime Panel will be kept informed of this work as appropriate.

4. Appendices

Appendix A: Decision Report 68-17 Changes to Handling of Police Complaints set out in the Policing and Crime Act 2017 and the response by Essex Police

Appendix B: Review of Quality of Service Team – March 2019

PCC Decision Report

Please ensure all sections below are completed

Report reference number: 68/2017

Classification (e.g. Not protectively marked/restricted):

Title of report:

Changes to the Handling of Police Complaints set out in the Policing and Crime Act 2017 and the response by Essex Police

Area of County/Stakeholders affected:

- County wide
- Members of the Public
- Victims and witnesses
- Essex Police including PSD

Report by : Claire Heath (Essex Police)

Date of report: 7 June 2017 – presented to PCC Strategic Board on 15 June 2017

Enquiries to:

Claire Heath – Head of Public Engagement and Customer Service , Essex Police

Susannah Hancock – Chief Executive, OPCC

1. Purpose of the report

See detailed report entitled '*An Overview of the Changes to the Handling of Police Complaints set out in the Policing and Crime Act 2017 and the response by Essex Police*' attached at section 11. This was presented to the PCC's Strategic Board on the 15th June.

- 1.1 The purpose of the Strategic Board report was to inform and update the Police and Crime Commissioner (PCC) and members of the Board on the low-level concerns triage pilot held in force between September 2016 and February 2017. It was intended to assist decision making on the future direction and management of low level concerns and dissatisfaction of service with the force, in line with changes set out in the Policing and Crime Act 2017, part two, Police Complaints, Discipline and Inspection, chapter one, Police Complaints.

2. Background:

- 2.1 The Policing and Crime Act 2017 gives Police and Crime Commissioners the option of new powers to bring the management of low-level complaints into their offices, should they choose to, or to have a stronger role in overseeing them. Changes will co-ordinate and professionalise the management of low-level dissatisfaction with police forces.
- 2.2 Part two of the Act sets out provisions for reform of the police complaints and disciplinary systems to ensure that the public have confidence in their ability to hold the police to account, and that police officers will uphold the highest standards of integrity. The key provisions strengthen the PCC's oversight role of the local complaints system, giving them explicit responsibility for ensuring the effective and efficient delivery of the local police complaints system, and making PCCs the appellate body for those appeals currently heard by Chief Constables.

The Act also enables the PCCs to take on other functions within the complaints system, giving them the option of taking on responsibility for the front-end of the complaints system and the responsibility for all duties regarding contact with the complainant.

There are therefore three main options that the PCC can consider ranging from option one which is mandatory to hold the Chief Constable in relation to handling complaints to option three where PCC's take on the full responsibility for the complaints process.

1. Option 1: (Mandatory): Statutory duty to hold the Chief Constable (CC) to account for the exercise of the Chief Constable's functions in relation to handling complaints.

Hearing appeals/reviews that would previously have been the responsibility of the Chief Constable. All PCCs will need to do this as a minimum.

2. Option 2: PCCs take on Triage function only. Duty to make initial contact with complainant to understand how best their issues might be resolved. Ability to resolve complaints outside of Schedule 3 to the 2002 Act (where complainant agrees). The recording of complaints (and related notification duties).
3. Option 3: PCCs take on responsibility for all complaints process. Model two above and also responsibility for keeping complainant informed throughout the handling of the complaint including the outcome and the right of review.

2.3 The report to the Strategic Board:

- Provides information about the changes to complaints introduced as a part of the Policing and Crime Bill 2017 and the options available for the Police and Crime Commissioner to oversee or manage low-level concerns and dissatisfaction.
- Describes the aims, approach and outcomes from a new model piloted in the force between September 2016 and February 2017 to manage and resolve low-level complaints and dissatisfaction.
- Makes recommendations for the future management of low-level concerns and dissatisfaction with consideration to their relationship with the force proposal for a future model for seamless victim care, contact and support.
- Outlines in brief the resource and costs required in any future business case to implement the agreed model.

3. Recommendations

Based on the results of the pilot outlined in the report, it is recommended that:

- Option one of the Policing and Crime Act 2017 (as set out in paragraph 2.2 above) is agreed as the preferred approach for Essex. This means that the management of complaints will remain within Essex Police. As per the legislation, the PCC will have a strengthened role in the oversight of the wider local police complaints system. The PCC will also take on the appeal and review function.
- The Low Level Complaints pilot be rolled out across Essex police including the additional resource of 2 FTE members of staff funded by Essex Police.

- The PCC commission a formal review of the new model in 12 months' time to review effectiveness

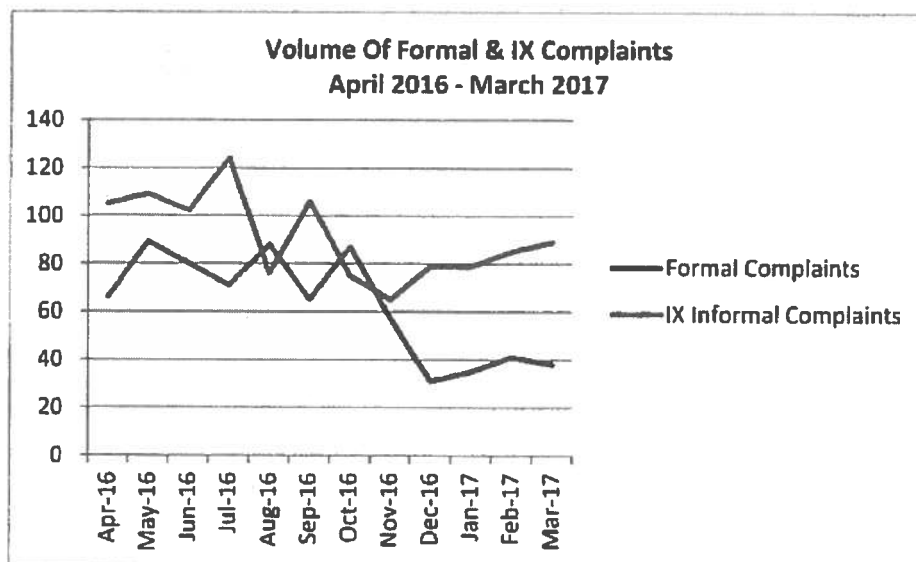
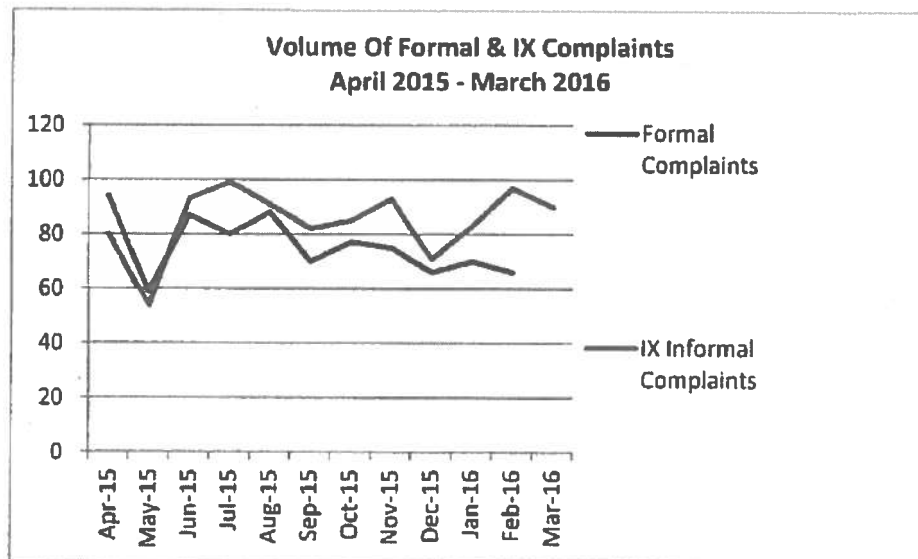
4. Benefits of Proposal

The benefits of the low-level complaints and dissatisfaction pilot included benefits for members of the public, victims and witnesses, Essex Police and specifically the Professional Standards Department (PSD), Local Policing Teams and other Commands by:

1. Enabling the skilled resource within PSD to manage the more serious elements of complaints around officer conduct.
2. Reducing the volume of low level concerns, dissatisfaction and formal complaints being sent to operational officers to investigate would allow a more cost effective use of their resource and support 'more time to fight crime.'
3. More effective record keeping provides the triage team a clearer insight with the ability to link concerns and remove any duplication of effort and unnecessary waste of police resource.

The charts below compare the level of formal complaints and IX files recorded by PSD month by month during 2015 and 2016. They show that during the pilot period (September 2016 – March 2017):

1. the total number of complaints (formal and informal) decreased by 151 (14% overall reduction)
2. number of formal complaints decreased by 128 (27% reduction)
3. the number of IX informal complaints decreased by 23 (4% reduction)



5. Background and proposal

The pilot commenced in September 2016 with a soft internal launch to support the management of unknown volumes. For the purposes of the pilot, a low-level concern is defined as being *'any expression of dissatisfaction by a member of the public about the quality of service they have received from the force and which they accept informal resolution as satisfactory service recovery.'*

The success of the pilot would be evaluated by the measures set out in the terms of reference. These included:

1. A reduction in the number of official complaints being progressed by the Professional Standards Department
2. An Improvement in victim satisfaction

The role of the triage falls within the period prior to the statutory timeline within which a complaint must be recorded (10 days). The aim of the Quality of Service Team is to resolve low-level concerns or dissatisfaction with service informally, 'there and then' to the satisfaction of the complainant. The majority of their role is conducted over the telephone allowing personal contact and more effective management of expectations. Matters escalated from the team to other departments and investigating officers for service recovery could involve the return of property after a police investigation, concerns around the issuing of a road traffic ticket or relate to victims seeking an update on the progress of enquiries made as a result of their investigation. The Quality of Service Team will track the progress of matters escalated to ensure that members of the public and victims of crime receive a timely update, negating the need for them to make further contact.

The team's focus is on delivering the best possible service that promotes satisfaction and confidence; and our standards and commitments within the Code of Ethics and the Police and Crime Plan. They apply the following principles of good complaint handling;

1. Getting it right
2. Being customer focused
3. Being open and accountable
4. Acting fairly and proportionately
5. Putting things right
6. Seeking continuous improvement

During the pilot period, all concerns and dissatisfaction relating to an on-going incident has remained managed by the FCR and recorded on STORM.

The data referred to in the report and in the charts above, evidences that the central management of low level concerns and dissatisfaction has helped deliver some of the proposed benefits namely;

1. Enabling the skilled resource within PSD to manage the more serious elements of complaints around officer contact.
2. Any reduction in the volume of low level concerns, dissatisfaction and formal complaints being sent to operational officers to investigate would allow a more cost effective use of their resource and support 'more time to fight crime.'

Placing the Quality of Service Team at the front end of service on the 101 telephone entry point has made it much easier for members of the public to speak to someone about their concern.

6. Police and Crime Plan

The recommendation is relevant to the Police and Crime Plan and the victim centric approach set out with in plan that puts victims at the heart of what we do as described on page seven of the plan.

7. Police Operational Implications

There are no specific operational implications identified as part of the pilot and wider roll out.

7. Financial Implications

There are no financial implications other than those relating to the additional resource outlined in the paper.

A permanent model would require an additional two members of staff to permanently centralise the management of low-level concerns and effectively manage the demand and resolution. Two additional scale three members of staff would cost £45,212 taken from the Finance 2017/18 Ready Reckoner. This is based on the work undertaken during the pilot to match the volume of public contact work to the resource available and to ensure the current level of abandoned calls (around 25% can be answered and resolved

The additional resource will be allocated from within the existing Essex Police staff budget as part of ongoing alterations to the Force Operating Model.

8. Legal Implications

The Policing and Crime Act 2017 further reforms policing and enables changes to build capability, improve efficiency, increase public confidence and further enhance local accountability. The Act is formed of nine parts. Part two, makes provision about the handling of Police Complaints, Discipline and Inspection to ensure the public have confidence in their ability to hold the police to account, and that police officers will uphold the highest integrity.

The Act gives Police and Crime Commissioners new powers to bring the management of low-level complaints into their offices, should they choose to, or to have a stronger role in overseeing them. Changes will for the first time co-ordinate and professionalise the management of low-level dissatisfaction with police forces.

The Police Reform Act 2002, defines a complaint as '*an expression of dissatisfaction by a member of the public about the conduct of a person serving with the police.*' The Independent Police Complaints Commission (IPCC)

Statutory Guidance to the Police Service on the handling of complaints 2015 sets out the framework for the recording and handling of complaints.

The Policing and Crime Act 2017 broadens the definition of a complaint to, '*any expression of dissatisfaction with the police force,*' and it could include customer service or policing policy.

8. Staffing and other resource implications

The pilot results showed the positive impact the new model had on the volume of complaints presented to and investigated by PSD as shown in the graphs under section four which show overall reduction on 14% (for formal and informal complaints) was achieved. This in turn has freed up skilled resources from PSD to concentrate on the more serious investigations and reduced the number of complaints requiring oversight and investigation by police Inspectors based on geographical policing areas and HQ commands.

There are not any staffing and other resource implications other than those relating to the additional resource outlined in financial implications set out above.

10. Equality and Diversity implications

There are not any Equality and Diversity implications.

The Quality of Service team work to ensure access to services and support are fair and equitable for all members of the public, victims and witnesses.

11. Background papers

- Paper presented to the PCC Strategic Board and the associated appendices are attached below.



Ag Item 9 LLC -
Transformation Board



Ag Item 9a Low
Level Concerns Pilot f



Ag Item 9 Appendix
D.docx



Ag Item 9 Appendix
C.DOCX



Ag Item 9 Appendix
B.DOCX



Ag Item 9 - Appendix
A.DOCX

Report Approval

The report will be signed off by the OPCC Chief Executive and Treasurer, prior to review and sign off by the PCC / DPCC .

Chief Executive/M.O

Sign: 

Print: *S. Hancock*

Chief Financial Officer/Treasurer

Sign: 

Print: *CHARLES R GARNETT*

Publication

Is the report for publication?

YES

☒

NO

☐

If 'NO', please give reasons for non-publication (state 'None' if applicable)

.....
.....
If the report is not for publication, the Chief Executive will decide if and how the public can be informed of the decision.

Redaction

If the report is for publication, is redaction required:

1. Of Decision Sheet

YES

☒

NO

☐

2. Of Appendix

YES

☒

NO

☐

If 'YES', please provide details of required redaction:

..... *Redact name of officer at 6.8 of Report*
.....

Date redaction carried out:

Treasurer / Chief Executive Sign Off – for Redactions only

If redaction is required, Treasurer or Chief Executive are to sign off that redaction has been completed.

Sign:

Print:

Chief Executive/Treasurer

Date signed:

Decision and Final Sign Off

I agree the recommendations to this report;

Sign:

Print:

PCC/Deputy PCC

Date signed:

I do not agree the recommendations to this report because;

.....

.....

.....

Sign:

Print:

PCC/Deputy PCC

Date signed:

Strategic Change Team

An Overview of the Changes to the Handling of Police
Complaints set out in the Policing and Crime Act 2017
and the response by Essex Police

Low Level Concerns

PCC Strategic Board Meeting

15th June 2017

Claire Heath
Version: 10.0 7th June 2017

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1.0 Executive Summary

- 1.1 The purpose of this report is inform and update the Police and Crime Commissioner (PCC) and members of the Strategic Board on the low level concerns triage pilot held in force between September 2016 and February 2017. It is intended to assist decision making on the future direction and management of low level concerns and dissatisfaction of service with the force, in line with changes set out in the Policing and Crime Act 2017, part two, Police Complaints, Discipline and Inspection, chapter one, Police Complaints. **Appendix A¹**
- 1.2 The Act gives Police and Crime Commissioners new powers to bring the management of low level complaints into their offices, should they choose to, or to have a stronger role in overseeing them. Changes will for the first time co-ordinate and professionalise the management of low level dissatisfaction with police forces.
- 1.3 There are three options set out in the Act for the PCC to consider:
 1. (Mandatory): Statutory duty to hold the Chief Constable (CC) to account for the exercise of the Chief Constable's functions in relation to handling complaints. Hearing appeals/reviews that would have been the responsibility of the Chief Constable in the current system. All PCCs will need to do this as a minimum.
 2. PCCs take on Triage function only. Duty to make initial contact with complainant to understand how best their issues might be resolved. Ability to resolve complaints outside of Schedule 3 to the 2002 Act (where complainant agrees). The recording of complaints (and related notification duties).
 3. PCCs take on responsibility for all complaints process. Model two above and also responsibility for keeping complainant informed throughout the handling of the complaint including the outcome and the right of review.
- 1.4 This paper seeks to;
 1. Provide information about the changes to Part 2 of the Policing and Crime Bill 2017 and the options available for the Police and Crime Commissioner to oversee or manage low level concerns and dissatisfaction.
 2. Describe the aims, approach and outcomes from a new model piloted in the force between September 2016 and February 2017 to manage and resolve low level complaints and dissatisfaction.
 3. Make recommendations for the future management of low level concerns and dissatisfaction with consideration to their relationship with the force proposal for a future model for seamless victim care, contact and support.
 4. Outline in brief the resource and costs required in any future business case to implement the agreed model.

¹ Shows in bold the provisions that this pilot has considered, a-f

- 1.5 Following early consultation with the Office of the Police and Crime Commissioner, the two main options for consideration are:

Option One:

The PCC taking responsibility for the front-end of the complaints system which includes responsibility for all duties regarding contact with the complainant, administration and management of this function from within their offices and by their staff or

Option Two:

PCC's leaving the management of complaints within the force whilst strengthening their oversight role of the local complaints system, giving them explicit responsibility for ensuring the effective and efficient delivery of the police complaints system.

- 1.6 A new model was piloted by Essex Police from September 2016 – February 2017 to manage and resolve low-level concerns and complaints. The pilot has:

1. Provided a single point of contact for all reports of dissatisfaction and concerns, ensuring resolution by a professional customer service team member to the satisfaction of the complainant.
2. Improved the way members of the public, victims and witnesses can raise a concern or dissatisfaction with the service received. Easy and direct ways to speak to a member of a dedicated professional customer service team have been introduced. These include improved access to information and online reporting and the ability to select the team direct from the main switchboard menu option.
3. Improved the level of information about service failures known to the force and ensured action can be taken to prevent similar reports by making improvements to the way the service is delivered.
4. Reduced the total number of complaints (formal and informal) by 151 (14% overall reduction)
 - the number of formal complaints has decreased by 128 (27% reduction)
 - the number of IX informal complaints has decreased by 23 (4% reduction)

- 1.7 Based on the results of the model the force has implemented to pilot new ways to manage, record and resolve low level concerns and dissatisfaction it is **recommended that the force establishes the triage team as part of the force operational structure.**

- 1.8 It is expected that a permanent model would require an additional two members of staff to permanently centralise the management of low level concerns and effectively manage the demand and resolution. Two additional scale three members of staff would cost £45,212 taken from the Finance 2017/18 Ready Reckoner. This is based on the work undertaken during the pilot to match the volume of public contact work to

the resource available and to ensure the current level of abandoned calls (around 25% can be answered and resolved.

2.0 Background

- 2.1 The Policing and Crime Act 2017 further reforms policing and enables changes to build capability, improve efficiency, increase public confidence and further enhance local accountability. The Act is formed of nine parts. Part two, makes provision about the handling of Police Complaints, Discipline and Inspection to ensure the public have confidence in their ability to hold the police to account, and that police officers will uphold the highest integrity.
- 2.2 The Act gives Police and Crime Commissioners new powers to bring the management of low level complaints into their offices, should they choose to, or to have a stronger role in overseeing them. Changes will for the first time co-ordinate and professionalise the management of low level dissatisfaction with police forces.
- 2.3 The Police Reform Act 2002, defines a complaint as '*an expression of dissatisfaction by a member of the public about the conduct of a person serving with the police.*' The Independent Police Complaints Commission (IPCC) Statutory Guidance to the Police Service on the handling of complaints 2015 sets out the framework for the recording and handling of complaints.
- 2.4 The Policing and Crime Act 2017 broadens the definition of a complaint to, '*any expression of dissatisfaction with the police force,*' and it could include customer service or policing policy.
- 2.5 An early meeting between the force (Claire Heath, Head of Public Engagement and Customer Service and Superintendent Cat Barrie, Head of Professional Standards) and the Office of the Police and Crime Commissioner (OPCC) in June 2016 discussed best practice for handling low level concerns and options that could be progressed by the force alongside the OPCC in preparation for future changes. They agreed to;
 1. Scope a triage pilot to test the concept of the central management of low level concerns and dissatisfaction.
 2. Utilise the existing resource within the headquarters based Quality of Service Team to test the model within the agreed terms of reference. (Appendix B)
- 2.6 The proposed benefits of the successful triage of low level complaints and dissatisfaction referred to those for the Professional Standards Department (PSD), Local Policing Teams and other Commands. These are;
 1. Enabling the skilled resource within PSD to manage the more serious elements of complaints around officer conduct.
 2. Any reduction in the volume of low level concerns, dissatisfaction and formal complaints being sent to operational officers to investigate would allow a more cost effective use of their resource and support 'more time to fight crime.'

3. More effective record keeping which would give the triage team a clearer insight with the ability to link concerns and remove any duplication of effort and unnecessary waste of police resource.
- 2.7 The central management of low level concerns and dissatisfaction gives the force an opportunity to put things right, seek early resolution to those concerns raised by the public and victims of crime and maintain their confidence levels in our ability to do so. This increased level of engagement enriches our level of insight and will inform where improvements are needed in the delivery of our policing services.
- 2.8 The ethos behind the pilot was to develop a new customer facing triage model to manage low level concerns and dissatisfaction from members of the public concerning Essex Police. The model would have the ability to tackle and resolve these in a proportionate, efficient and effective way and deliver the best possible standards to improve victim satisfaction and increase public confidence.
- 2.9 Outcomes from the pilot would seek to determine better information about the volume and categories of low level concerns and dissatisfaction and make recommendations as to how low level concerns and dissatisfaction with our service could be managed in a future model. This would inform and assist the force and OPCC decision making in advance of the commencement of this provision of the Act in 2018.
- 2.10 The Quality of Service Team is an established customer focused team which reports to the Head of Public Engagement and Customer Service within the Strategic Change and Performance Directorate led by Dr Victoria Harrington. It is an independent team sitting outside of the Contact Management Command to monitor and ensure consistent and professional customer service across the force.
- 3.0 **Pre-Pilot Position 2016**
 - 3.1 The proposal to pilot a new delivery model identified that low level concerns and reports of dissatisfaction with service were routed to many different areas across the force, with access across a variety of different entry points including switchboard, direct to officer and police station front counters.
 - 3.2 Onward routing and resolution was not captured across a single system making it difficult to understand the effectiveness or otherwise of our low level complaint handling, the volumes, themes, resolution methods and timescales as well as the ability to gain insight to improve service delivery.
 - 3.3 Initial base lining work which took place before the start of the pilot estimated that 900 telephone calls from members of the public were received across the three monitored entry routes;
 1. 500 calls each month into the Quality of Service Team, 10% of which required escalation to support service recovery.
 2. 200 referrals into PSD which fell outside of the complaints process for local community resolution.

Low Level Concerns Report

3. 200 incidents flagged on STORM² by the Force Control Room (FCR) relating to dissatisfaction.
- 3.4 There is no single system for capturing any other calls which are routed to or received direct by other parts of the organisation relating to low level concerns or dissatisfaction.
- 3.5 Access was given to the Quality of Service Team to the Centurion IT³ system used by PSD. Training was provided by PSD to ensure the teams' compliance in escalating those more formal matters around conduct required to be sent to them and recorded.
- 3.6 Manual Excel sheets were used by the Quality of Service Team to record information captured by them in respect of all contacts from members of the public with the team.
- 4.0 **Pilot and approach**
- 4.1 The pilot commenced in September 2016 with a soft internal launch to support the management of unknown volumes. For the purposes of the pilot, a low level concern is defined as being *'any expression of dissatisfaction by a member of the public about the quality of service they have received from the force and which they accept informal resolution as satisfactory service recovery.'*
- 4.2 The success of the pilot would be evaluated by the measures set out in the terms of reference. These included:
 1. A reduction in the number of official complaints being progressed by the Professional Standards Department
 2. An Improvement in victim satisfaction
- 4.3 The role of the triage falls within the period prior to the statutory timeline within which a complaint must be recorded (10 days). The aim of the Quality of Service Team is to resolve low level concerns or dissatisfaction with service informally, 'there and then' to the satisfaction of the complainant. The majority of their role is conducted over the telephone allowing personal contact and more effective management of expectations. Matters escalated from the team to other departments and investigating officers for service recovery could involve the return of property after a police investigation, concerns around the issuing of a road traffic ticket or relate to victims seeking an update on the progress of enquiries made as a result of their investigation. The Quality of Service Team will track the progress of matters escalated to ensure that members of the public and victims of crime receive a timely update, negating the need for them to make further contact.
- 4.4 The team's focus is on delivering the best possible service that promotes satisfaction and confidence; and our standards and commitments within the Code of Ethics and the Police and Crime Plan. They apply the following principles of good complaint handling;
 1. Getting it right
 2. Being customer focused
 3. Being open and accountable

² This is an incident management system used in the FCR to record and manage on-going incidents

³ This system is a records management system used by PSD to record and track complaints

Low Level Concerns Report

4. Acting fairly and proportionately
5. Putting things right
6. Seeking continuous improvement

- 4.5 The working hours of the team are between 9.30am and 5.30pm, Monday to Saturday with the exception of bank holidays. During the pilot period, the team has been resourced with four full time existing Quality of Service Officers and supported by one Quality of Service Manager whose role included the management of front counter teams across the county. There were no additional costs associated with the pilot.
- 4.6 During the pilot period, all concerns and dissatisfaction relating to an on-going incident has remained managed by the FCR and recorded on STORM.
- 4.7 Parallel to the low level concerns pilot within the Quality of Service Team, a triage system within PSD was adopted in Autumn of 2016 to address low level complaints directly with the public, if ethical and appropriate to do so.

5.0 Update position

- 5.1 Interim reports dated November 2016 and February 2017 have supported regular review meetings between Claire Heath and the OPCC and provided updates on the following areas.
- 5.2 Revision was made to the complaints and concerns/dissatisfaction online forms on the Essex Police website. This provides better guidance and explains the difference between the two. In addition, a slight revision was made to the contact form which has increased the volume of e-mail communications which are handled within the Quality of Service Team on behalf of the force. It is not known if this increase is additional contact into the force or that this online communication has reduced for example telephone contact in other business areas. This has however, made it easier for the public to raise a concern or a complaint using online methods.
- 5.2 In December 2016, improvements were made to our telephone system to allow the public to select the Quality of Service team from a menu option when using 101 if they wished to speak to someone about a concern about the service they had received. The recording on the telephone option three now says, *'If you have previously reported something to us and you are not satisfied with our service please press 3 to speak to a member of the Quality of Service Team.'* If all members of the team are busy and engaged on calls there is a facility to leave a message and a level of service informs the caller as to when they can expect to receive a call back from the team.
- 5.4 Resilience is provided by the switchboard to manage continuity of service outside of business hours and on Mondays due to the teams current shift pattern. Data captured within the Liberty Netcall system⁴ evidences the increase in call volume into the team since adding the option to those on the 101 service. (This data is referred to in paragraph 6.3).

⁴ IT system which monitors and reports on 101 call volume

Low Level Concerns Report

- 5.5 The pilot had highlighted a need to review the Excel sheets used by the Quality of Service Team to ensure proportionate recording and to evidence the volume of concerns and dissatisfaction escalated out across the force to support service recovery. All telephone contact received into and made by the team is recorded on the forces red box system⁵ and can be accessed to support quality assurance and support any dissatisfactions or complaints
- 5.6 The Quality of Service Team will pilot the use of Live Chat in the Autumn 2017 enabling a further channel of communication into the team.
- 5.7 PSD were consulted as part of the pilot reviews and they confirmed that there were no areas requiring any progress improvement or better management from within the Quality of Service Team. They highlighted the below as specific benefits of the pilot.
1. Improved knowledge and understanding gained by the team which has enhanced their ability to confidently resolve concerns and dissatisfaction.
 2. There has been no delay in escalating any complaint onto PSD.
 3. Better sharing of information between the two teams which supports force learning and identification of repeat officers, staff and complainants.

6.0 Pilot Information and Results

- 6.1 The Terms of Reference set out the methods of evaluating the pilot as set out below:
1. Conducting regular audit of cases to ensure appropriate outcomes e.g. cases that should have been referred to PSD were in fact referred.
 2. Producing weekly statistics to evidence the number of successful early interventions by the triage team.
 3. Improvement in victim satisfaction and any impact on public confidence should be measured by carrying out a survey of complainants.
 4. Referencing to the future public contact programme and greater efficiency to ensure the public are better informed and updated in an effort to reduce the volume of low level satisfaction.
 5. Considering what best practice exists in other forces to inform and consider this alongside any recommendations in a future review.
 6. Any reduction in the IPCC quarterly statistics of official complaints being generated in force.
- 6.2. The pilot has resulted in closer working relationship between the Quality of Service team and PSD. The Quality of Service Manager has ensured that any cases required

⁵ This is a system used in the force to record calls received and made to members of the public and is used for all calls which are presented to the Switchboard, FCR, Crime Bureau and Quality of Service Team.

Low Level Concerns Report

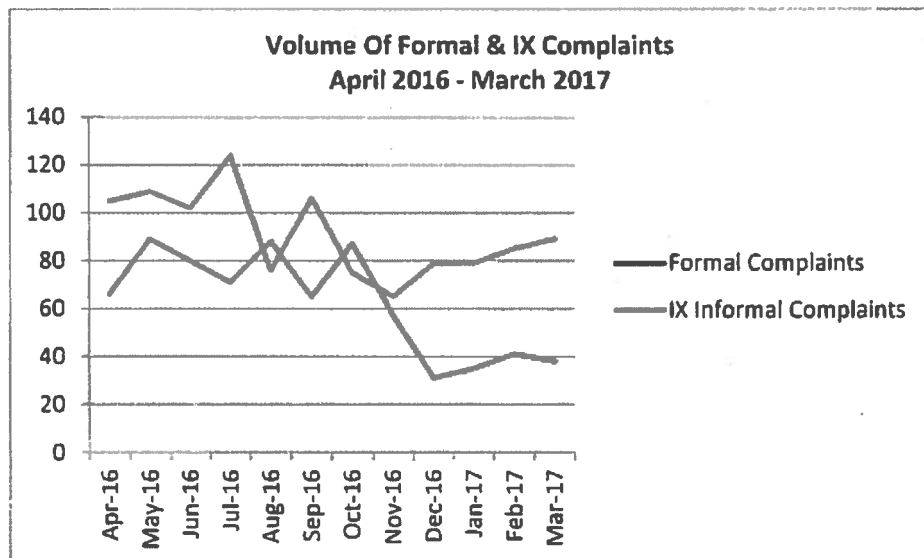
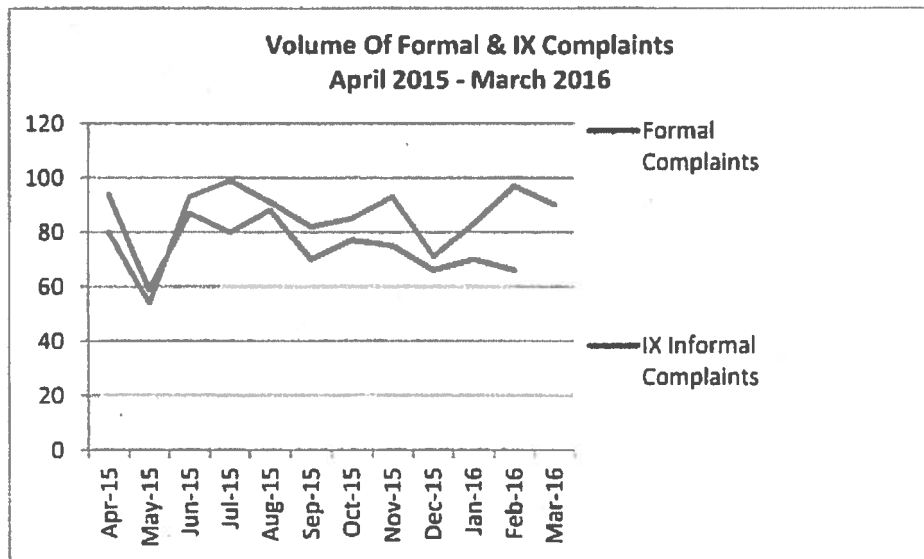
to be escalated to PSD as part of the process have been in a timely manner causing no undue distress to the complainant.

- 6.3 Parallel to the low level concerns pilot within the Quality of Service Team, a triage pilot was adopted within PSD in Autumn 2016 to address low level complaints directly with the public, if ethical and appropriate to do so. This requires early intervention with the complainant, understanding how the matter they are reporting could be satisfactorily resolved. Where the team have been able to satisfactorily resolve these, they are recorded as informal complaints, known as IX files. Those not resolved and required to be escalated are forwarded by PSD to their points of contact across the force for investigation. The below data from Centurion evidences the volumes of formal complaints and informal IX complaints from April 2015 – March 2017. Further PSD supporting data is attached as Appendix C.
- 6.4 The charts below compare the level of formal complaints and IX files recorded by PSD month by month during 2015 and 2016. They show that during the pilot period (September 2016 – March 2017):

1. the total number of complaints (formal and informal) decreased by 151 (14% overall reduction)
2. number of formal complaints decreased by 128 (27% reduction)
3. the number of IX informal complaints decreased by 23 (4% reduction)

	Data from Centurion IT system used by PSD					
	Formal Complaints		IX Informal Complaints		Total Complaints	
	2015	2016	2015	2016	2015	2016
April	94	66	80	105	174	171
May	59	89	54	109	113	198
June	87	80	93	102	180	182
July	80	71	99	124	179	195
August	88	88	91	76	179	164
September	70	65	82	106	152	171
October	77	87	85	75	162	162
November	75	57	93	65	168	122
December	66	31	71	79	137	110
January	70	35	83	79	153	114
February	66	41	97	85	163	126
March	58	38	90	89	148	127
Total	890	748	1018	1094	1908	1842

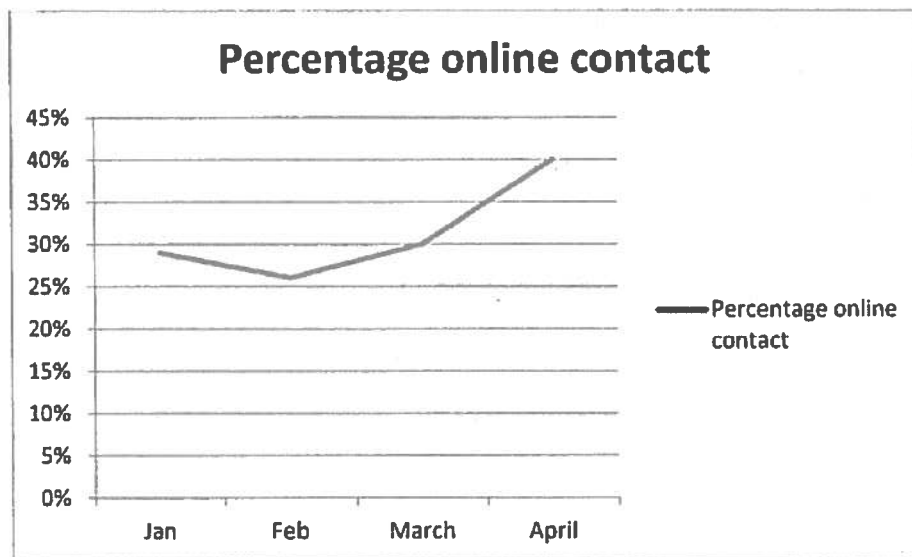
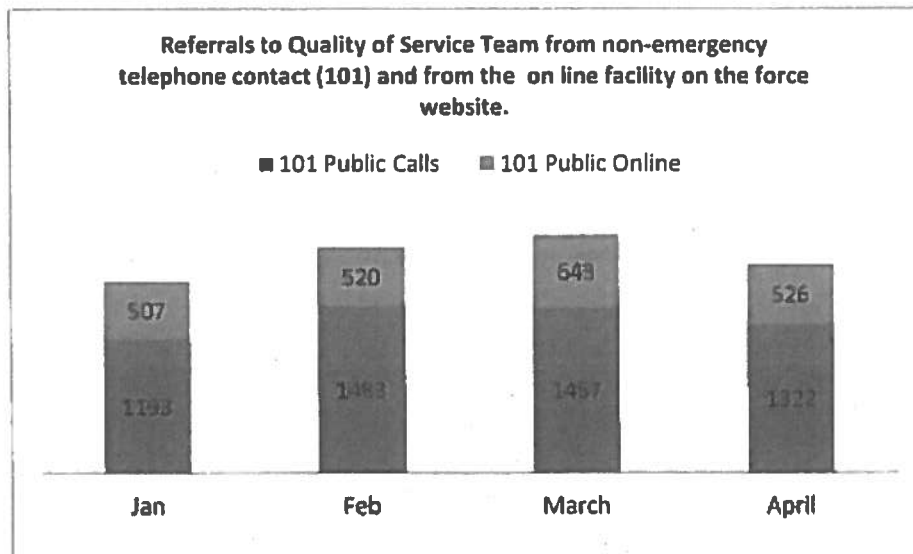
Low Level Concerns Report



- 6.5 Whilst it is evident that this small team have dealt with a high volume of contact with the public during the pilot period, it is difficult to quantify the impact that this has had on victim satisfaction and public confidence. The pilot has not included any formal feedback with those who have engaged with the team but this would be recommended as part of any future model.
- 6.6 The data from netcall evidences the public demand placed upon the Quality of Service Team since the introduction of the self-selection option on 101 in December 2016.
- 6.7 The data in Appendix D and shown in the charts below is taken from the Liberty Netcall facility which monitors all public calls routed into the team via the 101 selection, online data and Quality of Service Team records. In December 2016, improvements were made to our telephone system to allow the public to select the Quality of Service team from a menu option when using 101 if they wished to speak

Low Level Concerns Report

to someone about a concern about the service they had received. The first full month's data is available from January 2017.



A slight revision was made to the contact form which has increased the volume of e-mail communications which are handled within the Quality of Service Team on behalf of the force. It is not known if this increase is additional contact into the force or that this online communication has reduced for example telephone contact in other business areas.

- 6.7 Victims of crime contacting the Quality of Service Team to either seek an update or speak to the officer allocated their crime remains the main reason for contact with the Quality of Service Team. The Quality of Service Manager has during the pilot period been able to monitor any fluctuations in the demand for service for other departments across the force and discuss the reasons for this and any possible changes required. An example of this relates to the CRASH reporting system used to report accidents online. Whilst receiving an automated response and web reference, members of the public reporting such incidents to police were initiating contact to ascertain an update

Low Level Concerns Report

on the matter reported. This feedback influenced a positive change to the automated response by adding an expected service level. A further example relates to applications for criminal records checks via the disclosure barring service. The Quality of Service Team after speaking with individual members of the public and businesses seeking an update from Essex Police approached the Vetting Department and changes have led to letters being sent which set out the expected time frames in which they can expect a response.

- 6.8 It is however worth noting that no complaints have been made or dissatisfaction has been raised about the level of service given by members of the Quality of Service Team. The skill that each individual member of the team has developed, their ability to deal with the most challenging of calls and resolve these is a credit to them and the force. The team are frequently thanked by members of the public and victims of crime for the courteous way in which they have spoken to them, explained police processes to them in a language that they understand and dealt with their concerns so efficiently. An example of a thank you is: *[redacted] has been a brilliant help to me and my family and I would like to thank her for all her support she is very positive and gives me piece of mind she is brilliant.'*

* Quality
of Service
Officer

7.0 Evaluation and proposed model

- 7.1 The data referred to in Appendix C and in the chart at paragraph 6.6 evidences that the central management of low level concerns and dissatisfaction has helped deliver some of the proposed benefits namely;

1. Enabling the skilled resource within PSD to manage the more serious elements of complaints around officer contact.
2. Any reduction in the volume of low level concerns, dissatisfaction and formal complaints being sent to operational officers to investigate would allow a more cost effective use of their resource and support 'more time to fight crime.'

- 7.2 Placing the Quality of Service Team at the front end of service on the 101 telephone entry point has made it much easier for members of the public to speak to someone about their concern. This has increased the demand and consequently the ability of the existing team to manage the demand with the current resource. It is a credit to the team that they have professionally managed and supported the demand for their service. This has been acknowledged by visits from Chief Officers and HMIC during the pilot period. Their core responsibility is to act as a central co-ordination point for all members of the public, victims and witnesses who have an enquiry about their contact with the force. Whilst the 101 routing has supported the aim of centralising the management of low level concerns and dissatisfaction as mentioned in this report, it has reduced the team's capability to deal with their wider role. Other functions such as quality assurance of calls into switchboard and crime bureau, surveying BME victims of crime and quality assuring standards across our webpages has ceased.

- 7.3 In measuring the success of this pilot we need to also consider what is not quantifiable at the time of this report, the satisfaction levels of those who have engaged with the Quality of Service Team and their confidence in us as a force. The

central management of low level concerns has provided resilience to our front line resourcing. It has provided the public and victims of crime a named point of contact, who has given them the time to explain their reasons for their dissatisfaction and the ability to work with them to resolve it as quickly as possible.

- 7.4 It is proposed that the central management of low level concerns and dissatisfaction remains within the remit of the Quality of Service Team. The independency and high level of service that this team provides to the public, victims and witnesses of crime is integral in enabling the force to deliver its promises it has made and those within the Police and Crime Plan. HMIC will continue to inspect how the force is using the feedback it receives to deliver a better police service. It is vital that the force continues to gain from the insight from feedback from members of the public, victims and witnesses to improve its design and delivery of future services.
- 7.5 Whilst as a force we continue to work hard in support of all our victims of crime, the work that the Quality of Service team delivers plays an integral role in supporting the forces' compliance of the Victims Code. We have already identified that despite renewed energy and focus we have not consistently been able to maintain a good service nor achieved the satisfaction and confidence levels that the force aspires to. Some victims unfortunately are forced to initiate contact into force to ascertain what is happening next and why and seek an update about their investigation. The management of low level concerns and dissatisfaction has a relationship with the future model for better victim contact, care and support which will make provision for a tailored service to victims of crime from initial contact until the conclusion of their case.

8.0 Decision and recommendation

- 8.1 The Act gives Police and Crime Commissioners new powers to bring the management of low level complaints into their offices, should they choose to, or to have a stronger role in overseeing them.
- 8.2 There are a range of options that members of the Board could consider in relation to the key provisions set out in Chapters 1 to 4 of Part two of the Act.
- 8.3 The two main options for consideration are:

Option One:

The PCC taking responsibility for the front-end of the complaints system and responsibility for all duties regarding contact with the complainant and administering and managing this function from within their offices and by their staff or

Option Two:

PCC's leaving the management of complaints within the force whilst strengthening their oversight role of the local complaints system, given them explicit responsibility for ensuring the effective and efficient delivery of the police complaints system.

- 8.4 Based on the results of the changes to the way Essex Police and the model the force has implemented to pilot new ways to manage, record and resolve low level concerns

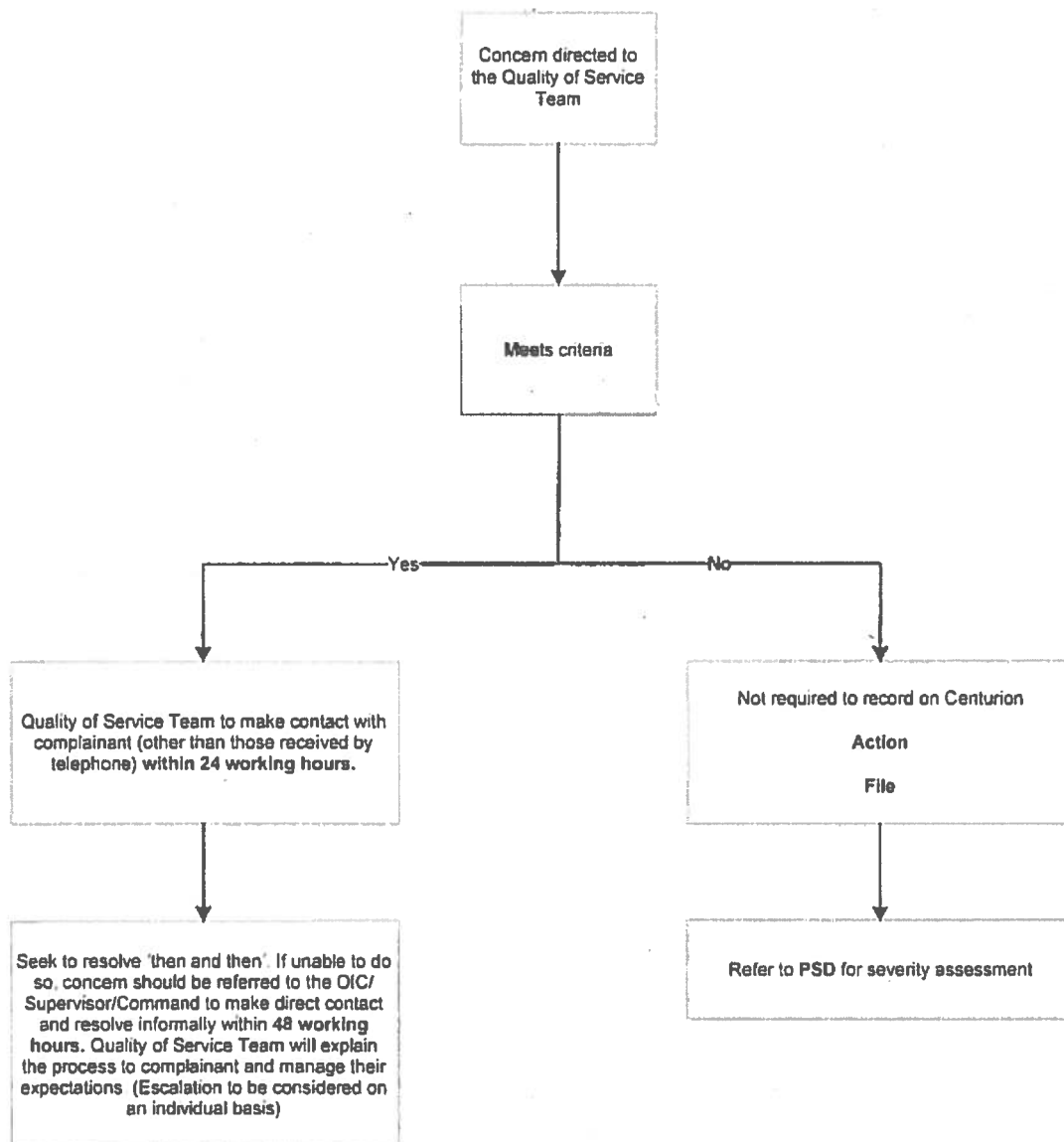
and dissatisfaction; and from the results of the interim reports provided to the OPCC it is recommended that the force is asked to bring a business case to establish the triage team as part of the force operational structure. In support of this work the new Service Improvement Manager has been tasked with a review of the Quality of Service Team.

- 8.5 It is expected that a permanent model would require an additional two members of staff to permanently centralise the management of low level concerns and effectively manage the demand and resolution. Two additional scale three members of staff would cost £45,212 taken from the Finance 2017/18 Ready Reckoner. This is based on the work undertaken during the pilot to match the volume of public contact work to the resource available and to ensure the current level of abandoned calls (around 25% can be answered and resolved).
- 8.6 The team would continue to use Excel spreadsheets to manage the contact and resolution prior to the introduction of the Customer Relationship Management System (CRM) which is currently being scoped by the Essex/Kent Collaboration Team for implementation in 2019. The addition of a user friendly CRM would enhance the level of reporting available about the volume, management and resolution of all low level concerns and dissatisfaction.
- 8.7 It is proposed that FCR continue to record and manage any low level concerns and dissatisfactions relating to on-going incidents as they currently do. The future of our FCR is part of the current work being reviewed by the joint Essex and Kent Collaboration Team.

Quality of Service Team

Low Level Concerns Pilot – Triage Action Flowchart

A low level concern is defined as any expression of dissatisfaction by a member of the public about the Quality of Service they have received from the force and which they accept informal resolution as satisfactory recovery.



APPENDIX A

Part 2: Police discipline, complaints and inspection

Chapters 1 to 4: Police complaints, police super-complaints, whistle-blowing and discipline

6. Chapters 1 to 4 of Part 2 of the Bill give effect to the Government's commitment to "overhaul the police complaints system". The key provisions:

- a) **Strengthening PCCs' oversight role of the local complaints system, giving them an explicit responsibility for ensuring the effective and efficient delivery of the local police complaints system, and making PCCs the appellate body for those appeals currently heard by chief constables.**
- b) **Enabling PCCs to take on other functions within the complaints system, giving them the option of taking on responsibility for the front-end of the complaints system and responsibility for all duties regarding contact with the complainant.**
- c) **Clarifying the definition of a complaint – currently defined in section 12 of the Police Reform Act 2002 as 'any complaint about the conduct of a person serving with the police' – to one that defines a police complaint broadly as 'an expression of dissatisfaction with a force'.**
- d) **Retaining and clarifying the focus on immediate resolution of customer service issues where appropriate, before such issues become complaints.**
- e) **Removing the non-recording categories (such as vexatious and out of time complaints) so that any issue that is not possible to resolve immediately or that the complainant wants recording, is recorded.**
- f) **Removing the opaque categorisation for handling complaints – local resolution, local investigation, disapplication, discontinuance – and replacing this with statutory duties based on taking "reasonable and proportionate" action to resolve a complaint.**
- g) **Streamlining the complex appeal process so that there is one appeal point at the outcome of the complaint.**
- h) **Extending the disciplinary regime to former officers where an allegation arose before they resigned or retired, or arose within a period of time following their resignation of retirement;**
- i) **Creating a statutory framework for the College of Policing to receive, hold, make available and, in some circumstances, publish details from a "police barred list" of former members of police forces, former special constable and former members of the civilian staff of police forces who have been dismissed or who would have been dismissed had they not resigned or retired.**

- j) Allowing for regulations to be made to require the IPCC to investigate all chief officer misconduct allegations (including gross misconduct).
- k) Protecting the identity of a whistle-blower by allowing the IPCC to control who in a police force is notified of an independent investigation and obtain information and evidence confidentially from those individuals (to enable covert investigations).
- l) Introduce a system of super-complaints to capture national or cross-force issues that are not otherwise captured by the existing complaints system, IPCC investigations or HMIC inspections.

Appendix B - Triage Pilot for low level concerns - Terms of Reference **(Version 5.0)**

Background

The Policing and Crime Bill is due to receive Royal Assent in the spring of 2017. It is formed of nine parts. Part two will make provision about the handling of Police Complaints, Discipline and Inspection. The Bill will give Police and Crime Commissioners new powers to bring the management of low level complaints into their offices, should they choose to, OR to have a stronger role in overseeing them. Changes will for the first time co-ordinate and professionalise the management of low level dissatisfaction with police forces.

In preparation for the above, Essex Police and the Office of the Police and Crime Commissioner have agreed to scope a triage pilot for low level complaints which will be evaluated after a period of three months.

Definition of complaint

The Bill changes the current definition of a complaint from being a 'complaint about the conduct of a person serving with the police.' It is now broadly defined as '*any expression of dissatisfaction with the police force,*' and it could include customer service or policing policy.

Aims

The ethos behind this pilot is to develop a new customer facing triage model to manage low level concerns and dissatisfaction from members of the public concerning Essex Police (EP). The model should have the ability to tackle and resolve these in a proportionate, efficient and effective way. The team will focus on delivering the best possible service that promotes satisfaction and confidence; and our standards and commitments within the Code of Ethics and the Police and Crime Plan. The pilot will apply the principles of good complaint handling by;

1. Getting it right
2. Being customer focused
3. Being open and accountable
4. Acting fairly and proportionately
5. Putting things right
6. Seeking continuous improvement

Authority

Essex Police will retain its authority to manage and resolve all incidences of low level dissatisfaction with the force. The triage team will centralise and professionalise the management of these, testing the concept to inform the decision making of the force and OPCC.

The team will work closely with the Professional Standards Department (PSD) and report directly to the Quality of Service Group.

Proposed Model

The core responsibility for the Quality of Service Team, based at Headquarters, is to act as a central co-ordination point for all victims and witnesses who have enquiries about their contact with Essex Police. Their aim is to own and resolve effectively all low level dissatisfaction with the force, or

escalate these to PSD if necessary. Any learning from the public is shared with the Quality of Service Group to help shape future service.

For the purposes of the pilot, a low level concern will be defined as any expression of dissatisfaction by a member of the public about the quality of service they have received from the force and which they accept informal resolution as satisfactory service recovery.

It is proposed that a triage pilot be based within this team, testing a model for a period of three months. The role of the triage falls within the period prior to the statutory timeline within which a complaint must be recorded (10 days). Their focus will be on resolving low level concerns at the earliest opportunity and within 72 working hours, adopting the following approach;

- Aim to resolve low level concerns/dissatisfaction with service informally 'there and then' to the satisfaction of the complainant.
- Where direct contact has not been made with the team, initial contact will be made with the complainant within 24 working hours, preferably over the phone. This should be used to explain the role and remit of the triage team, include early management of expectations and inform the complainant when they will be next contacted. Initial contact should also record as many of the background details to the concern as possible.
- Aim to resolve a concern/dissatisfaction within 48 working hours of receipt where possible or within 72 working hours if there are difficulties contacting the officer involved.
- Those issues that the team are unable to resolve, 'there and then' should involve engagement with or referring to the OIC or supervisor or escalation as appropriate.
- Accurate record keeping of workflow and actions taken from the outset so that another team member can access details of the concern if necessary.
- Ensure there is a fast track to PSD for referrals to ensure no delays in concerns which do require local resolution or investigation.
- The Quality of Service Manager will ensure that repeat Officers and Police Staff are brought to the attention of their supervisors for them to consider any action plans/UPP.

Resource

The Quality of Service Team establishment is 5.0 police staff full time and 1.0 full time manager resource who also takes line responsibility of front counter staff across the county. Working hours of the team are Monday to Saturday between 9.30am and 5.30pm.

Initial baseline data monitoring for the period April to June 2016 shows 128 dissatisfactions logged which required escalation to either the investigating officer's supervisor or referral to PSD if appropriate. This volume does not reflect the total volume of calls for service referred to the team, only the volume which they themselves were not able to resolve satisfactorily 'there and then'.

From 1st January to 31st December 2015, PSD received 1103 'IX' issues (matters outside of the complaint process) which were allocated to the local force commands for resolution.

From 1st January to 30th June 2016 there were 1126 incidents of dissatisfaction recorded on STORM

It is proposed that the Quality of Service team will work closely with PSD and receive any relevant training to ensure effective, fair and proportionate decision making.

Joint discussions around the set-up of the triage pilot will need to consider the capability of this resource weighted against demand, the total of which is not fully understood.

Proposed Benefits

The successful triage of low level concerns and dissatisfaction could potentially have significant benefits for PSD, Local Policing Teams (LPT) and other Commands as it would help to resolve the volumes of complaints before they reach them. A well trained team will afford a higher level of service to the public, reduce the number of interventions per concern and need to escalate any further. By utilising non-police staff, the pilot could also have a positive impact on PSD resources enabling them to deploy their skilled resource to manage the more serious element of complaints around officer conduct.

Record keeping will be more effective, giving the triage team a clearer insight with the ability to link concerns and remove any duplication of effort and unnecessary waste of police resource. The team could support the signposting, as appropriate, of the public to other services e.g. joint services available within Community Policing Hubs.

The pilot aims to tackle and resolve low levels concerns in a proportionate, efficient and effective way. Delivering the best possible standards will help improve victim satisfaction and public confidence. Analysis of these concerns should also improve understanding of what concerns local people have and can potentially inform future priorities for the Police and Crime Plan. This may also identify areas of good practice that could be shared across the force.

Evaluation

This will be measured by;

- Conducting regular audit of cases to ensure appropriate outcomes e.g. cases that should have been referred to PSD were in fact referred
- Producing weekly statistics to evidence the number of successful early interventions by the triage team
- Improvement in victim satisfaction and any impact on public confidence should be measured by carrying out a survey of complainants.
- Referencing to the future public contact programme and greater efficiency to ensure the public are better informed and updated in an effort to reduce the volume of low level satisfaction.
- Considering what best practice exists in other forces to inform and consider this alongside any recommendations in a future review.
- Any reduction in the IPCC quarterly stats of official complaints being generated in force.

Risks and Issues

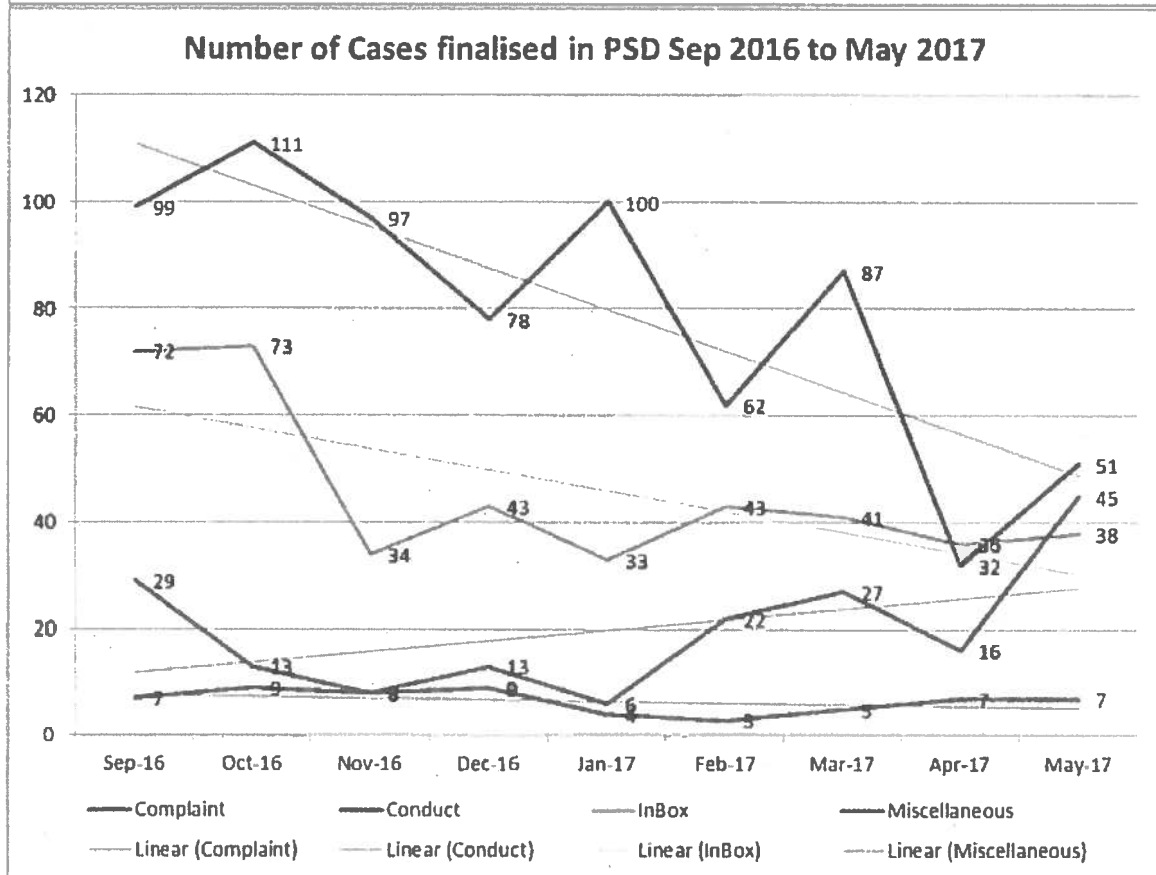
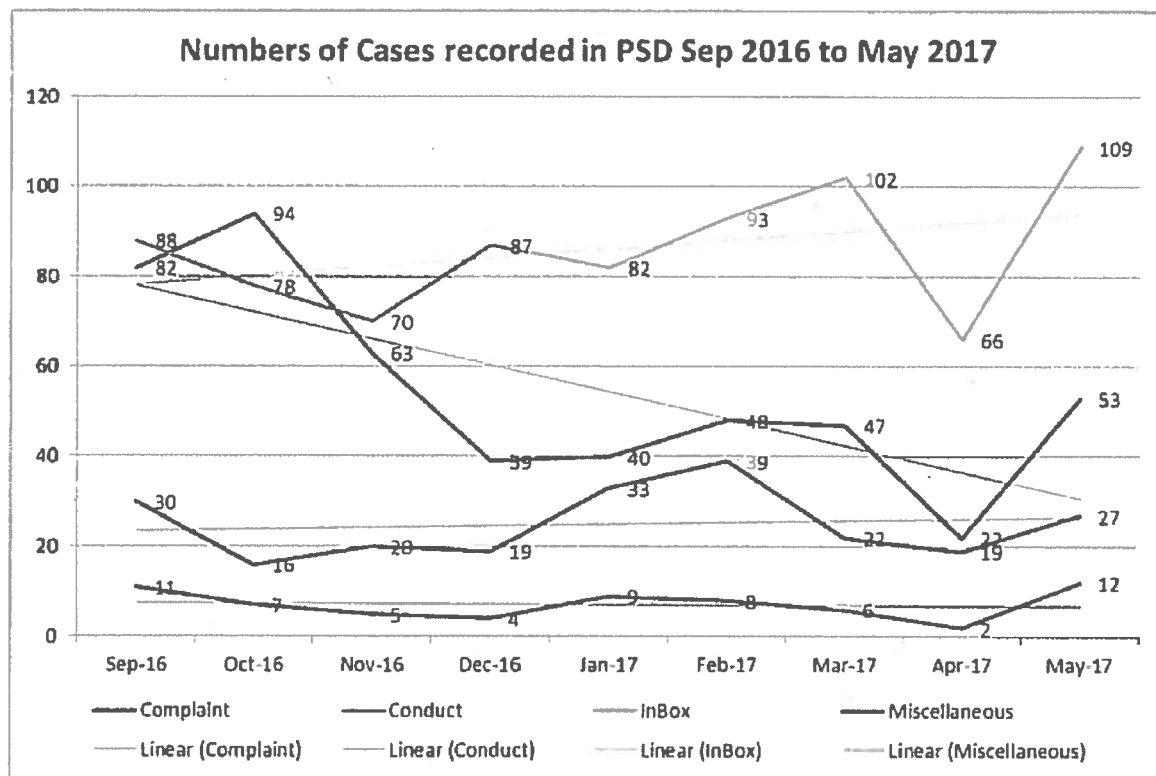
The main risk associated with the pilot is with the lack of current information about the existing and future volume of cases that may be handled / directed to the Quality of Service Team, once a single point of access and resolution is opened up to the public. Currently concerns for service are routed to many different areas across the Force with access across a variety of different entry points including switchboard, direct to officer, police station front office. Onward routing and resolution is

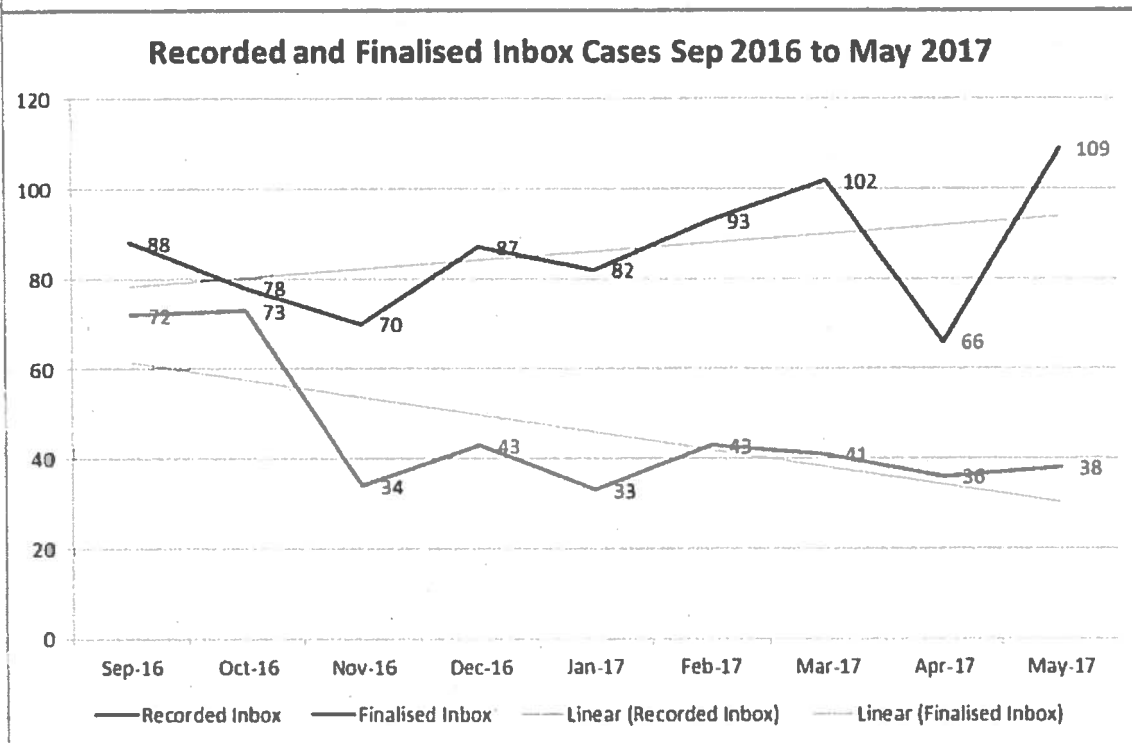
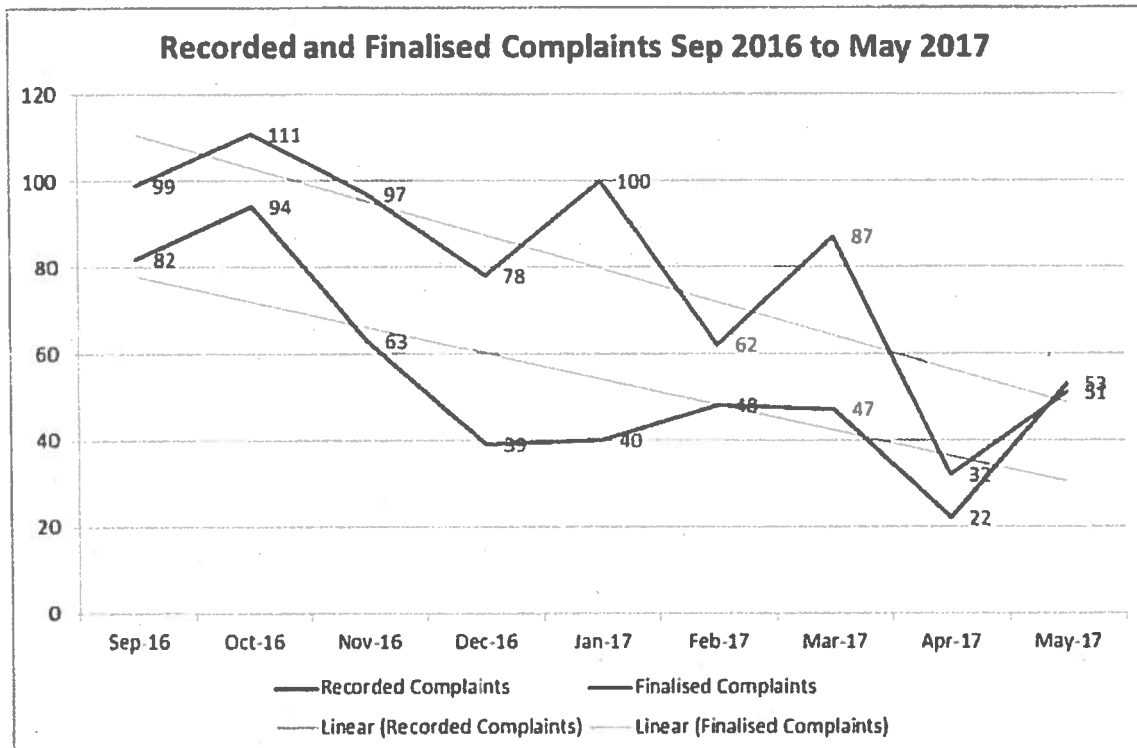
not captured across a single system making it difficult to forecast potential volumes, themes, resolution and ability to accurately match resources to workload.

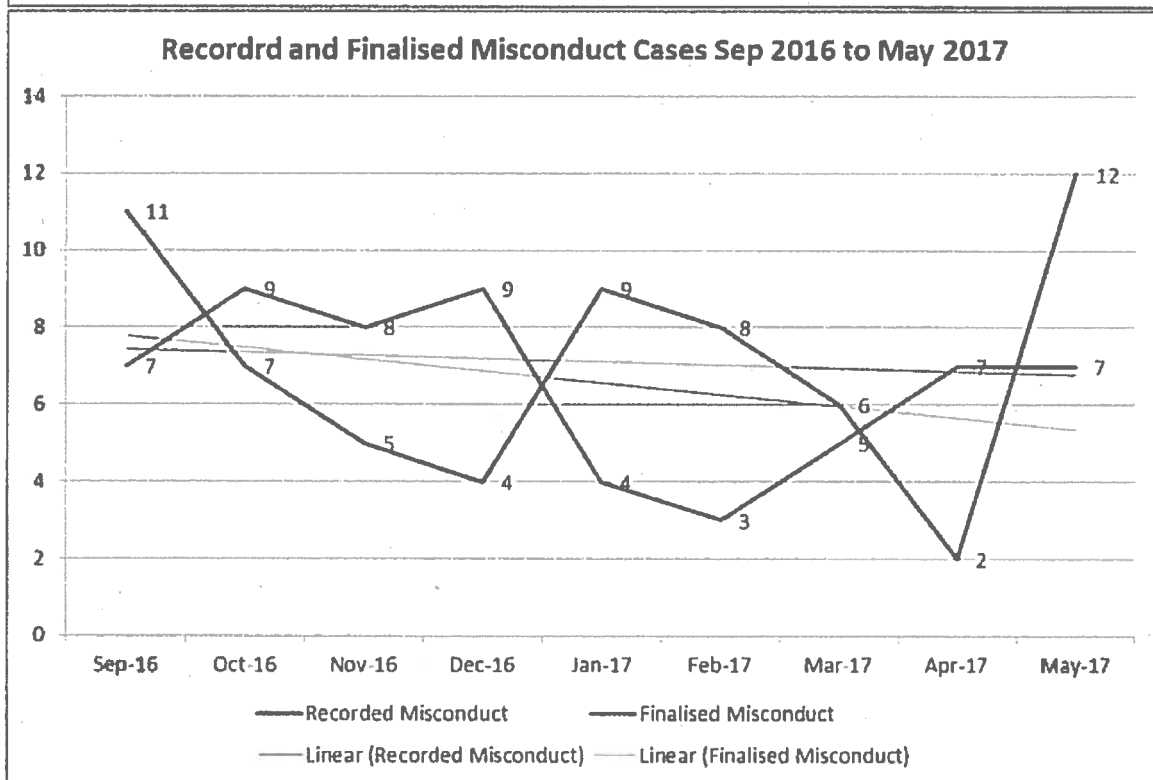
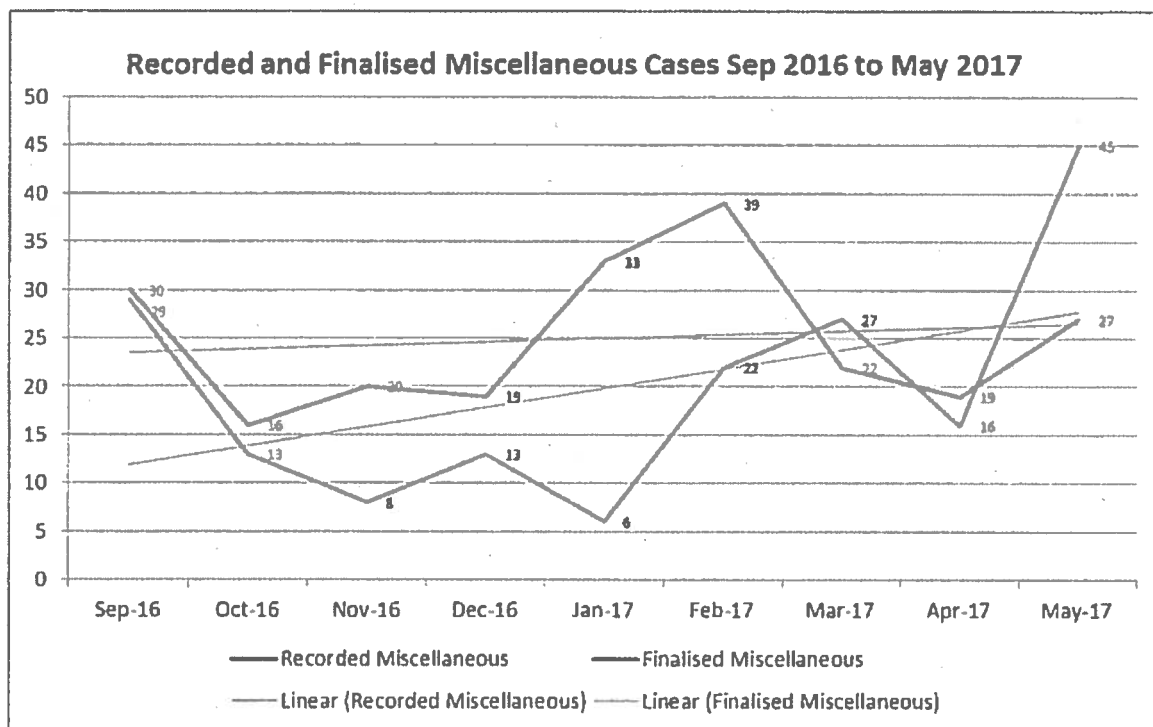
The pilot will be able to find out more about these unknowns and make recommendations for alternative models / service improvement.

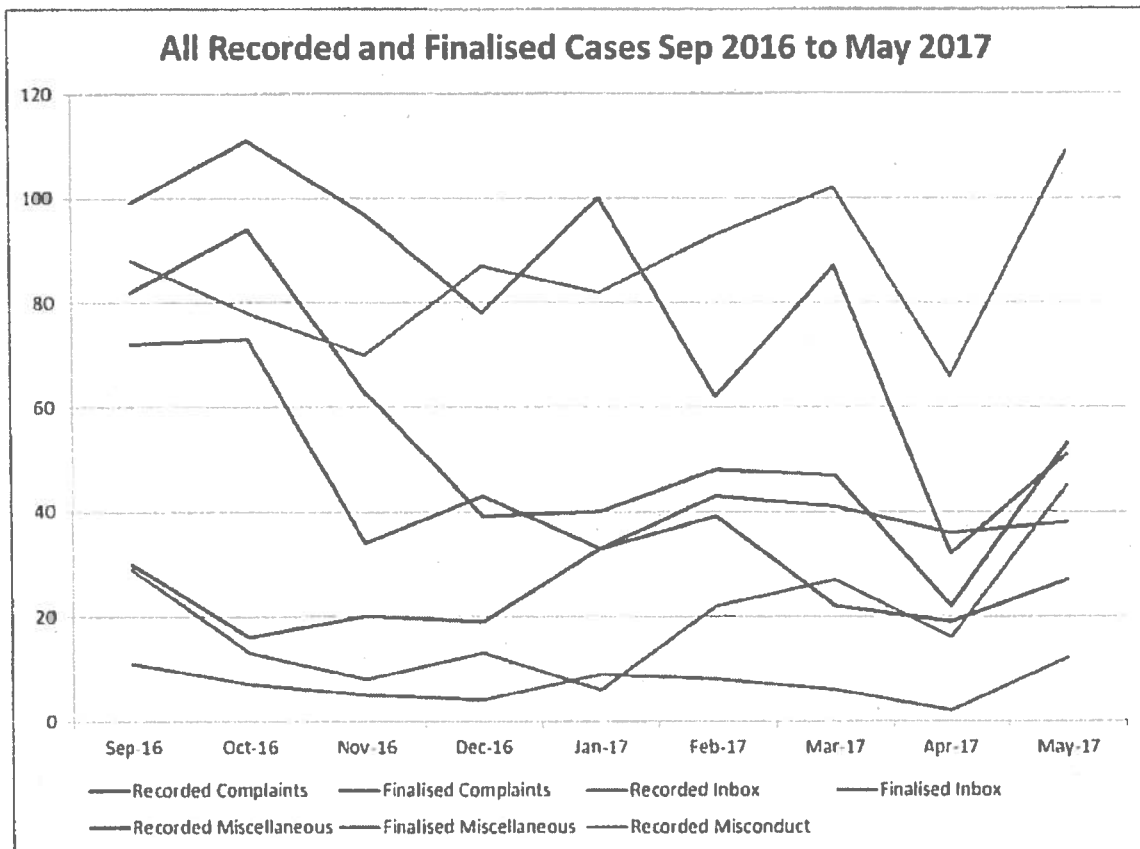
All issues will be monitored on an implementation matrix.

APPENDIX C – PSD data from Centurion referencing the recorded and finalised complaints









Appendix D

Quality of Service Team

Demand for Service, Resource Available and Results during the Pilot Period

	Jan-17	Feb-17	Mar-17	Apr-17
101 total demand into the Q of S team ¹	1256	1545	1512	1360
101 public calls answered by the Q of S team ²	1193	1483	1467	1322
Abandoned rate and average time waiting ³	47 calls at 0:02	50 calls at 0:02	27 calls at 0:01	28 calls at 0:03
Hours worked during month (resource average per month being 641 hrs) ⁴	546	554	509	515
Volume concerns/dissatisfaction escalated by Q of S team to officers and other business areas to support service recovery ⁵	540	491	395	329
Volume of dissatisfaction required to be recorded within Centurion	1	6	0	2
External online communication into the Q of S team email boxes	507	520	643	526
Victims details escalated into Q of S team by independent research company requiring service recovery	9	13	8	8

¹ First full month of data only available from Jan 17

² Data taken from Netcall

³ Data taken from Netcall

⁴ Data from ARC system

⁵ Recording of the team has been reviewed during the pilot period and changes made to the volume of contact recorded. Further changes are being made from 1st June 2017 to enhance this level of data

Review of Quality of Service Team – March 2019

Strategic Change Directorate

Date: 10 March 2019

Unit: Quality of Service Team

Contact: Claire Heath / Lisa Scally



**ESSEX
POLICE**

Protecting and serving Essex

1.0 **Purpose of Report**

The purpose of this report is to provide an update on the progress and work of the Quality of Service team following the decision for the team to manage low level concerns and dissatisfaction in accordance with the decision of the PFCC in June 2017.

2.0 **Executive Summary**

The Policing and Crime Act 2017 gave Police and Crime Commissioners the option of new powers to bring the management of low level complaints into their offices, should they choose to, or to have a stronger role in overseeing them. The changes would co-ordinate and professionalise the management of low-level dissatisfaction with police forces and enables PCC's/PFCC's to take on other functions within the complaints system, giving them the option of taking on responsibility for the front-end of the complaints system and the responsibility for all duties regarding contact with the complainant.

In preparation for the changes to the Policing and Crime Bill in 2017, it was agreed that the Quality of Service team would complete a pilot to centrally manage low level concerns on behalf of the PFCC. The pilot commenced in September 2016 and the results were presented to the Strategic Board on the 15 June 2017. A full report of the pilot and its outcomes along with the subsequent PFCC decision sheet is attached at Appendix A.

After the successful pilot the PFCC Strategic Board agreed that the management of Low Level Concerns would remain within the Essex Police Quality of Service team.

This review looks at the impact the refocused Quality of Service team has had on the Low Level Concerns and Dissatisfaction process since it was refreshed in June 2017.

Prior to the Quality of Service refocus of work in June 2017, the primary role of the small team (4 members of staff) was to find out more about the quality of service provided by the Force Control Room (FCR), Crime Bureau (CB) and investigating officers by completing '1 in 3 quality checks' with victims of crime. Victim feedback was passed to departments and functions across the force to improve the way services were designed and delivered.

This provided a retrospective assessment of the service provided and did not seek to capture and resolve low level concerns of dissatisfaction at the point of contact. There was no opportunity to resolve a low level concern before it escalated to PSD.

Prior to the pilot there was no central function and capture for dissatisfaction and low level concerns and members of the public and victims of crime reported being 'bounced around several teams' and making multiple contacts before finding an answer to their enquiry.

The previous structure made learning lessons more difficult to achieve and therefore service improvements were not identified, evidenced and measured as they are today.

2.1 Pre-Pilot - Before Quality of Service Refresh

Initial base lining work estimated that the original team of 4 staff received an average of **500 telephone and email contacts from the public each month, 10% (50) of which were resolved at the 1st point of contact**, the balance were forwarded to LPA officers and other HQ departments for resolution.

In addition to the victim call backs, the Quality of Service team completed the following tasks;

- BAME victim satisfaction surveys
- Quality assurance of Crime Bureau and Switchboard telephone calls
- Quality of calls scored and outcomes flagged to line managers
- Victim Right to Review recording
- 'Mystery Shopping' with Police Station front counters and website contact

2.2 Post-Pilot - After Quality of Service Refresh

Post pilot the team deal with **around 8,500 contacts from members of the public, 46% (3,900) are resolved at the first point of contact**.

After the initial pilot and as a result of the increased volume of public contact agreement was given to increase the size of the team by two members of staff. Job descriptions were reviewed and developed to meet the new requirements of the team and a small internal restructure replaced the old team supervisor with a dedicated Service Improvement Manager. This new role has responsibility for leading the team, developing, improving and maintaining a new performance reporting framework and ensuring organisational improvements are made as a result of the feedback from members of the public and victims of crime.

The Quality of Service team of 6 staff now provide Essex Police with an independent assessment and resolution of public dissatisfaction and low level concerns. These provide a valuable source of feedback and provide opportunity for Essex Police to improve its service and in turn public confidence and trust.

The team provides a central point of contact for dissatisfaction, low level concerns and victim enquiries across the county. It is ideally placed to provide an early warning of failures in service delivery, identify areas for improvement, deliver business change and monitor outcomes to ensure continuous improvement. A suitable performance framework has been developed to drive the service improvement programme.

The Quality of Service team deal with all low level concerns and dissatisfaction raised by the public to;

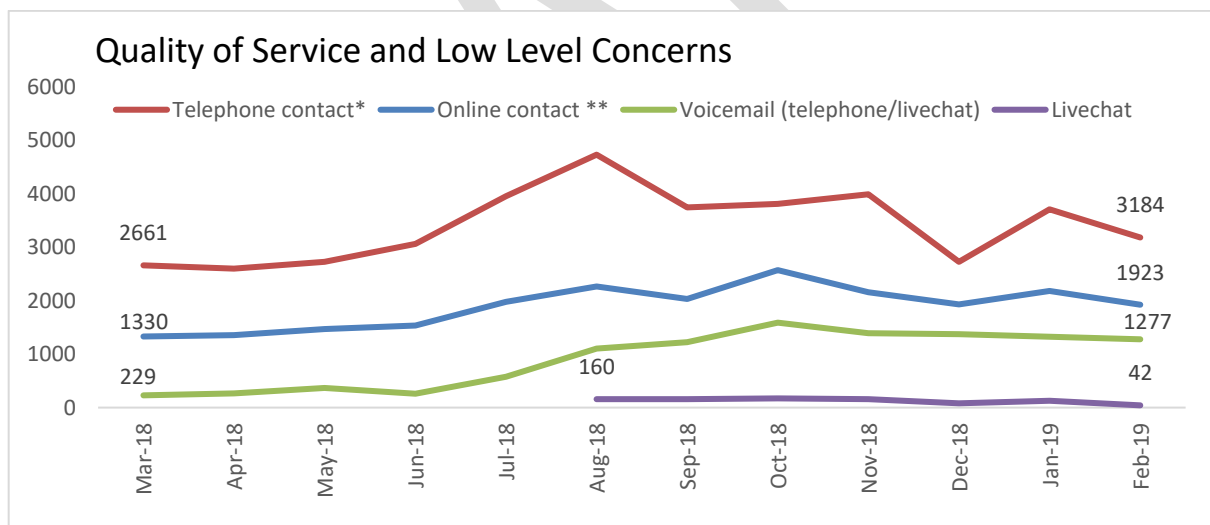
- Resolve these 'there and then' or as quickly as possible to the satisfaction of the complainant reducing unnecessary escalations and the volume of formal complaints.
- Monitor escalations to ensure that the enquiry is resolved in a timely manner

- Introduce a continuous improvement process to ensure that low level concerns are resolved and the root cause identified and change delivered to improve the experience of future service users.
- Assess the impact of other force change on low level concerns and dissatisfaction.

The level of public initiated contact has increased since the refocus of the team which is now more accessible than ever before with the introduction of more channels for the public to raise concerns and seek resolution about the service received including:

- Telephone via 101 interactive voice recognition (IVR) where the Quality of Service team are accessed direct under option 3
- Online via complaints and dissatisfaction webpages as well as across the force website advice pages
- Live Chat or instant messaging allowing the public to talk in real time with a member of the Quality of Service team
- Promoting the team and the service across the force by including direct contact details on burglary packs, victim contact cards, rural crime information and crime prevention advice
- Victim letters going to every victim of crime introduce the Quality of Service team, methods of contact and the service it provides.

The graph below shows the level of public contact across all contact channels.



* Changes were made to 101 in Nov 17 to support a better service to the public.

** Online contact is inclusive of 'Live chat offline contact'

Processes in the Quality of Service team are clear and straightforward, it is readily accessible to members of the public with skilled team members so that decisions are taken quickly, things put right where necessary and lessons learnt for service improvement. The team work closely with the PSD and ensure members of the public are supported in making a complaint when it is appropriate and right to do so.

Formal published complaint data demonstrates the Essex Police improved nationally moving from 21st in 2016/17 to 17th in 2017/18 in relation to allegations per 1,000 employees¹. During this time Essex Police made it easier for members of the public to report a complaint due to improvements in the online reporting process on the force website.

2.3 Current position

The team which previously dealt with 6,000 contacts per annum will deal with over 100,000 public contacts in 2018/19. Of the total contacts dealt with by the Quality of Service team **46%** were dealt with at the 1st point of contact, without referral to anyone else for resolution, thereby reducing the abstraction of local officers to deal with concerns from the public.

Performance data is produced monthly and includes details of what the public are contacting us about. This data is shared monthly through the DCC Victim Focus and Public Confidence Board and the ACC Demand Management board and is used to inform service improvements.

In addition to the above, the Quality of service team also undertake the following activity;

- Support Victim Surveys
- Draft 'Public Thank you Letters'
- Co-ordinate Victim Right to Review's

2.4 Business Benefits

The decision to refresh the Quality of Service team and expand their remit to deal with dissatisfaction and low level concerns in June 2017 has delivered significant benefits to Essex Police. The table attached at Appendix B summarises the high level benefits already delivered and those planned for 2019/20 including:

- Improvements in the way members of the public can report concerns about the service received and seek an early resolution.
- The introduction of an independent central point of contact allowed for formal performance monitoring and analysis to capture why people are dissatisfied with the service.
- Over half of the contacts are now resolved by a professionalised service team saving time and relieving the pressure on front line services.
- Organisational learning gained from this independent function is shared through the DCC / ACC boards who are able to escalate and resolve identified issues and drive service improvement across the force.

2.5 Costs / Value for money

¹ *Allegations per 1,000 employees* This is a direct transfer of data from <https://www.policeconduct.gov.uk/tags/essex-police-report-bulletins>, [Performance data - Q4 2016 bulletin](#) and [Performance data - Quarter 4 2017 bulletin](#).

The team estimate that due to the high demand 100% of their time is spent dealing public contact. It should be noted that the manager and supervisor function do not usually handle calls or emails as their focus stays wholly on management and service improvement.

The current cost of the team is attached at Appendix C and is based on the 2018/19 ready reckoner recommended for use in business cases.

The annual cost of the Quality of Service team who deal with public contact is £142,460. This cost divided by the number of contacts completed in 2018/19 (102624) provides a **cost per contact / resolution of £1.40**. It is clear that the Quality of Service team deliver excellent value for money when compared to national benchmarking of resolution teams which gives an average cost of £3.64 per contact as shown in Appendix D.

This is strengthened by the level of contacts resolved by the Quality of Service team, centrally each month. For example, 46% (47207) of 102624 contacts by members of the public have been resolved by the Quality of Service team this year. Assuming it takes an officer just 15 minutes to resolve a query, means the Quality of Service team saved front line officers over 11,801 hours of work or £289,143 if it is assumed this is all done by PC's at £24.5 per hour².

This delivers a saving each year making the entire Quality of Service team including the management function cost neutral.

There have been no recorded complaints about the action taken by the Quality of Service Team or the service they have provided.

Essex Police have a dedicated central point for capturing concerns and low level dissatisfaction providing assurance to the Chief Officer team that matters are dealt with effectively by skilled and trained staff. This is reflected in regular internal and external feedback about the team. In addition the insight is reviewed by the DCC and ACC led boards to ensure the public feedback is used to inform improvements to the way services are designed and delivered.

3.0 **Background**

The Quality of Service team provide Essex Police with an independent assessment of public dissatisfaction and low level concerns. The structure and work of the team was refocused in the summer of 2017 and now provides a central point of contact for dissatisfaction and low level concerns across the county. It is ideally placed to identify areas for improvement, deliver business change and monitor outcomes to ensure continuous improvement.

The key benefits of this change are shown in appendix B and include;

² Based on 2018/19 Ready Reckoner, Internal rates for constables.

- Improvements in the way members of the public can report concerns about the service received and seek an early resolution.
- The introduction of an independent central point of contact allowed for formal performance monitoring and analysis to capture why people are dissatisfied with the service.
- Over half of the contacts are now resolved by a professionalised service team saving time and relieving the pressure on front line services.
- Organisational learning and insight from public feedback can be shared through the DCC / ACC boards to escalate and resolve identified issues and drive service improvement across the force.

4.0 Improvements to the response given to members of the public

Operating Environment and Team Structure

A review of demand and the team structure was undertaken in the summer of 2017 and the team structure, opening hours and skills were changed and improved to better meet the demand. The new structure provides clear opportunities for development with opportunity for the whole team to contribute to service improvements as outlined in the teams rolling programme of work shown in Appendix E.

Organisational Learning

In order to better understand the work of the Quality of Service team a new customer contact recording process was introduced. This ensures that the team records what they do and the outcomes and learning are shared across the organisation via a monthly report. The latest report (February 2019) is attached at Appendix F and summarises the volume and category of public contact and the reasons for dissatisfaction together with what is being done to identify and remove barriers to effective service delivery.

Public Access

To improve public access to the Quality of Service team the interactive voice recognition menu (IVR) was updated to ensure any caller with a concern about the service they have received is directed immediately to the Quality of Service team. No other force offers this service via a direct access at the first point of contact or has made it so easy for the public to report dissatisfaction on line.

The Quality of Service team have worked hard to promote the department to ensure that victims, witnesses and the public are able to get the help they need. This was evidenced by the introduction of Live Chat in August 2018.

In addition to the IVR and Live Chat direct access to the Quality of Service team online has improved. The team has a large online presence in several areas on the force website, complaints, advice, and victims' right to review.

Supporting information added to victim of crime letters and other victim communications like the Burglary Packs, Victim Care Cards, and Victim Survey supporting information all refer victims to the Quality of Service team.

Mental Health Training

The Quality of Service team attended a bespoke training day with Mind in December 2017 to improve their skills and training to support callers who present with mental health related concerns. This training supported by a better understanding of Mental Health services across the county proved so successful that it is being repeated in May 2019 to include new Quality of Service staff.

The training along with visits to the Samaritans and a closer working relationship with Mind gave the Quality of service staff the necessary skills and confidence to deal with members of the public who have mental health issues. Overall the department saw a reduction in repeat callers from 30 to 40 frequent callers a month to 5. These numbers do fluctuate and often the team receives no repeat calls.

Travellers and Unauthorised Encampments

The Quality of Service team received training from the county traveller unit in order to provide better information to callers with questions about travellers and unauthorised encampments in preparation for the summer months.

Rural crime Identification and Recording

New promotional information and reporting mechanisms have been introduced to support information about concerns from members of rural communities. These are reported through the Quality of Service team and outcomes can be discussed at the Rural Crime Forum.

Intelligence Identification and Recording

Quality of Service team members received training to identify and record intelligence from contact with members of the public. In the first instance the team refer members of the public to crime stoppers, however if members of the public insist and are happy to provide their personal details then the Quality of Service team complete an intelligence record on Athena.

Vehicle Recovery

The Quality of Service team identified an increasing pattern of dissatisfaction with members of the public who have had their vehicles seized and their ability to seek an update regarding the release of their vehicle.

As a result of service improvement implemented by Vehicle Recovery the Quality of Service team took over the customer services role. This change has significantly improved customer dissatisfaction in this difficult area of business and in February 2019 196 customers contacted the Quality of Service team to discuss their vehicles after which only 9 remained dissatisfied with the service they received.

GDPR training and Compliance

The Quality of Service team have worked to understand, implement and comply with the new GDPR regulations. An independent peer audit and inspection was commissioned in December 2018 with good outcomes.

5.0 Improvements to the response given to victims of crime

Supporting Victim Surveys

The Quality of Service team use their skills and understanding of victims to complete surveys on behalf of Essex Police. In addition they support county wide victim surveys by providing a central contact point for victims who want to ask questions about the survey they completed, are concerned about the use of their data or have a general enquiry.

Recently the team have completed a victim survey on behalf of the Basildon District. Supported the current Domestic Abuse and Voice of a Child (VOC) surveys being completed by Leicestershire Police and Public Protection team volunteers.

Action Fraud Victim Journey

Reports of fraud which occur in Essex are referred to Action Fraud. Action Fraud is the UK's national reporting centre for fraud and cyber-crime where the public report fraud when they have been scammed, defrauded or experienced cyber-crime.

This means that when the public contact Essex Police to report fraud they are referred to Action Fraud and their initial report is not recorded on Essex Police systems. This can have a negative impact on victims who don't understand why Essex Police are dealing with their crime.

As a result the Quality of Service team along with the cybercrime unit mapped the victim journey through the national fraud investigation process identifying learning and ways in which we can improve the service for low risk Essex victims without the need for extra resources.

A full review was completed and learning implemented, specifically a new victim letter was developed for all residents in Essex reporting fraud direct to Action Fraud. The letters explain the processes and provide support and introduce the Quality of service team. The Quality of Service team have received suitable training and can explain the process to victims as required.

Victims Right to Review

A review is to examine how effective the force is at managing the Victim Right to Review (VRR) scheme and to identify any areas for improvement in relation the process which will increase victim satisfaction and support the best use of police resources was completed in September 2018. Six recommendations were identified which are being implemented by the victim services manager including:

- Officers to be reminded to notify victims in qualifying cases of their right to seek a review and make a record on the victim contact log in Athena. A tailored 60 second brief to support officers in their communication of decisions to victims will be designed to support the closing of an investigation.
- Introduction of a VRR information leaflet accessible on the external webpage and available for officers to share with victims.

- DCIs or nominated reviewing officer to ensure that all communications relating to their review decision are copied into the enquiry log of Athena (if emailed) or stored within document management if a letter is sent. This will help support any further inspection process and ensure that all information pertaining to an investigation is stored correctly.
- Sample templates for VRR decision letters should be available on the intranet to support the reviewing officer.
- The reviewing officer should consider opportunities for learning and best practice that can be shared to help improve the quality of investigations and victim satisfaction. (e.g. GO2 webpage)
- Quality of Service team to extend the VRR data analysis shared in the Low Level Concerns and Victims Code Performance Reports to support early identification of any patterns or concerns to support organisational learning.

6.0 Implications (Issues)

The Quality of Service team develop customer service professionals with a great knowledge of Essex Police and Essex Police systems. It is very difficult to retain staff as these skills are very sought after by other service departments all of whom can offer a higher pay scale. The Quality of Service team have two vacancies and we expect this number to increase to four in April 2019.

These vacancies are reflected in the team's current call abandoned rate. Two new members of staff have been recruited and are awaiting vetting. Once in post it will take a couple of months to complete the initial training programme at which point the abandoned rate should reduce as long as other staff do not move on.

6.1 Risks/Mitigation

At the time of writing there is only one risk for the Quality of Service team in respect of vacancies, the time it takes to recruit new staff and the impact this has on the abandoned rate.

A full impact assessment has been completed, mitigation has been implemented in respect of overtime, working hours, sharing staff with other departments.

7.0 Future Development Work

The following planned projects are currently being scoped for 2019/







Victims of Business Crime

A joint project with LPSU to find out how the service to victims of business crime can be improved

Social Media Service

A research project to scope the possibility of responding to service issues raised through public Social Media.

Appendices

Appendix A	 068-17 Changes to the Handling of Police
Appendix B	 Business Benefits Appendix B.docx
Appendix C	 Cost of Quality of Service team 2018 A1
Appendix D	 Value for Money Appendix D.docx
Appendix E	 Service improvement list 280
Appendix F	 2019-02 QoS and Low level Concerns

Report title: Essex Police, Fire and Crime Commissioner Fire and Rescue Authority (PFCCFRA) Constitution	
Report to: Essex Police, Fire and Crime Panel	
Report author: The Police, Fire and Crime Commissioner Fire and Rescue Authority	
Date: 13 February 2020	For: Consultation
Enquiries to: Pippa Brent-Isherwood (Chief Executive and Monitoring Officer) Tel: 01245 291613 Email: pippa.brent-isherwood@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

The purpose of this report is to invite comments from the Police, Fire and Crime Panel on the contents of the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority's updated Constitution prior to its adoption.

2. Recommendations

The Panel is invited to comment on the draft updated Constitution prior to its adoption by the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority.

3. Context / Summary

The Constitution adopted by the Authority when the Police, Fire and Crime Commissioner took on joint governance of police and fire and rescue services in 2017 has been reviewed and updated as necessary to ensure its continued compliance with legislation and regulations relevant to the Authority. The "Version History" table set out on pages 2 - 3 of the Constitution attached for comment at Appendix A summarises the changes made. For ease of reference, the updates to the Constitution deal principally with the following matters:

- The election and term of office of the Commissioner (Articles 1.4 – 1.7)
- The powers of fire-fighters in an emergency (Article 3.3)
- Obtaining information and investigating fires (Article 3.7)
- Financial plans (Article 4.3)
- Charging by the Authority (Article 4.5)
- Budget calculations (Article 4.7)
- Achieving value for money (Article 4.8)
- Financial reports (Article 4.12)
- Emergency services collaboration agreements (Article 4.14)
- Suspension of the Commissioner (Article 6.3)

- Date of vacancy in the office of Police, Fire and Crime Commissioner (Article 7.1)
- Resignation of the Commissioner (Article 7.3)
- Vacancy where the Acting Commissioner acts for the maximum of six months (Article 7.5)
- Disqualification from election or holding office as Police, Fire and Crime Commissioner (Articles 7.6 – 7.9)
- Validity of acts despite any disqualifications (Article 7.10)
- Appointment of persons not employed by the Authority (Article 7.11)
- Engagement and re-engagement of senior officers (Article 7.12)
- Appointment of a Deputy Police, Fire and Crime Commissioner (subsection 8.8.1)
- Remuneration etc. of the Commissioner (Article 9.1)
- Property and assets (Article 9.2)

The updates to the Constitution also respond to the finding of an Internal Audit of the Authority's governance arrangements, reported in November 2019, that "guidance on what constitutes a decision and the criteria by which these are to be escalated to the PFCC had not been established and documented within the Constitution." These matters are dealt with in Articles 3.11 and 3.12, as well as subsections 10.2.1, 10.3.1 and 10.3.2 of the updated Constitution attached at Appendix A.

The supporting Schedules to the Constitution have simultaneously been reviewed and refreshed as necessary.

Please note that the draft Constitution attached at Appendix A only governs the Commissioner's activities with regard to fire and rescue services. A separate Constitution, which the Panel was consulted on at its meeting in December 2018, governs their activities in relation to policing.

The Acting Chief Fire Officer has been consulted on the document attached at Appendix A, along with the recognised representative bodies.

Comments provided by the Panel will inform the final version of the Constitution adopted by the Police, Fire and Crime Commissioner Fire and Rescue Authority.

4. Appendices

Appendix 1 – Police, Fire and Crime Commissioner Fire and Rescue Authority Constitution



PFCC 
POLICE, FIRE AND CRIME
COMMISSIONER FOR ESSEX

Essex Police, Fire and Crime Commissioner Fire and Rescue Authority

Constitution

**Updated February 2020
V2.1**

Version Control	Version 2.0	February 2020
Written By	Pippa Brent-Isherwood	January 2020
Authorised By	Roger Hirst	
Published		
Review Date		February 2021

Version History

Version Number	Date	Reason for review	Comments
2.0	January 2020	Regular review by the Monitoring Officer	<p>Reviewed and updated in line with the Fire and Rescue Services Act 2004.</p> <p>Reviewed and updated in line with the Fire and Rescue National Framework for England.</p> <p>Reviewed and updated in line with the Police, Fire and Crime Commissioner for Essex (Fire and Rescue Authority) Order 2017.</p> <p>Reviewed and updated in line with the Police Reform and Social Responsibility Act 2011.</p> <p>Reviewed and updated in line with the 2019 SLT restructure.</p> <p>Reviewed for consistency with the PFCC Constitution and updated accordingly.</p> <p>Schedule 1 replaced with updated version approved in June 2019.</p> <p>Schedule 3 updated.</p> <p>Terms of Reference for the Essex Emergency Services Collaboration Strategic Governance Board added as Schedule 4 in accordance with decision report 104/19.</p> <p>Schedule 5 updated to reflect fully the Elected Local Policing Bodies (Specified Information) Order 2011, the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2012 and the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2013</p> <p>Schedule 6 updated.</p> <p>Schedule 8 updated with the revised Code of Practice released in 2018.</p> <p>Schedule 10 added.</p> <p>Schedule 13 added.</p> <p>Schedule 14 added.</p> <p>Schedule 16 inserted.</p> <p>Schedule 17 replaced with the procedure approved by the Police, Fire and Crime Panel in October 2019.</p> <p>Schedule 19 updated with the version adopted for use in December 2018.</p>

Version Number	Date	Reason for review	Comments
2.1	31 January 2020	Consultation on draft	Updated following consultation with the Fire and Rescue Strategic Board (28/01/2020), the PFCC and Acting Chief Fire Officer (31/01/2020). Schedule 7 updated in consultation with the Monitoring Officer to the Police, Fire and Crime Panel.

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Article 1 - The Constitution of Essex Police, Fire and Crime Commissioner Fire and Rescue Authority

1.1 Introduction

- 1.1.1 The Police, Fire and Crime Commissioner for Essex (Fire and Rescue Authority) Order 2017 created this fire and rescue authority, under section 4A of the Fire and Rescue Services Act 2004, for the areas covered by Southend-on-Sea Borough Council, Thurrock Council and Essex County Council.
- 1.1.2 That Order sets out that the person who is the Police and Crime Commissioner for Essex is also the **Essex Police, Fire and Crime Commissioner Fire and Rescue Authority** (“**the Commissioner**” or “**the Authority**”). They will be known as the **Police, Fire and Crime Commissioner for Essex**. The Commissioner has sole responsibility for being the fire and rescue authority for Essex.
- 1.1.3 The Commissioner is elected every four years, and has a duty to represent the views of the whole community, including those who did not vote for them.
- 1.1.4 The Authority shall establish a fire and rescue service for the combined area, which shall be known as the **Essex County Fire and Rescue Service** (“**ECFRS**”).
- 1.1.5 Within this Constitution the use of the term “Commissioner”, refers only and exclusively to the corporation sole of the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority and does not include any responsibilities or requirements of the post holder in relation to policing. There is a separate Constitution for the Police, Fire and Crime Commissioner for Essex in relation to policing.

1.2 The Constitution

- 1.2.1 The Constitution of the Authority comprises these Articles and the supporting Schedules.
- 1.2.2 The Authority has adopted this Constitution, which sets out how they will work, how decisions are made, and the procedures that are followed to ensure these are efficient, transparent and the Authority is accountable to local people. Some of these procedures are required by law, while others are a matter of choice for the Authority.

1.3 Maintaining and updating this Constitution

- 1.3.1 The Constitution is divided into 12 Articles, which set out the basic rules governing the Authority’s business. More detailed procedures and policies are set out in in the Schedules to the Constitution.
- 1.3.2 The articles of this Constitution may not be suspended.
- 1.3.3 The Monitoring Officer will monitor and review the operation of the Constitution to ensure that the aims and principles of the Constitution are given full effect, and to ensure that appropriate amendments are recommended as and when necessary for the purpose of updating or improving the Constitution.
- 1.3.4 The Monitoring Officer shall review the Constitution at least, but not limited to, annually, with a view to recommending any such amendments to the Authority.

- 1.3.5 Changes to the Constitution will only be approved by the Authority after consideration of the proposal by the Monitoring Officer.
- 1.3.6 Before issuing or varying the Constitution, the Authority must:
- a) Provide the draft or variation to the Police, Fire and Crime Panel (“the Panel”).
 - b) Have regard to any report or recommendations made by the Panel in relation to the draft plan or variation.
 - c) Give the Panel a response to any such report or recommendations.
 - d) Publish any such response.
- 1.3.7 Once the response from the Police, Fire and Crime Panel had been considered, the Authority will follow the decision making process set out in Article 10.
- 1.3.8 The Monitoring Officer will ensure that copies of this Constitution are widely available to the public, including being available on the [Police, Fire and Crime Commissioner for Essex Website](#).

1.4 Election

- 1.4.1 The Police, Fire and Crime Commissioner Fire and Rescue Authority comprises the person elected as the Police, Fire and Crime Commissioner (“**PFCC**”) on the ordinary day of election in every fourth year.
- 1.4.2 In this Article, “the ordinary day of election” in any year means the day which is the ordinary day of election in that year of councillors for counties in England and Districts (see sections 37 and 37A of the Representation of the People Act 1983).

1.5 Term of office

- 1.5.1 The term of office of the person elected as PFCC at an ordinary election begins with the seventh day after the day of the poll at the election ends with the sixth day after the poll at the next ordinary election, subject to any provision of or made under any Act relating to the appointment or election of commissioners in England or their ceasing to hold office.
- 1.5.2 The term of office of a person elected as PFCC at an election to fill a vacancy in the office begins immediately the person is declared to be elected as the PFCC for Essex and ends at the time when it would have ended had the person been elected at the most recent ordinary election.
- 1.5.3 Where a person becomes PFCC for a resulting police area by virtue of, or of an election required to be held by, a police area alteration order, the person’s term of office as PFCC ends at the time when it would end had the person been elected as PFCC at the previous ordinary election of commissioners in England.
- 1.5.4 In this Article –

“police area alteration order” means an order under section 32 of the Police Act 1996 (power to alter police areas by order) or an order under section 10 of the Local Government and Public Involvement in Health Act 2017 (Implementation of Boundary Committee for England review of local government areas) which alters the boundary of any police area in England.

“resulting police area”, in relation to a police area alteration order, means a police area existing immediately after the order comes into force which is created by the order, or any part of whose boundary results from the order.

- 1.5.5 An order which makes provision altering any police areas may make provision as to who is to be a commissioner, including provision for the commissioner for a police area affected by the order to become the commissioner for a police area resulting from the order, or provision for the holding of an election for the commissioner for any police area resulting from the order. This may, in particular, require the election in question to be held before the alteration of police areas takes effect.

1.6 Persons entitled to vote

- 1.6.1 A person is entitled to vote as an elector at an election of the PFCC for Essex if on the date of the poll the person would be entitled to vote as an elector at a local government election in an electoral area wholly or partly comprised in the police area, and the address in respect of which the person is registered in the register of local government electors for that electoral area is within the police area.
- 1.6.2 A person is not entitled to vote as an elector more than once in the same police area in any election of the PFCC for Essex.

1.7 Voting at elections for the PFCC

- 1.7.1 The PFCC is to be returned under the simple majority system, unless there are three or more candidates.
- 1.7.2 If there are three or more candidates, the PFCC is to be returned under the supplementary vote system, and any vote in an election is a supplementary vote.
- 1.7.3 In this Article, “supplementary vote” means a vote capable of being given to indicate first and second preferences from among the candidates.

Article 2 - Citizens’ Rights and Responsibilities

- 2.1 The Authority encourages public engagement. Openness, transparency, effective decision-making and accountability are the core principles adopted by the Authority.
- 2.2 Citizens have the right in accordance with any statutory conditions or restrictions:
- a) If on the electoral roll, to vote in the election of the individual to be the Commissioner.
 - b) To access information under the relevant legislation, including the Freedom of Information Act 2000 and the Data Protection Act 2018 and the General Data Protection Regulation (GDPR).
 - c) To inspect the accounts and to make their views known to the external auditor.
 - d) To review the Forward Plan of the future business of the governance meetings.
 - e) To inspect decisions of the Authority and the minutes of the boards, except where they concern a confidential or exempt matter.
 - f) To inspect statutory enforcement notices under the Environment and Safety Information Act 1988.
 - g) To contact the Authority about any matters of concern to them.

2.3 Citizens have the ability to make complaints, and complain to:

- a) ECFRS under its internal complaints procedure or under the whistleblowing policy regarding the standard of service, actions or lack of action by ECFRS or by its staff when acting in the course of their duties.
- b) The Commissioner if it is a complaint against the Chief Fire Officer.
- c) The Local Government Ombudsman if it is thought that ECFRS, after following its complaints procedure, has not put the complaint right.
- d) The Monitoring Officer of the Police, Fire and Crime Panel if it is a complaint against the Commissioner or their Deputy. The Panel will then determine how the complaint will be handled. Further details of this process can be found in Article 5.4 and Schedule 17.

Article 3 - The Essex Police, Fire and Crime Commissioner Fire and Rescue Authority: Powers, Functions and Duties

3.1 Powers of the Authority

3.1.1 The Authority may do:

- a) Anything it considers appropriate for the purposes of the carrying-out of any of its functions (its “functional purposes”);
- b) Anything it considers appropriate for purposes incidental to its functional purposes;
- c) Anything it considers appropriate for purposes indirectly incidental to its functional purposes through any number of removes;
- d) Anything it considers to be connected with any of its functions or anything it may do under subsections 3.1.1 (a) – (d), and
- e) For a commercial purpose anything which it may do under any of subsections 3.1.1 (a) – (d) otherwise than for a commercial purpose.

3.1.2 The Authority’s powers under subsection 3.1.1 are in addition to, and not limited by, the other powers of the Authority.

3.1.3 However, the Authority’s powers under subsection 3.1.1 do not enable the Authority to do anything which the Authority is unable to do by virtue of a pre-commencement limitation, or anything which the Authority is unable to do by virtue of a post-commencement limitation which is expressed to apply:

- a) To its powers under subsection 3.1.1;
- b) To all of the Authority’s powers, or
- c) To all of the Authority’s powers but with exceptions that do not include its powers under subsection 3.1.1.

3.1.4 If exercise of a pre-commencement power of the Authority is subject to restrictions, those restrictions apply also to exercise of the power conferred on the Authority by subsection 3.1.1 so far as it is overlapped by the pre-commencement power.

- 3.1.5 Subsection 3.1.1 does not authorise the Authority to borrow money.
- 3.1.6 Subsection 3.1.1 does not authorise the Authority to charge any person for any action taken by the Authority (but see Article 4.5).
- 3.1.7 Public accountability for the delivery and performance of the Essex County Fire and Rescue Service is placed into the hands of the Authority on behalf of the electorate. The Authority has a statutory duty and electoral mandate to hold the Essex County Fire and Rescue Service to account on behalf of the public.
- 3.1.8 The Authority will exercise all its powers and duties in accordance with the law, in particular the Fire and Rescue Services Act 2004, the Civil Contingencies Act 2004, Regulatory Reform (Fire Safety) Order 2005, the Policing and Crime Act 2017, all other relevant primary and secondary legislation and this Constitution.
- 3.1.9 The Authority will also have regard to all relevant guidance from the Secretary of State, such as the Fire and Rescue National Framework for England.
- 3.1.10 In this Article:
- a) “post-commencement limitation” means a prohibition, restriction or other limitation imposed by a statutory provision that is contained in an Act passed after the end of the Session in which the Localism Act 2011 is passed, or is contained in an instrument made under an Act and comes into force on or after the commencement of section 9 (1) of that Act
 - b) “pre-commencement limitation” means a prohibition, restriction or other limitation imposed by a statutory provision that is contained in an Act passed no later than the end of the Session in which the Localism Act 2011 is passed, or is contained in an instrument made under an Act and comes into force before the commencement of section 9 (1) of that Act
 - c) “pre-commencement power” means power conferred by a statutory provision that is contained in an Act passed no later than the end of the Session in which the Localism Act 2011 is passed, or is contained in an instrument made under an Act and comes into force before the commencement of section 9 (1) of that Act

3.2 Functions of the Authority

- 3.2.1 The Authority must put in place arrangements to deliver an efficient and effective fire and rescue service and perform the following key functions:
- a) Promote fire safety (in accordance with Section 6 of the Fire and Rescue Services Act 2004).
 - b) Fire-fighting (in accordance with Section 7 of the Fire and Rescue Services Act 2004).
 - c) Rescue people from road traffic incidents (in accordance with Section 8 of the Fire and Rescue Services Act 2004).
 - d) Respond to other eventualities (in accordance with Section 11 of the Fire and Rescue Services Act 2004).
 - e) Assess, plan for and advise on civil emergencies (in accordance with Section 2 of the Civil Contingencies Act 2004 and any subordinate legislation made under that Act applying to the Authority).
 - f) Enforce the Regulatory Reform (Fire Safety) Order 2005.

- g) Keep emergency service collaboration under review and enter into collaboration agreements where it is in the interests of efficiency or effectiveness (in accordance with Sections 1 to 5 of the Policing and Crime Act 2017)
 - h) Any other key functions conferred on the Authority by any other enactment.
- 3.2.2 The Authority may provide the services of any persons employed by it or any equipment maintained by it to any person for any purpose that appears to the Authority to be appropriate. The Authority may provide services under this subsection outside as well as within the Authority's area.
- 3.2.3 In delivering these functions, the Authority has the legal power and duty to:
- a) Provide the local link between the fire and rescue service and local communities, working to translate the legitimate desires and aspirations of the public into action.
 - b) Decide the budget and set the fire and rescue precept for the area.
 - c) Maintain an efficient and effective fire and rescue service for the area.
 - d) Set the strategic direction and objectives of the service through the Fire and Rescue Plan, which must have regard to the Fire and Rescue National Framework for England set by the Secretary of State.
 - e) Scrutinise, support and challenge the overall performance of ECFRS including against the priorities agreed within the Fire and Rescue Plan.
 - f) Approve an Integrated Risk Management Plan ("IRMP") for the area.
 - g) Prepare and issue a Fire and Rescue Statement.
 - h) Publish information specified by the Secretary of State and information that the Authority considers necessary to enable the people who live in the area to assess the performance of the ECFRS.
 - i) Comply with all reasonable formal requests from the Police, Fire and Crime Panel to attend its meetings.
 - j) Appoint a Chief Fire Officer to lead and manage the personnel, equipment and services secured for carrying out the functions of the Fire and Rescue Service.
 - k) Suspend and dismiss the Chief Fire Officer.
 - l) Appoint such other staff as the Authority thinks appropriate to enable the Authority to exercise their functions, and to pay remuneration, expenses, gratuities and pensions to those staff.
 - m) Hold the Chief Fire Officer to account for the exercise of:
 - i. The functions which are delegated to the Chief Fire Officer.
 - ii. The functions of persons under the directions and control of the Chief Fire Officer.
 - n) Scrutinise the work of officers and staff of the service.
 - o) Monitor all complaints made against employees, whilst having responsibility for complaints against the Chief Fire Officer.
- 3.2.3 In subsection 3.2.3 (l), "allowances", in relation to a member of the Authority's staff, means allowances in respect of expenses incurred by the member of staff in the course of employment as a member of staff.

3.2.4 The Chief Fire Officer is expected to ensure that the Authority is regularly informed of their decisions and operational activity in a timely fashion so that the Authority can hold the Chief Fire Officer to account for the totality of fire and rescue services within their area.

3.2.5 In order to enable the Authority to exercise their functions effectively, access to information, officers and staff within the fire and rescue service will be needed. Such access to information must not be unreasonably withheld or obstructed by the Chief Fire Officer and / or fetter the Chief Fire Officer's direction and control of the fire and rescue service.

3.2.6 The Authority must, in particular, hold the Chief Fire Officer to account for:

- a) Securing that good value for money is obtained in exercising functions which are delegated to the Chief Fire Officer, and by the persons under their direction and control (Article 24 of the Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017).
- b) Having regard to the Fire and Rescue Plan (Article 25 of the Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017).
- c) The preparation, publication and delivery of the Integrated Risk Management Plan for the Authority's area.

3.3 Powers of fire-fighters in an emergency etc.

3.3.1 An employee of the Authority who is authorised in writing by the Authority for the purposes of this Article may do anything they reasonably believe to be necessary:

- a) If they reasonably believe a fire to have broken out or to be about to break out, for the purpose of extinguishing or preventing the fire or protecting life or property;
- b) If they reasonably believe a road traffic accident to have occurred, for the purpose of rescuing people or protecting them from serious harm;
- c) If they reasonably believe an emergency of another kind to have occurred, for the purpose of discharging any function conferred on the Authority in relation to the emergency;
- d) For the purpose of preventing or limiting damage to property resulting from action taken as mentioned in paragraph (a), (b) or (c).

3.3.2 In particular, an employee of the Authority, who is authorised as mentioned in subsection 3.3.1 may, under that subsection:

- a) Enter premises or a place, by force if necessary, without the consent of the owner or occupier of the premises or place;
- b) Move or break into a vehicle without the consent of its owner;
- c) Close a highway;
- d) Stop and regulate traffic, or
- e) Restrict the access of persons to the premises or place.

3.4 Duty to prepare and issue a Fire and Rescue Plan

- 3.4.1 A Fire and Rescue Plan is to be prepared and published by the Authority in accordance with the Fire and Rescue National Framework for England. It sets out the Authority's strategic vision, priorities and objectives, for the period covered by the document, in connection with the discharge of their functions. This Plan may be amended as frequently as considered necessary.
- 3.4.2 The Commissioner must have regard to both the Fire and Rescue Plan and the Police and Crime Plan when carrying out their functions. The plans can be combined. Where a joint plan is developed, the plan must set out both policing and fire and rescue priorities and objectives.
- 3.4.3 The Chief Fire Officer must, in exercising functions which are delegated to them, have regard to the Fire and Rescue Plan.
- 3.4.4 In developing the Fire and Rescue Plan, the Authority must make arrangements for obtaining the views of the community.
- 3.4.5 Before issuing or varying a Fire and Rescue Plan, the Authority must:
 - a) Prepare a draft of the plan or variation.
 - b) Consult the Chief Fire Officer in preparing the draft plan or variation.
 - c) Provide the draft plan or variation to the Police, Fire and Crime Panel.
 - d) Have regard to any report or recommendations made by the Panel in relation to the draft plan or variation.
 - e) Give the Panel a response to any such report or recommendations, and
 - f) Publish any such response.
- 3.4.6 The Authority must ensure that the Police, Fire and Crime Panel has a reasonable amount of time to review the draft plan or variation and to make a report or recommendations to the Authority.
- 3.4.7 The Authority must consult again with the Chief Fire Officer before issuing or varying a Fire and Rescue Plan if, and to the extent that, the plan or variation is different from the initial draft on which the Chief Fire Officer was consulted.
- 3.4.8 The Authority must:
 - a) Keep the Fire and Rescue Plan under review, and
 - b) In particular, review the Fire and Rescue Plan in the light of any report or recommendations made to the Authority by the Police, Fire and Crime Panel on the Authority's Fire and Rescue Statement and exercise the powers to issue or vary the Fire and Rescue Plan accordingly.
- 3.4.9 When the Authority issues or varies a Fire and Rescue Plan they must:
 - a) Send a copy of the issued plan, or the variation, to the Chief Fire Officer, and
 - b) Publish a copy of the issued plan, or the variation.
- 3.4.10 It is for the Authority to determine the manner in which a response to a report or recommendations is to be published, and a copy of the plan or variation is to be published.

3.4.11 The Fire and Rescue Plan should inform the Integrated Risk Management Plan, which should in turn outline how the Authority's priorities will be met.

3.5 Duty to prepare and issue an Integrated Risk Management Plan

3.5.1 An Integrated Risk Management Plan ("IRMP") will be prepared and published by the Authority in accordance with the Fire and Rescue National Framework for England.

3.5.2 The function of preparing and issuing an IRMP may be delegated to the Chief Fire Officer, however the Plan must be approved by the Commissioner as the Authority.

3.5.3 The IRMP will set out, for the period covered by the document, an assessment of all foreseeable fire and rescue related risks that could affect the area of the Authority and proposals, including about the allocation of resources, for the mitigation of those risks.

3.5.4 The IRMP must:

- Reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the Authority;
- Demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- Outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- Set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
- Cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in the Fire and Rescue National Framework for England;
- Reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners, and
- Be easily accessible and publicly available.

3.6 Duty to prepare and issue a Fire and Rescue Statement

3.6.1 An annual Fire and Rescue Statement must be prepared and published in accordance with the Fire and Rescue National Framework for England. This statement must provide annual assurance on financial, governance and operational matters and show how ECFRS has had due regard, in the period covered by the document, to any strategic plans prepared by the Authority for that period (including the Fire and Rescue Plan), the expectations set out in its Integrated Risk Management Plan and the requirements included in the framework.

3.6.2 As soon as practicable after producing a Fire and Rescue Statement, the Authority must send the report to the Police, Fire and Crime Panel.

- 3.6.3 The Authority must attend before the Police, Fire and Crime Panel at a public meeting, arranged by the Panel as soon as practicable after it receives the report, to:
- a) Present the report to the Panel, and
 - b) Answer the Panel's questions on the report.
- 3.6.4 The Authority must:
- a) Give the Panel a response to any report or recommendations on the Fire and Rescue Statement by the Panel, and
 - b) Publish any such response.
- 3.6.5 It is for the Police, Fire and Crime Panel to determine the manner in which a response to a report or recommendations is to be published in accordance with paragraph 3.6.4.

3.7 Obtaining information and investigating fires

- 3.7.1 An employee of the Authority authorised in writing by the Authority for the purposes of this Article ("an authorised officer") may, at any reasonable time, enter premises:
- a) For the purposes of obtaining information needed for the discharge of the Authority's functions in relation to fire-fighting, road traffic accidents or other emergencies, or
 - b) If there has been a fire in the premises, for the purposes of investigating what caused the fire and why it progressed as it did.
- 3.7.2 An authorised officer may not, under subsection 3.7.1:
- a) Enter premises by force;
 - b) Demand admission as of right to premises occupied as a private dwelling unless 24 hours' notice in writing has first been given to the occupier of the dwelling;
 - c) Enter as of right premises in which there has been a fire if the premises are unoccupied and the premises were occupied as a private dwelling immediately before the fire, unless 24 hours' notice in writing has first been given to the person who was the occupier of the dwelling immediately before the fire.
- 3.7.3 An authorised officer may apply to a justice of the peace if:
- a) They consider it necessary to enter premises for the purposes of subsection 3.7.1 but consider that they are unable to do so, or likely to be unable to do so, otherwise than by force, or
 - b) They consider it necessary to enter a dwelling for the purposes of subsection 3.7.1 without giving notice as required by subsection 3.7.2 (b) or (c).
- 3.7.4 If an authorised officer exercises a power of entry under subsection 3.7.1 (a), they may:
- a) Take with them any other persons and any equipment that they consider necessary, and
 - b) Require any person present on the premises to provide them with any facilities, information, documents or records, or other assistance, that they may reasonably request.
- 3.7.5 If an authorised officer exercises a power of entry under subsection 3.7.1 (b), they may:

- a) Take with them any other persons and any equipment that they consider necessary
- b) Inspect and copy any documents or records on the premises or remove them from the premises
- c) Carry out any inspections, measurements and tests in relation to the premises, or to an article or substance found on the premises, that they consider necessary
- d) Take samples of an article or substance found on the premises, but not so as to destroy it or damage it unless it is necessary to do so for the purposes of the investigation. In this case, they must leave a notice at the premises (either with a responsible person or, if that is impractical, fixed in a prominent position) giving particulars of the article or substance and stating that they have taken a sample of it and, if it is practical to do so, give a responsible person at the premises a portion of the sample marked in a manner sufficient to identify it.
- e) Dismantle an article found on the premises, but not so as to destroy it or damage it unless it is necessary to do so for the purposes of the investigation
- f) Take possession of an article or substance found on the premises and detain it for as long as is necessary for the purposes of:
 - i) Examining it and having anything they have the power to do under paragraph (c) or (e)
 - ii) Ensuring that it is not tampered with before their examination of it is completed
 - iii) Ensuring that it is available for use as evidence in proceedings for an offence relevant to the investigation

In this case, they must leave a notice at the premises (either with a responsible person or, if that is impractical, fixed in a prominent position) giving particulars of the article or substance and stating that they have taken possession of it.

g) Require a person present on the premises to provide them with any facilities, information, documents or records, or other assistance that they may reasonably request.

- 3.7.6 If, in the exercise of any power under this Article, an authorised officer enters premises which are unoccupied, or from which the occupier is temporarily absent, they must on their departure leave the premises as effectively secured against unauthorised entry as they found them.

3.8 Duty to publish information for the public

- 3.8.1 The Authority must publish information as specified by the Secretary of State. The information that is currently required to be published is set out in Schedule 5. If the time or manner of the publication of that information is specified, the Authority must publish it at that time or in that manner.
- 3.8.2 The Authority must publish the information which they consider necessary to enable the persons who live in Essex to assess:
- a) The performance of the Authority in exercising their functions in relation to the Fire and Rescue Service.
 - b) The performance of the Chief Fire Officer in exercising the functions delegated to them.

- 3.8.3 The information necessary to enable persons who live in Essex to assess the above matters by reference to a particular time, or a particular period, must be published by the Authority as soon as practicable after that time or the end of that period.
- 3.8.4 Furthermore, section 26 of the Fire and Rescue Services Act 2004 requires that the Authority must:
- a) Submit to the Secretary of State any reports and returns that are required, and
 - b) Provide the Secretary of State with any information with respect to its functions that is required.

3.9 Supply of goods and services

- 3.9.1 Subsections (1), (2) and (3) of Section 1 (supply of goods and services by local authorities) of the Local Authorities (Goods and Services) Act 1970 apply to the Authority as they apply to a local authority.
- 3.9.2 Subject to the provisions of section 1 of the 1970 Act, a local authority and any public body may enter into an agreement for all or any of the following purposes:
- a) The supply by the local authority to the Authority of any goods or materials.
 - b) The provision by the local authority to the Authority of any administrative, professional or technical services.
 - c) The use by the Authority of any vehicle, plant or apparatus belonging to the local authority and the placing at the disposal of the Authority of the services of any person employed in connection with the vehicle or other property.
 - d) The carrying out by the local authority of works of maintenance in connection with land or buildings for the maintenance of which the Authority is responsible.
- 3.9.3 The Authority must demonstrate that it is achieving value for money for the goods and services it receives. It should look to improve its commercial practices including whether it can aggregate its procurement with other fire and rescue authorities and local services (e.g. Police) in order to achieve efficiencies.
- 3.9.4 The Authority must ensure that its commercial activities (be that the placement of new contracts or use of existing contracts) is in line with its legal obligations, including but not limited to the Public Contracts Regulations, the Public Services (Social Value) Act 2012, the Modern Slavery Act 2015 and transparency commitments.

3.10 Duties when carrying out functions

- 3.10.1 In carrying out their functions, the Authority must have regard to the Fire and Rescue National Framework for England, including the priorities contained within to:
- **Make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents** – The Authority must make provision for promoting fire safety, including fire prevention, and have a locally determined risk-based inspection programme in place for enforcing compliance with the provisions of the Regulatory Reform (Fire Safety) Order 2005 in premises to which it applies. The Authority will target its fire safety, prevention and protection resources on:
 - Those individuals / households who are at greatest risk from fire in the home;
 - Those most likely to engage in arson / deliberate fire-setting, and
 - Those non-domestic premises where the life safety risk is greatest.

To identify those at greatest risk from fire, the Authority will work closely with other organisations in the public and voluntary sectors as well as the police and ambulance services. Wherever appropriate, the Authority will develop partnerships to support risk reduction services to those identified as vulnerable, including from exploitation or abuse, and wherever possible share intelligence and relevant risk data. However, such activity will not be undertaken at the expense of the effective delivery of its core statutory functions.

The Authority will ensure that all its staff in public-facing roles have the necessary skills and training to provide the wide range of roles they undertake, including in relation to people with complex needs and vulnerabilities. It will also have appropriate safeguarding arrangements in place, including ensuring staff have appropriate vetting clearance.

The Authority must make provision to respond to incidents such as fires, road traffic collisions and other emergencies within its area and in other areas in line with mutual aid agreements. The Authority must be able to respond to the threat of terrorism and be ready to respond to incidents in its area and across England as required.

The Authority must, as far as is practicable, enter into reinforcement schemes or mutual aid agreements with other fire and rescue authorities for securing mutual assistance for the purposes of fire-fighting or responding to road traffic accidents or other emergencies.

The Authority must have effective business continuity arrangements in place in accordance with its duties under the Civil Contingencies Act 2004. Within these arrangements, the Authority must make every endeavour to meet the full range of service delivery risks and national resilience duties and commitments that it faces.

- **Identify and assess the full range of foreseeable fire and rescue related risks their area faces** – The Authority must assess all fire and rescue related risks that could affect their communities, whether they are local, cross-border, multi-authority and / or national in natures, from fires to terrorist attacks. Regard must be had to Community Risk Registers produced by the Local Resilience Forum and any other risk analyses as appropriate. The Authority's risk assessments must include an analysis of any gaps between its existing capability and that needed to ensure national resilience.

The Authority must put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working, or building new capability. The Authority will work with the Strategic Resilience Board where appropriate when determining what arrangements to put in place. As part of its analysis, the Authority must highlight to the Home Office or Fire and Rescue Strategic Resilience Board any capability gaps that it believes cannot be met, even when taking into account mutual aid arrangements, pooling and reconfiguration of resources and collective action.

- **Collaborate with emergency services and other local and national providers to increase the efficiency and effectiveness of the service they provide** – Under the Policing and Crime Act 2017, the Authority is under a statutory duty to:
 - Keep all collaboration opportunities under review;
 - Notify other emergency services of proposed collaborations that could be in the interests of their mutual efficiency and effectiveness, and

- Give effect to a collaboration where the proposed parties agree that it would be in the interests of their efficiency or effectiveness and does not have an adverse impact on public safety.

This duty does not preclude collaboration with other local partners, such as local authorities and wider health bodies.

The Authority must collaborate with other fire and rescue authorities to deliver intraoperability (between fire and rescue authorities) and interoperability (with other responders, such as other emergency services, wider Category 1 and 2 responders and the Local Resilience Forum) in line with the Joint Emergency Services Interoperability Principles (JESIP). The Authority must collaborate with the National Resilience Lead Authority to ensure interoperability is maintained for National Resilience assets.

Intraoperability includes, but is not limited to:

- Compatible communications systems, control rooms and equipment;
- Common command and compatible control and co-ordination arrangements;
- Effective information, intelligence and data sharing;
- Compatible operational procedures and guidance with common terminology;
- Compatible training and exercising (both individually and collectively), and
- Cross-border working with other English fire and rescue authorities and those in the devolved administrations

Interoperability includes, but is not limited to:

- Compatible communications systems, control rooms and equipment as appropriate;
 - Compatible command, control and co-ordination arrangements;
 - Effective inter-agency working and liaison and, where appropriate, information, intelligence and data sharing;
 - Shared understanding of respective roles and responsibilities, operational procedures, guidance and terminology;
 - Robust multi-agency plans for managing risks identified in the National Risk Assessment and Community Risk Registers;
 - Multi-agency training and exercising, and
 - Cross-border working with other responders in England and the devolved administrations
- **Be accountable to communities for the service they provide** – In carrying out their functions, the Authority must put in place arrangements for obtaining the views of people in Essex about fire and Rescue services. The Chief Fire Officer should be consulted on the appropriate arrangements. In carrying out their functions, the

Authority must have regard to the views of people in Essex about fire and rescue services.

- **Develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse** – The Authority should have in place a people strategy that has been designed in collaboration with the workforce. This should take into account the principles set out within the National Fire Chiefs Council's people strategy and, at a minimum, cover:
 - Continuously improving the diversity of the workforce to ensure it represents the community it serves
 - Equality, cultural values and behaviours
 - The various routes available in terms of recruitment, retention and progression
 - Flexible working
 - Professionalism, skills and leadership
 - Training opportunities
 - Health and safety, wellbeing, disabilities and support (e.g. mental health and physical support)
 - Tackling bullying, harassment and discrimination

The Authority must also comply with the fitness principles set out at Annex C to the Fire and Rescue National Framework for England.

- 3.10.2 The Authority must take all reasonable measures for securing that an adequate supply of water will be available for the Authority's use in the event of fire. It may use any suitable supply of water for the purposes of extinguishing a fire or protecting life or property in the event of a fire, subject to an agreement under section 39 or 41 of the Fire and Rescue Services Act 2004 but must pay reasonable compensation for the water, including as set out under section 147 of the Water Industry Act 1991 (charging for emergency use of water).
- 3.10.3 The Authority's functions must be exercised efficiently and effectively.
- 3.10.4 In carrying out functions in a particular financial year, the Authority must have regard to any report or recommendations made by the Police, Fire and Crime Panel with respect to the discharge of functions for the previous financial year.
- 3.10.5 However, subsection 3.10.3 does not affect any exercise of the functions of the Authority in any part of a particular financial year that falls before the Authority has received a report or recommendations from the Police, Fire and Crime Panel on the Fire and Rescue Statement for the previous financial year, or during the period after receipt of a report or recommendations from the Police, Fire and Crime Panel when the Authority is considering the report or recommendations.
- 3.10.6 In carrying out its functions, the Authority must have regard to any Financial Management Code of Practice issued from time to time by the Secretary of State, relating to the proper administration of its financial affairs. The latest such document is set out in Schedule 8.

- 3.10.7 The Authority must cooperate with Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to enable it to deliver its statutory function. This includes providing relevant data and information to inform inspections.
- 3.10.8 The Authority must give due regard to reports and recommendations made by HMICFRS and – if recommendations are made – prepare, update and publish regularly an action plan detailing how recommendations are being actioned. If the Authority does not propose to undertake any action as a result of a recommendation, reasons for this should be given.
- 3.10.9 The Authority must proactively engage with, and support, the National Coordination and Advisory Framework (NCAF) arrangements, including the National Fire Chiefs Council's lead operational role.

3.11 Delegation of functions by the Authority

- 3.11.1 Subject to Articles 3.11.5, 3.11.9, 3.11.10, 3.11.11 and 3.11.12, the Authority may make such arrangements as it considers appropriate for the delegation of its functions to:
- (a) the Deputy PFCC;
 - (b) a member of staff of the Authority, or
 - (c) a member of staff of the PFCC.
- 3.11.2 Under this Article, "member of staff of the Authority" means –
- (a) staff transferred to the Authority under a transfer scheme made under section 4C of the Fire and Rescue Services Act 2004, and
 - (b) staff appointed by the Authority under section 4D of the Fire and Rescue Services Act 2004.
- 3.11.3 Under this Article, "member of staff of the PFCC" means any of the following persons appointed by the PFCC under paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act 2011:
- (a) The PFCC's Chief Executive;
 - (b) The PFCC's Chief Finance Officer, or
 - (c) The PFCC's other staff.
- 3.11.4 The Scheme of Delegation details the key roles of the Authority and those functions which are delegated as set out in subsection 3.11.1. This document is set out in Schedule 9.
- 3.11.5 The PFCC may not –
- (a) appoint a person listed in subsection 3.11.8 as the Deputy PFCC;
 - (b) arrange, under subsection 3.11.1, for any person listed in subsection 3.11.8 to exercise any function, or
 - (c) arrange, under subsection 3.11.1, for any person to exercise a function listed in subsection 3.11.9.

- 3.11.6 Where the Authority delegates a function other than those listed in article 3.11.11 to the Deputy PFCC, the Deputy PFCC may delegate the function to a member of staff of the Authority or a member of staff of the PFCC. The Deputy PFCC may not delegate a function specified in article 3.11.11.
- 3.11.7 However a Deputy PFCC may not arrange for a person to exercise a function if the person is listed in subsection 3.11.8 or the function is listed in subsection 3.11.9.
- 3.11.8 The persons referred to in subsections 3.11.5 (a) and (c) and 3.11.7 are:
- (a) a constable (whether or not in England and Wales);
 - (b) a Police and Crime Commissioner or a Police, Fire and Crime Commissioner;
 - (c) the Mayor's Office for Policing and Crime;
 - (d) the Deputy Mayor for Policing and Crime appointed by the Mayor's Office for Policing and Crime;
 - (e) the Mayor of London;
 - (f) the Common Council of the City of London;
 - (g) any other person or body which maintains a police force, or
 - (h) a member of staff of a person falling within any of the paragraphs (a) to (g).
- 3.11.9 The functions referred to in subsection 3.11.5 (c), which may not be delegated by the Authority, are:
- (a) calculating a council tax requirement (see section 42A of the Local Government Finance Act 1992);
 - (b) approving the Fire and Rescue Plan and the Fire and Rescue Statement (within the meaning of Schedule A2 of the Fire and Rescue Services Act 2004);
 - (c) approving the integrated risk management plan;
 - (d) appointing, suspending or dismissing the Chief Fire Officer;
 - (e) holding the Chief Fire Officer to account;
 - (f) approving a pay policy statement prepared for the purposes of section 38 of the Localism Act 2011 (pay policy statements);
 - (g) approving arrangements to enter into a reinforcement scheme under section 13 of the Fire and Rescue Services Act 2004 (reinforcement schemes);
 - (h) approving arrangements with other employers of firefighters under section 15 of the Fire and Rescue Services Act 2004 (arrangements with other employers of firefighters);
 - (i) approving arrangements under section 16 of the Fire and Rescue Services Act 2004 (arrangements for discharge of functions by others);
 - (j) approving plans, modifications to plans and additions to plans for the purpose of ensuring that –

- (i) so far as is reasonably practicable, the Authority is able to perform its fire and rescue functions if an emergency occurs, and
 - (ii) the Authority is able to perform its functions so far as necessary or desirable for the purpose of preventing an emergency, or reducing, controlling or mitigating the effects of an emergency, or taking other action in connection with it;
- (k) approving any arrangements for the co-operation of the Authority in relation to its fire and rescue functions with other general Category 1 responders and general Category 2 responders in respect of –
- (i) the performance of the Authority's duty as a fire and rescue authority under section 2 of the Civil Contingencies Act 2004, and
 - (ii) any duties under subordinate legislation made in exercise of powers under that Act

3.11.9.1 In subsection 3.11.9 (j), "emergency" has the meaning given in section 1 of the Civil Contingencies Act 2004 (meaning of emergency) for Part 1 of that Act.

3.11.10 The Authority may not make arrangements under article 3.11.1 for the delegation of the following functions of the Authority to any person other than the Deputy PFCC:

- a) The function of determining the Authority's priorities and objectives for the purposes of the Fire and Rescue Plan and the Fire and Rescue Statement;
- b) The function of attendance at a meeting of the Police, Fire and Crime Panel for Essex in compliance with a requirement by the Panel to do so (see section 29 of the Police Reform and Social Responsibility Act 2011 as applied with modifications by paragraph 9 of Schedule A2 to the Fire and Rescue Services Act 2004);
- c) The function of appointing a local auditor under section 7 of the Local Audit and Accountability Act 2014 (appointment of local auditor), and
- d) The function of deciding whether to enter into a liability limitation agreement under section 14 of the Local Audit and Accountability Act 2014 (limitation of local auditor's liability).

3.11.10 The Authority may not make arrangements under article 3.11.1 for the delegation of the function of preparing and publishing an integrated risk management plan to any person other than the Chief Fire Officer.

3.11.11 If a function of the PFCC is exercisable by any person in accordance with this then any property or rights vested in the PFCC may be dealt with by the other person in exercising the function, as if vested in that person.

3.11.12 The Deputy PFCC is a member of the PFCC's staff.

3.12 Recording the Delegation of Functions by the Authority

3.12.1 The Authority shall provide the Monitoring Officer with a written report updating immediately the arrangements under the Scheme of Delegation for the discharge of any of their functions if the Authority makes any amendment to those arrangements.

3.12.2 The report of the Authority provided to the Monitoring Officer shall contain the following information:

- a) The nature and extent of any authority delegated to the Deputy PFCC to exercise any function of the Authority.
- b) The nature and extent of any authority delegated by the Deputy PFCC to any other person to exercise any function of the Deputy PFCC.
- c) The nature and extent of any authority delegated to the Chief Fire Officer to exercise the functions of the Authority.
- d) The nature and extent of any authority delegated by the Chief Fire Officer to any other person to exercise the function of the Authority.
- e) The nature and extent of any delegated authority provided under any joint arrangements.
- f) The nature and extent of any delegated authority provided to a member of the Authority's staff, including any conditions attached and the title of the post concerned.

3.12.3 There is a power for officers further to delegate in writing all or any of the delegated functions to other officers (described by name or post) either fully or under the general supervision and control of the delegating officer. Sub delegations shall be recorded in a register kept by the Monitoring Officer.

Article 4 - Financial matters

4.1 Requirement to have a fire fund

4.1.1 The Authority must keep a fund to be known as the fire fund and is ultimately accountable to the public for the management of the fire fund.

4.1.2 All of the receipts of the Authority must be paid into the fire fund.

4.1.3 All of the expenditure of the Authority must be paid out of the fire fund.

4.1.4 The Authority must keep accounts of payments made into or out of the Fire Fund.

4.1.5 Paragraphs 4.1.2 and 4.1.3 are subject to the provisions of:

- a) The scheme established under section 26 of the Fire Services Act 1947 (Firemen's Pension Scheme) (as continued in force by order under section 36).
- b) A scheme under section 34 (pensions etc.), or
- c) Scheme regulations within the meaning of the Public Service Pensions Act 2013.

4.2 Financial year

4.2.1 The Authority's financial year is the period of 12 months ending on 31 March.

4.3 Financial Plans

4.3.1 The Authority is required to produce:

- A medium term financial strategy, which should include funding and spending plans for revenue and capital. The strategy should take into account multiple years, the interdependencies of revenue budgets and capital investments, the role of reserves and the consideration of risks. It should have regard to affordability and CIPFA's Prudential Code for Capital Finance in Local Authorities. It should be aligned with the Authority's Fire and Rescue Plan and Integrated Risk Management Plan.
- An efficiency plan and annual report on their progress against this efficiency plan
- A reserves strategy which should:
 - Include details of current and future planned reserves levels
 - Set out a total amount of reserves and the amount of each specific reserve that is held for each year
 - Set out how the level of general reserve has been set
 - If necessary, set out a justification for holding a general reserve larger than 5% of the budget
 - Set out details of the activities or items to be funded from each earmarked reserve, and how these support the Authority's strategy to deliver a good quality service to the public
 - Cover resource and capital reserves
 - Make clear how much of the funding falls into the following three categories:
 - i) Funding for planned expenditure on projects and programmes over the period of the current medium term financial strategy
 - ii) Funding for specific projects and programmes beyond the current planning period
 - iii) As a general contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management (e.g. insurance).
 - Provide information for the period of the medium term financial strategy

4.3.2 The above documents can be combined or published separately.

4.4 Acceptance of gifts or loans

- 4.4.1 The Authority may, in connection with the discharge of any of their functions, accept gifts of money and gifts or loans of other property on such terms as appear to the Authority to be appropriate.
- 4.4.2 The terms on which gifts or loans are accepted under paragraph 4.4.1 may include terms providing for the commercial sponsorship of any activity of the Authority, save that the Authority shall consult with the Chief Fire Officer before accepting sponsorship of any activity of the Service.

- 4.4.3 The Police, Fire and Crime Commissioner and the Deputy Police, Fire and Crime Commissioner will publish all disclosable interests, expenses they claim and any offers of hospitality whether they accept these or not.

4.5 Charging by the Authority

- 4.5.1 The Authority may charge a person for any action taken by the Authority in the United Kingdom or at sea or under the sea (not restricted to the territorial sea of the United Kingdom), and otherwise than for a commercial purpose.

- 4.5.2 However, subsection 4.5.1:

- Authorises charging for extinguishing fires, or protecting life and property in the event of fires, only in respect of fires which are at sea or under the sea
- Does not authorise charging for emergency medical assistance
- Authorises charging for action taken in response to a report of a fire or explosion only if:
 - The report is of fire at premises that are not domestic premises (that is, premises occupied as a private dwelling);
 - The report is false;
 - The report is made as a direct or indirect result of warning equipment having malfunctioned or been misinstalled, and
 - There is a persistent problem with false reports of fire at the premises that are made as a direct or indirect result of warning equipment under common control having malfunctioned or been misinstalled
- Does not authorise charging for rescuing individuals, or protecting individuals from serious harm, in the event of an emergency
- Does not authorise charging for action taken in response to:
 - Emergencies resulting from events of widespread significance;
 - Emergencies which have occurred as a direct result of severe weather, or
 - Emergencies resulting from road traffic accidents
- Does not authorise charging for action taken to promote fire safety, except in relation to the giving of advice (other than the giving of advice, on request, about how to prevent fires and restrict their spread in buildings and other property, and the means of escape from buildings and other property in case of fire) in relation to premises where a trade, business or other undertaking is carried on (whether for profit or not)
- Does not authorise charging for action taken by the Authority in its capacity as an enforcing authority for the purposes of the Regulatory Reform (Fire Safety) Order 2005

- 4.5.3 Subsection 5.4.1 authorises a charge to be imposed on, or recovered from, a person other than the person in respect of whom action is taken by the Authority.

4.5.4 Nothing in subsection 4.5.2:

- a) Applies to charges for providing, under subsection 3.2.2, the services of any persons or equipment;
- b) Affects the operation of reinforcement schemes or arrangements under subsection 8.9.8 or
- c) affects any provision for payments to the Authority contained in arrangements for cooperation between the Authority and a public authority that is not a fire and rescue authority, or any person, other than a public authority, who exercises public functions. Before the Authority begins to charge for taking action of a particular description, the Authority must consult any persons the Authority considers appropriate.

4.5.5 If the Authority decides to charge for taking action of a particular description, the amount of the charge is to be set by the Authority and the Authority may charge different amounts (and may charge nothing) in different circumstances.

4.5.6 In setting the amount of a charge under subsection 4.5.1, the Authority must ensure that, taking one financial year with another, the Authority's income from charges does not exceed the cost to the Authority of taking the action for which charges are imposed. This duty applies separately in relation to each kind of action.

4.6 Precepts

4.6.1 The Authority is a major precepting authority for the purposes of Part 1 of the Local Government Finance Act 1992.

4.6.2 Schedule 5 of the Police Reform and Social Responsibility Act 2011 makes provision about the scrutiny of the Police, Fire and Crime Panel of a proposal from the Authority as to the issuing of a precept. The Schedule confers powers on the Police, Fire and Crime Panel to veto a proposed precept. The [Police and Crime Panels \(Precept and Chief Constable Appointments\) Regulations 2012](#) attached as Schedule 13 to this Constitution make provision about the procedure to be followed.

4.6.3 The duty of billing authorities or major precepting authorities under the 1992 Act to consult persons or bodies representative of persons subject to non-domestic rates as regards hereditaments situated in the area does not apply to the Authority.

4.7 Budget calculations: report on robustness of estimates etc

4.7.1 When making calculations in accordance with the Local Government Finance Act 1992, the Authority's Chief Financial Officer must report to it on the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.

4.7.2 The Authority shall have regard to the report when making decisions about the calculations in connection with which it is made.

4.8 Achieving value for money

4.8.1 The Authority must manage its budgets and spend money properly and appropriately, and ensure the efficient and effective use of its resources, pursuing all feasible opportunities to contain costs whilst discharging its core duties effectively. The Authority should review regularly the numbers and deployment of firefighters and other staff to ensure that their fire and rescue service has a workforce that is commensurate with the risks it faces.

- 4.8.2 The Authority must ensure that financial decisions are taken with the advice and guidance of the Chief Financial Officer and that decisions are taken with an emphasis on delivering value for money to the public purse.

4.9 Emergency financial assistance

- 4.9.1 In the event where an emergency or disaster occurs involving destruction of or danger to life or property and, as a result, the fire and rescue service incurs expenditure on, or in connection with, the taking of immediate action (whether by the carrying out of works or otherwise) to safeguard life or property, or to prevent suffering or severe inconvenience, in its area or among its inhabitants, the Secretary of State may establish a scheme under section 155 of the Local Government and Housing Act 1989 for the giving of financial assistance in respect of that expenditure.
- 4.9.2 Financial assistance given pursuant to such a scheme shall take the form of grants paid by the Secretary of State with the consent of the Treasury and, subject to that, the terms and conditions of such a scheme shall be such as the Secretary of State considers appropriate to the circumstances of the particular emergency or disaster concerned.
- 4.9.3 Expenditure incurred by the Fire and Rescue Service may include expenditure incurred in defraying, or contributing towards defraying, expenditure incurred by a parish or community council.

4.10 Financial and Procurement Regulations

- 4.10.1 The management of the Authority's financial affairs will be conducted in accordance with Financial and Procurement Regulations set out in Schedule 15 to the Constitution.
- 4.10.2 Every contract made by the Authority will comply with the Financial and Procurement Regulations.

4.11 Preventing Fraud and Corruption

- 4.11.1 The Authority is firmly committed to dealing with fraud and corruption and will deal equally with both internal and external perpetrators.
- 4.11.2 The Chief Financial Officer is responsible for the development and maintenance of the Anti-Fraud and Corruption Strategy.

4.12 Financial Reports

- 4.12.1 The Authority's Chief Financial Officer shall make a report if it appears to them that the Authority, a committee of the Authority, a person holding any office or employment under the Authority, a member of the Essex County Fire and Rescue Service or a joint committee on which the authority is represented:
- (a) has made or is about to make a decision which involves or would involve the Authority incurring expenditure which is unlawful;
 - (b) has taken or is about to take a course of action which, if pursued to its conclusion, would be unlawful and likely to cause a loss or deficiency on the part of the Authority, or
 - (c) is about to enter an item of account the entry of which is unlawful.

- 4.12.2 The Authority's Chief Financial Officer shall make a report if it appears to them that the expenditure of the Authority incurred (including the expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.
- 4.12.3 It shall be the duty of the Authority's Chief Financial officer, in preparing a report in pursuance of subsections 4.12.1 and 4.12.2, to consult as far as practicable with the Chief Fire Officer as the Authority's head of paid service under the Local Government and Housing Act 1989 and with the PFCC's Chief Executive as the Authority's monitoring officer under section 5 of that Act.
- 4.12.4 Where the Chief Financial Officer has made a report under this Article, they shall send a copy of it to the person who, at the time the report is made, has the duty to audit the Authority's accounts.
- 4.12.5 Unless the Chief Financial Officer is unable to act owing to absence or illness, the duties of the Chief Financial Officer described above shall be performed by them personally.
- 4.12.6 If the Chief Financial Officer is unable to act owing to absence or illness, their duties described above shall be performed:
- (a) by such member of their staff as is a member of one or more of the following bodies –
 - (i) the Institute of Chartered Accountants in England and Wales
 - (ii) the Institute of Chartered Accountants of Scotland
 - (iii) the Chartered Association of Certified Accountants
 - (iv) the Chartered Institute of Public Finance and Accountancy
 - (v) the Institute of Chartered Accountants in Ireland
 - (vi) the Chartered Institute of Management Accountantsor any other body of accountants established in the United Kingdom and for the time being approved by the Secretary of State for the purpose of this section
- and is for the time being nominated by the Chief Financial Officer for the purposes of this section, or
- (b) if no member of staff is a member of one or more of these bodies, by such member of their staff as is for the time being nominated by the Chief Financial Officer for the purposes of this section.
- 4.12.7 Where the Chief Financial Officer makes a report to the Authority in accordance with the provisions above, the Authority must consider the report and decide whether it agrees or disagrees with the views contained in the report and what action (if any) the Authority proposes to take in consequence of it. The consideration and decision-making must be concluded not later than the end of the period of 21 days beginning with the day on which copies of the report are sent.
- 4.12.8 As soon as practicable after the Authority has concluded the consideration of the Chief Financial Officer's report, the Authority must prepare a report which specifies:
- (a) what action (if any) the Authority has taken in response to the report;

(b) what action (if any) the Authority proposes to take in response to the report, and

(c) the reasons for taking the action specified in the report or, as the case may be, for taking no action.

4.12.9 As soon as practicable after the Authority has prepared a report under subsection 4.9.8, the Authority must arrange for a copy to be sent to:

(a) the Chief Financial Officer;

(b) the person who, at the time the report is made, has the duty to audit the Authority's accounts, and

(c) each member of the Essex Police, Fire and Crime Panel.

4.12.10 The Authority's Chief Financial Officer must notify the Authority's auditor of any decisions taken by the Authority in accordance with the provisions above.

4.13 Power to Trade

4.13.1 The Authority is authorised to do for a commercial purpose anything which they are authorised to do for the purpose of carrying on any of their ordinary functions.

4.13.2 However the Authority is not authorised to do for a commercial purpose anything in relation to a person if a statutory provision requires the Authority to do those things in relation to the person.

4.13.3 The Authority has the power to trade and make a profit but must ensure that its commercial activities are performed in accordance with the requirements of the Local Government Act 2003, the fire and Rescue Services Act 2004 (as amended by the Localism Act 2011), the Local Government Order 2009 and the Local Authorities (Goods and Services) Act 1970. It must also ensure that such commercial activities are exercised through a company within the meaning of Part 5 of the Local Government and Housing Act 1989.

4.13.4 The Authority must ensure that any actions taken in respect of a trading company that it establishes or participates in is considered against the requirements of competition law. Any financial assistance – in cash or in kind – given by the Authority to such a trading company should be for a limited period, set against the expectation of later returns, and re-paid by those returns. Any assistance should be provided under a formal agreement with the company and must be entered into for a commercial purpose. Before entering into such an agreement, the Authority should satisfy itself that it will meet its objectives in terms of its business plan. The parties should also consider any State Aid implications and obtain their own expert advice where necessary.

4.13.5 Before exercising the power to trade the Authority shall:

- a) Prepare a business case in support of the proposed exercise of that power. The business case must include:
 - i. The objectives of the business.
 - ii. The investment and resources required to achieve those objectives.
 - iii. Any risks the business might face and how significant these risks are.

- iv. The expected financial results of the business, together with any other relevant outcomes that the business is expected to achieve.
- b) Recover the costs of any accommodation, goods, service, staff or any other thing that it supplies to a company in pursuance of any agreement or arrangement to facilitate the exercise of the power set out in 4.13.1.

4.14 Emergency Services Collaboration Agreements

4.14.1 A collaboration agreement may be made by one or more persons as outlined below:

- (a) an ambulance trust in England,
- (b) a fire and rescue body in England, and
- (c) a police body in England.

4.14.2 A collaboration agreement is an agreement in writing that sets out how the parties to the agreement will work together in discharging their functions.

4.14.3 This does not prevent a person other than a person listed above from being a party to a collaboration agreement.

4.14.4 The provisions above are subject to specific restrictions set out in the Policing and Crime Act 2017.

4.14.5 The Chief Fire Officer may not enter into a collaboration agreement without the Authority's consent.

4.14.6 The Authority must consult the Chief Fire Officer before entering into a collaboration agreement.

4.14.7 A collaboration agreement may, in particular, make provision about the use, for the purposes of the agreement, of a power of a party to the agreement to make arrangements for the exercise of the party's functions by another person, or to exercise functions jointly with another person.

4.14.8 A collaboration agreement may include provision for payments to be made by the parties to the agreement for the purposes of facilitating that agreement.

4.14.9 A party to a collaboration agreement may do anything that is necessary or expedient for the purposes of facilitating the agreement, subject to any restriction imposed on a party by, or by virtue of, an enactment or rule of law.

4.14.10 A collaboration agreement may not include provision for the delegation of a function where that function may not otherwise be delegated.

4.14.11 The delegation of a function pursuant to a collaboration agreement does not affect the responsibility of any party to the agreement for the exercise of its functions.

4.14.12 A collaboration agreement must make provision for a party to withdraw from the agreement where, in the view of that party, the agreement is no longer in the interests of its efficiency or effectiveness.

4.14.13 A collaboration agreement may varied with the agreement of all the parties to the agreement, or replaced by a subsequent collaboration agreement.

Article 5 - Conduct

5.1 Nolan Principles

5.1.1 There is an expectation that the Commissioner, their Deputy and all employees will abide by the seven principles set out in the publication *Standards in Public Life: First Report of the Committee on Standards in Public Life* (known as “The Nolan Principles”). The Commissioner and Deputy will also hold themselves to the Policing Code of Ethics.

5.1.2 The Nolan Principles are

- a) **Selflessness** - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
- b) **Integrity** - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- c) **Objectivity** - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- d) **Accountability** - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- e) **Openness** - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
- f) **Honesty** - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- g) **Leadership** - Holders of public office should promote and support these principles by leadership and example.

5.1.3 In any case relating to the Commissioner or their Deputy’s conduct, these principles will be taken into account by relevant bodies including the Independent Office for Police Conduct (IOPC) and the Police, Fire and Crime Panel.

5.2 Code of Conduct

5.2.1 The Authority will approve and publish Codes of Conduct. These Codes of Conduct sets out the professional and ethical standards expected of the Commissioner and their Deputy as well as all employees of the Authority.

5.2.2 All staff and officers shall comply with the Code of Conduct.

5.2.3 The Commissioner and their Deputy (if appointed) will, within 28 days of taking office, enter in the register of disclosable interests maintained by the Monitoring Officer every disclosable interest as set out in the register, and will keep this up to date throughout their term of office.

5.2.4 The register of interests and gifts and hospitality shall be published on the Commissioner’s website.

5.3 Conflicts of Interest

- 5.3.1 The Authority, in any case where the interests of exercising their functions may conflict with any disclosable or other interest which has become known to them, shall as soon as possible declare such conflict as is required in accordance with the paragraph 3 of the Elected Local Policing Bodies (Specified Information) Order 2011 (see Schedule 5 to this Constitution).
- 5.3.2 The Authority shall determine whether the conflict of interest is so substantial that the function should not be exercised personally but should be delegated or dealt with in some other manner to ensure the conflict of interest does not arise.

5.4 Complaints and Conduct Matters which relate to the Commissioner or their Deputy

- 5.4.1 Where there is a complaint, serious complaint or conduct matter in relation to the Commissioner or their Deputy, it will be investigated:
 - a) By the Police, Fire and Crime Panel;
 - b) By the Independent Office for Police Conduct (IOPC), or
 - c) By a police force, in an investigation that is under the direction of the Independent Office for Police Conduct.
- 5.4.2 A “serious complaint”, which means a complaint made about conduct which constitutes or involves, or appears to constitute or involve, the commission of a criminal offence, will be investigated by the IOPC or an independent police force, though regulations may make provision about the receipt or initial handling of serious complaints or conduct matters otherwise than by the IOPC or a police force.
- 5.4.3 Regulations may make provision about circumstances in which serious complaints or conduct matters are not to be investigated, and circumstances in which investigations of serious complaints or conduct matters are to be discontinued, including provision about the determination of such matters (whether by the IOPC, a police force or otherwise).
- 5.4.4 Other complaints and conduct matters which are not, or cease to be, investigated by the IOPC or a police force will usually be investigated by the Police, Fire and Crime Panel which will conduct an informal resolution of complaints in accordance with the Police, Fire and Crime Panel’s procedure for conducting an informal resolution of complaints, as set out at Schedule 17. However regulations may make provision about the receipt or initial handling of qualifying complaints other than by the Police, Fire and Crime Panel.
- 5.4.5 Regulations may not provide for the PFCC or Deputy PFCC to cease to hold office, or to be required to cease to hold office
- 5.4.6 Complaints against officers and staff of the service will be handled as laid out in the ECFRS Compliments and Complaints Policy.

Article 6 - Functions of the Essex Police, Fire and Crime Panel

6.1 Functions of the Essex Police, Fire and Crime Panel

- 6.1.1 In accordance with section 28 of the Police Reform and Social Responsibility Act 2011, there is a Police, Fire and Crime Panel for Essex.
- 6.1.2 The Police, Fire and Crime Panel is empowered to maintain a regular check and balance on the performance of the Authority. It has:
- (a) the power of veto, by a two-thirds majority of the total Panel membership, over the level of the Authority's proposed precept;
 - (b) the power of veto, by a two-thirds majority of the total Panel membership, over the Authority's proposed candidate for Chief Fire Officer;
 - (c) the power to ask Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for a professional view when the Authority intends to dismiss a Chief Fire Officer;
 - (d) the power to require relevant reports and information in the Authority's possession (except those which are operationally sensitive) to enable it to fulfil its statutory obligations;
 - (e) the power to require the Authority to attend the Panel to answer questions;
 - (f) the power to appoint an acting PFCC where the incumbent PFCC is incapacitated, resigns or is disqualified, and
 - (g) responsibility for complaints against the Authority, although serious complaints and conduct matters must be passed to the Independent Office for Police Conduct (IOPC) in line with legislation.
- 6.1.3 The functions of the Panel must be exercised with a view to supporting the effective exercise of the functions of the Authority within the legal framework. The Panel must review or scrutinise decisions and actions taken by the Authority and make reports or recommendations to the Authority with respect to the discharge of their functions.
- 6.1.4 The Police, Fire and Crime Panel must publish any reports or recommendations made to the Authority. It is for the Panel to determine the manner in which such reports or recommendations are to be published.
- 6.1.5 It is the duty of relevant local authorities in Essex to appoint the Police, Fire and Crime Panel. Relevant information regarding the Panel is attached at Schedule 16

6.2 Power of the Essex Police, Fire and Crime Panel to require attendance and information

- 6.2.1 The Police, Fire and Crime Panel may require the Authority, and members of their staff, to attend before the Panel (at reasonable notice) to answer any questions which appear to the Panel to be necessary in order for it to carry out its functions in relation to the Fire and Rescue Service.

- 6.2.2 The Police, Fire and Crime Panel may require the Authority to respond in writing (within a reasonable period determined by the Panel) to any report or recommendation made by the Panel to the Authority.
- 6.2.3 The Authority must comply with any requirement imposed by the Police, Fire and Crime Panel under subsections 6.2.1 and 6.2.2.
- 6.2.4 Members of staff of the Authority must comply with any requirement imposed on them under subsection 6.2.1. However nothing in subsection 6.2.1 requires a member of the Authority's staff to give any evidence, or produce any document, which discloses advice given to the Authority by that person.
- 6.2.5 If the Police, Fire and Crime Panel requires the Authority to attend before the Panel, the Panel may (at reasonable notice) request the Chief Fire Officer to attend before the Panel on the same occasion to answer any question which appears to the Panel to be necessary in order for it to carry out its functions.
- 6.2.6 The Information Sharing Protocol between the Authority and the Police, Fire and Crime Panel for Essex sets out the arrangements for sharing information. This is included in Schedule 7 to this Constitution.
- 6.2.7 The Terms of Reference of the Police, Fire and Crime Panel are set out in Schedule 16.

6.3 Suspension of the Police, Fire and Crime Commissioner

- 6.3.1 The Police, Fire and Crime Panel may suspend the PFCC if:
 - (a) the PFCC has been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence, and
 - (b) the offence is one which carried a maximum term of imprisonment exceeding two years.
- 6.3.2 The suspension of the PFCC ceases to have effect upon the occurrence of the earliest of these events:
 - (a) the charge being dropped;
 - (b) the PFCC being acquitted of the offence;
 - (c) the PFCC being convicted of the offence but not being disqualified under Article 7.8 of this Constitution by virtue of the conviction, or
 - (d) the termination of the suspension by the Police, Fire and Crime Panel.
- 6.3.3 For the purposes of salary, pensions and allowances in respect of times during a period of suspension, the PFCC is to be treated as not holding that office during that suspension.
- 6.3.4 In this Article, references to an offence which carries a maximum term of imprisonment exceeding two years are references:
 - (a) to an offence which carries a maximum term in the case of a person who has attained the age of 18 years, or
 - (b) to an offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

Article 7 - Fire and Rescue Authority Appointments

7.1 Date of vacancy in the office of PFCC

7.1.1 A vacancy in the office of PFCC occurs:

- (a) in the case of a vacancy in consequence of the failure of, or other irregularity in relation to, an election at the time specified by the Secretary of State in an order made under section 58 of the Police Reform and Social Responsibility Act 2011;
- (b) in the case of resignation, on receipt of the notice of resignation by the appropriate officer;
- (c) in the case of death, on the date of death;
- (d) in any case within subsection 7.1.2, on the date on which the office of PFCC is declared to have been vacated by the High Court or by the appropriate officer, as the case may be.

7.1.2 The cases referred to in subsection 7.1.1 (d) are:

- (a) where the person elected as PFCC fails to make and deliver a declaration of acceptance of office in accordance with section 70 of the Police Reform and Social Responsibility Act 2011;
- (b) where a vacancy arises under section 63 of the Act (incapacity of PFCC: acting PFCC acting for 6 months);
- (c) where a person becomes disqualified from being a PFCC, or from being the PFCC for Essex.

7.1.3 The appropriate officer must give the public notice of a vacancy in the office of PFCC for the Essex police area.

7.1.4 The appropriate officer must give notice of a vacancy in the office of PFCC to the police area returning officer.

7.1.5 Any notice of a vacancy must be given as soon as practicable after the date on which the vacancy occurs.

7.1.6 An election must be held to fill the vacancy.

7.1.7 If the vacancy occurs within the period of six months ending with the day of the poll at the next ordinary election, no election is to be held in respect of the vacancy and, accordingly, the office is to be left unfilled until that ordinary election.

7.1.8 In the circumstances described in subsection 7.1.7, the Police, Fire and Crime Panel will appoint an Acting Commissioner to act as the PFCC in the intervening period, according to the procedure set out in Article 7.4.

7.2 Declaration of the Commissioner as the Fire and Rescue Authority

7.2.1 A person who is the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority may not act in that office unless the person has made and delivered to the appropriate officer a declaration of acceptance of office for the role of Police, Fire and Crime Commissioner for Essex, under section 70 of the Police Reform and Social Responsibility Act 2011, when not ineligible by virtue of subsection 7.2.4.

- 7.2.2 If a person fails to make and deliver a declaration in accordance with subsection 7.2.1 within the period of two months beginning with the day after the election, the office of the PFCC for Essex becomes vacant at the end of the period.
- 7.2.3 Any declaration must be made before:
- (a) the appropriate officer;
 - (b) a Justice of the Peace or Magistrate in the United Kingdom, the Channel Islands or the Isle of Man, or
 - (c) a Commissioner appointed to administer oaths on the Senior Courts.
- 7.2.4 A person is ineligible to make or give a declaration of acceptance of office in respect of the office of PFCC for Essex at any time when the person is a member of:
- (a) the House of Commons
 - (b) the Scottish Parliament;
 - (c) the National Assembly for Wales;
 - (d) the Northern Ireland Assembly;
 - (e) the European Parliament
- 7.2.5 No salary, and no payment towards the provision of superannuation benefits can be paid under the Police Reform and Social Responsibility Act 2011 to or in respect of the PFCC until the PFCC has complied with the requirements of subsection 7.2.1.
- 7.2.6 Article 7.2.5 does not affect any entitlement of the PFCC to payments in respect of the period before the PFCC complies with the requirements of subsection 7.2.1 once the PFCC has complied with those requirements.
- 7.2.7 The “Appropriate Officer” for the purposes of Article 7.2 is the Head of Paid Service of the local authority designated for the Essex police area by the Secretary of State. The “Head of Paid Service” means the person designated by the Council under section 4 (1) (a) of the Local Government Act 1989.

7.3 Resignation of the PFCC

- 7.3.1 The PFCC may at any time resign office by giving notice to the appropriate officer.
- 7.3.2 Any such resignation takes effect on the appropriate officer’s receipt of the notice.

7.4 Appointment and powers of an Acting Commissioner

- 7.4.1 The Police, Fire and Crime Panel must appoint a person to act as the PFCC for Essex (the “**Acting Commissioner**”) if:
- (a) no person holds the office of PFCC for Essex;
 - (b) the PFCC for Essex is incapacitated, or
 - (c) the PFCC for Essex is suspended in accordance with subsection 6.3

- 7.4.2 The Police, Fire and Crime Panel may appoint a person as Acting Commissioner only if the person is a member of the PFCC's staff at the time of the appointment.
- 7.4.3 In appointing a person as Acting Commissioner in a case where the PFCC is incapacitated, the Police, Fire and Crime Panel must have regard to any representations made by the Commissioner in relation to the appointment.
- 7.4.4 All of the functions of the fire and rescue authority are exercisable by the Acting Commissioner during that period, apart from the function of issuing or varying a Fire and Rescue Plan. The Acting Commissioner may deal with any property or rights vested in the Commissioner in that period as if vested in the Acting Commissioner.
- 7.4.5 The appointment of an Acting Commissioner ceases to have effect upon the earliest of these events:
- (a) the election of a person as PFCC;
 - (b) the termination by the Police, Fire and Crime Panel, or by the Acting Commissioner, of the appointment of the Acting Commissioner;
 - (c) in a case where the Acting Commissioner is appointed because the PFCC is incapacitated, the Commissioner ceasing to be incapacitated;
 - (d) in a case where the Acting Commissioner is appointed because the PFCC is suspended, the Commissioner ceasing to be suspended.
- 7.4.6 In a case where the Acting Commissioner is appointed because the PFCC is incapacitated or suspended and a vacancy subsequently occurs in the office of the PFCC, the occurrence of that vacancy does not affect the appointment of the Acting Commissioner (and accordingly subsection 7.4.5 (c) or (d) does not apply).
- 7.4.7 For the purposes of this Article:
- (a) a PFCC is incapacitated if they are unable to exercise the functions of the Commissioner, except where the Commissioner is unable to exercise those functions only because they have yet to give a declaration of office under section 70 of the Police Reform and Social Responsibility Act 2011, and
 - (b) it is for the Police, Fire and Crime Panel for Essex to determine whether the PFCC for Essex is incapacitated.
- 7.4.8 Subject to subsection 7.4.4, a reference to any enactment to a PFCC includes a reference to an Acting Commissioner.
- 7.5 Vacancy where the Acting Commissioner acts for the maximum of six months**
- 7.5.1 This Article applies where an Acting Commissioner is appointed under Article 7.4 to act for the PFCC for Essex because the PFCC is incapacitated, and the PFCC for Essex does not cease to be incapacitated during the period of six months beginning on the day on which the Acting Commissioner is appointed.
- 7.5.2 At the end of that six month period, the PFCC ceases to be the PFCC and, accordingly, the office of PFCC for Essex becomes vacant.

7.6 Disqualification from election as Commissioner

7.6.1 A person is disqualified from being elected to the office of PFCC for Essex at any election unless:

(a) the person has attained the age of 18 when nominated as a candidate at the election, and

(b) on each relevant day, the person is registered in the register of local government electors for an electoral area in respect of an address in the Essex police area.

7.6.2 In this Article, “relevant day”, in relation to a person who is a candidate at an election, means:

(a) the day on which the person is nominated as a candidate at the election, and

(b) the day of the poll at the election.

7.6.3 A person is disqualified from being elected to the office of PFCC for Essex at an ordinary election if the person has been nominated as a candidate for election as a Police and Crime Commissioner (PCC) or PFCC for any other police area at that election.

7.6.4 A person is disqualified from being elected to the office of PFCC for Essex at an election other than an ordinary election if:

(a) the person is the PCC / PFCC for any other police area, or

(b) the person has been nominated as a candidate for election as a PCC / PFCC for any other police area for which an election is to be held on the same day.

7.7 Disqualification from election or holding office as the Commissioner – police grounds

7.7.1 A person is disqualified from being elected as, or being, a Commissioner if the person:

(a) is disqualified from being a member of the House of Commons under section 1 (1) (d) of the House of Commons Disqualification Act 1975 (members of police forces for police areas in the United Kingdom);

(b) is a member of:

(i) The British Transport Police Force;

(ii) the Civil Nuclear Constabulary

(c) is a Special Constable appointed:

(i) under section 27 of the Police Act 1996 for a police area or the City of London police area;

(ii) under section 25 of the Railways and Transport Safety Act 2003 (British Transport Police Force);

(d) is a member of staff of the Chief Officer of police of any police force maintained for a police area;

(e) is a member of staff of:

- (i) a Police and Crime Commissioner or a Police, Fire and Crime Commissioner;
- (ii) the Mayor's Office for Policing and Crime;

(f) is the Mayor of London;

(g) is a member of the Common Council of the City of London or a member of staff of that Council in its capacity as a police authority;

(h) is a member (including a member who is chairman or Chief Executive), or a member of staff of:

- (i) the British Transport Police Authority;
- (ii) the Civil Nuclear Police Authority;
- (iii) the Independent Office for Police Conduct;
- (iv) the Serious Organised Crime Agency;
- (v) the National Policing Improvement Agency;

(i) holds any employment in an entity which is under the control of:

- (i) a local policing body;
- (ii) any body mentioned in paragraph (h) above;
- (iii) the Chief Officer of police for any police force maintained for a police area or the City of London police area;
- (iv) the Chief Officer of police for any police force mentioned in paragraph (b) above

in accordance with regulations made by the Secretary of State.

7.7.2 In this Article, "member of staff", in relation to any person ("A") includes a person ("B") who works for A:

- (a) under a contract of employment;
- (b) under a contract for services, or
- (c) in accordance with arrangements made between B's employer and A;

and for this purpose works for A if B provides services for A under the direction and control of A.

7.7.3 Subsection 7.7.1 (e) does not prevent a PFCC:

- (a) from being elected as PFCC at an ordinary election of PCCs / PFCCs, or
- (b) from being elected at an election held to fill a vacancy in the office of the PFCC if, on the day on which the person is nominated as a candidate at the election and at all times

between that day and the declaration of the result of the election, the deputy is acting as PFCC under Article 7.4.

- 7.7.4 If a person elected as the Commissioner is disqualified from being, or being elected as a Commissioner, that individual ceases to act as Essex Police, Fire and Crime Commissioner Fire and Rescue Authority.

7.8 Disqualification from election or holding office as the Commissioner – other grounds

- 7.8.1 A person is disqualified from being elected as, or being, a Commissioner unless the person satisfies the citizenship condition set out in section 68 of the Police Reform and Social Responsibility Act 2011.

- 7.8.2 A person is disqualified from being elected as, or being, a Commissioner if the person:

(a) is disqualified from being a member of the House of Commons under section 1 (1) (a) to (c) of the House of Commons Disqualification Act 1975 (judges, civil servants, members of the armed forces), or

(b) is a member of the legislature of any country or territory outside the United Kingdom.

- 7.8.3 A person is disqualified from being elected as, or being, a Commissioner if:

(a) the person is the subject of:

(i) a debt relief restrictions order under paragraph 1 of Schedule 4ZB to the Insolvency Act 1986;

(ii) an interim debt relief restrictions order under paragraph 5 of that Schedule;

(iii) a bankruptcy restrictions order under paragraph 1 of Schedule 4A to that Act;

(iv) a bankruptcy restrictions interim order under paragraph 5 of that Schedule;

(b) a debt relief restrictions undertaking has effect in respect of that person under paragraph 7 of Schedule 4ZB to that Act;

(c) the person has been convicted in the United Kingdom, the Channel Islands or the Isle of Man of any imprisonable offence (whether or not sentenced to a term of imprisonment in respect of the offence; or

(d) the person is incapable of being elected as a member of the House of Commons, or is required to vacate a seat in the House of Commons, under Part 3 of the Representation of the People Act 1983 (consequences of corrupt or illegal practices).

- 7.8.4 For the purposes of subsection 7.8.3 (c):

(a) “imprisonable offence” means an offence –

(i) for which a person who has attained the age of 18 years may be sentenced to a term of imprisonment, or

(ii) for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

(b) a person is to be treated as having been convicted:

- (i) on the expiry of the ordinary period allowed for an appeal or application in respect of the conviction, or
- (ii) if an appeal or application is made in respect of the conviction, when the appeal or application is finally disposed of or abandoned or fails by reason of non-prosecution.

7.8.5 A person is disqualified from being elected as, or being, a Commissioner if the person:

(a) is a member of staff of a relevant council

- (i) under a contract of employment,
- (ii) under a contract for services, or
- (iii) in accordance with arrangements made between person B's employer and person A, and for this purpose person B works for A if B provides services for A under the direction and control of A, or

(b) holds any employment in an entity which is under the control of a relevant council.

(c) Relevant councils are those councils for an area which, or any part of which, lies in the Essex police area:

- (i) a County Council;
- (ii) a County Borough Council;
- (iii) a District Council;
- (iv) a Parish or Town Council;
- (v) a Community Council

7.8.6 Nothing in subsection 7.8.5 should be taken to disqualify a person by virtue of being a teacher, or otherwise employed, in a school or other educational institution maintained as assisted by a relevant council.

7.8.7 If a person elected as the Commissioner is disqualified from being, or being elected as a Commissioner, that individual ceases to act as Essex Police, Fire and Crime Commissioner Fire and Rescue Authority.

7.9 Disqualification from holding office as the Commissioner

7.9.1 A person becomes disqualified from being a Commissioner upon becoming a member of:

- (a) the House of Commons
- (b) the Scottish Parliament;
- (c) the National Assembly for Wales;
- (d) the Northern Ireland Assembly;

(e) the European Parliament

7.10 Validity of acts despite any disqualifications

7.10.1 Any acts of the person elected as the PFCC for Essex who acts in that office are, despite that disqualification from being, or being elected as, a PFCC or the PFCC for Essex, as valid and effectual as if the person had not been disqualified.

7.11 Appointment of persons not employed by the Authority

7.11.1 This Article applies where the Authority is required or authorised by any Act to designate a person as having specified duties or responsibilities.

7.11.2 The Authority may appoint or designate a person whether or not the person is already a member of staff of the Authority.

7.12 Engagement and re-engagement of senior officers

7.12.1 All posts at Brigade or Area Manager level and above, and those with comparable responsibilities to those roles, must be open to competition nationally, and the Authority must take account of this in its workforce planning.

7.12.2 The Authority must not re-appoint officers at Brigade or Area Manager level and above, or those with comparable responsibilities to those roles, after retirement to their previous, or a similar, post save for in exceptional circumstances when such a decision is necessary in the interests of public safety. Any such appointment must be transparent, justifiable and time limited.

7.12.3 In the exceptional circumstance that a re-appointment is necessary in the interests of public safety, this should be a published decision by the Commissioner as the Authority. The reason why the re-appointment was necessary in the interests of public safety, and alternative approaches were deemed not appropriate, must be published and the relevant officer's pension must be abated until they cease to be employed by a fire and rescue authority.

Article 8 - Senior Staff and Statutory Appointments

8.1 Chief Fire Officer, Chief Financial Officer, Head of Paid Service and Monitoring Officer

8.1.1 The Authority will appoint a person to be the Chief Fire Officer who is responsible for managing the Fire and Rescue Service. This role does not have to be operational but includes managing the personnel, services and equipment secured by the Authority for the purposes of carrying out functions conferred on it by the Fire and Rescue Services Act 2004, Civil Contingencies Act 2004 and other enactments.

8.1.2 The Authority will appoint one of their officers to be responsible for the proper administration of their financial affairs (Chief Financial Officer), who must be a member of an accountancy body specified in section 113 of the Local Government Finance Act 1988. The Chief Financial Officer will fulfil the duties outlined in section 151 of the Local Government Act 1972 for the Authority.

8.1.3 In addition there is the duty of the Authority to designate:

- a) One of their officers to be the Head of Paid Service (who will be the same person who is the Chief Fire Officer) who will fulfil the duties outlined in section 4 of the Local Government and Housing Act 1989.
- b) One of their officers to be the Monitoring Officer who will fulfil the duties outlined in section 5 of the Local Government and Housing Act 1989 for the Commissioner.

8.2 Functions of the Chief Fire Officer

- 8.2.1 The Chief Fire Officer is the person with overall responsibility for leading and managing the Fire and Rescue Service.
- 8.2.2 The Fire and Rescue Service is the personnel, services and equipment secured by the Authority for the purpose of carrying out the functions of the service.
- 8.2.3 The Chief Fire Officer is responsible for and will be held to account for the delivery of the functions that have been delegated to them by the Authority.
- 8.2.4 The Chief Fire Officer must, in carrying out their functions, have regard to the Authority's Integrated Risk Management Plan and any objectives and priorities outlined in a strategic plan, including the Fire and Rescue Plan.
- 8.2.5 The Authority should give due regard to the professional advice of the Chief Fire Officer while developing the Integrated Risk Management Plan and making decisions affecting the Fire and Rescue Service.
- 8.2.6 The Chief Fire Officer must give the Authority such information on fire and rescue matters as the Authority may require the Chief Fire Officer to give. Such information must be in the form (if any) specified by the Authority.
- 8.2.7 The Authority may arrange for such information to be published, or require the Chief Fire Officer to arrange for such information to be published. It is for the Authority to determine the manner in which the information is to be published.

8.3 Functions of the Head of Paid Service

- 8.3.1 Section 4 of the Local Government and Housing Act 1989 provides that it is the duty of the Authority to designate one of their officers as its Head of Paid Service. The Authority designates the Chief Fire Officer as the Head of Paid Service.
- 8.3.2 It is the duty of the Head of Paid Service, where they consider it appropriate to do so, to prepare a report setting out their proposals as to:
 - a) The manner in which the discharge by the Authority of their different functions is co-ordinated.
 - b) The number and grades of staff required by the Authority for the discharge of their functions.
 - c) The organisation of the Authority's employees.
 - d) The appointment and proper management of the Authority's employees.
- 8.3.3 It shall be the duty of the Head of Paid Service, as soon as practicable after they have prepared a report under this section, to arrange for a copy of it to be sent to the Authority and members of the Police, Fire and Crime Panel.

8.3.4 It shall be the duty of the Authority to consider any report under this section by the Head of Paid Service and to do so no later than three months after the Authority is sent a copy of the report.

8.3.5 It is the duty of the Authority to provide the Head of Paid Service with such staff, accommodation and other resources as are, in their opinion, sufficient to allow their duties under this section to be performed.

8.4 Functions of the Monitoring Officer

8.4.1 The Monitoring Officer will lead on the promotion of good governance.

8.4.2 The Monitoring Officer will maintain an up to date version of the Constitution and will ensure that it is widely available for consultation by the Authority, the Chief Fire Officer, their staff and the public.

8.4.3 After consulting with the Chief Financial Officer, the Monitoring Officer will report to the Authority and to the Police, Fire and Crime Panel if they consider that any proposal, decision or omission by the Authority, by any committee or sub-committee of the Authority, by any person holding office or employment under the Authority, or by any joint committee on which the Authority is represented has given rise, or would likely give rise to unlawfulness or contravention of any code of practice made or approved by or under any enactment. Such a report will have the effect of stopping the proposal or decision being implemented until the report has been considered.

8.4.4 It shall be the duty of the Authority to consider any report under this Article by the Monitoring Officer or their deputy no later than three months after the Authority is sent the report.

8.4.5 The Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through provision of support to the governance boards.

8.4.6 The Monitoring Officer will ensure that decisions of the Authority, together with the reasons for those decisions and relevant staff reports and background papers, are made publicly available as soon as possible.

8.4.7 The Monitoring Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and budget to the Authority.

8.4.8 Where requested so do to, the Monitoring Officer will exercise powers and duties delegated by the Police, Fire and Crime Panel in relation to complaints against the Commissioner and / or their Deputy in undertaking their fire and rescue functions. This may include the receipt of complaints, the recording of them and notification to the Police, Fire and Crime Panel in accordance with the relevant regulations.

8.4.9 The duties of the Authority's Monitoring Officer under this Article shall be performed by them personally or, where they are unable to act owing to absence or illness, personally by such member of their staff as they have for the time being nominated as their deputy for the purposes of this section.

8.4.10 The Monitoring Officer cannot be the Chief Financial Officer.

8.4.11 The Authority will provide to the Monitoring Officer such staff, accommodation and other resources as are in the opinion of the Monitoring Officer sufficient to allow their duties to be performed, in accordance with the provisions with the Local Government and Housing Act 1989.

- 8.4.12 The Monitoring Officer shall have the ability to appoint a deputy in accordance with the Local Government and Housing Act 1989.

8.5 Functions of the Chief Financial Officer

- 8.5.1 After consulting with the Chief Fire Officer and the Monitoring Officer, the Chief Financial Officer will report to the Authority and the external auditor if they consider that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency, or if the Authority is about to enter an item of account unlawfully.
- 8.5.2 The Chief Financial Officer will have responsibility for the administration of the financial affairs and ensure the maintenance of an efficient and effective internal audit function.
- 8.5.3 The Chief Financial Officer will take responsibility for the strategic direction and scrutiny of the fire and rescue service's budget for the Authority.
- 8.5.4 The Chief Financial Officer will contribute to the corporate management of the Essex County Fire and Rescue Service, in particular through the provision of professional financial advice.
- 8.5.5 The Chief Financial Officer will provide advice on the scope of powers and authority to take decisions, maladministration, financial impropriety, probity and the budget and will support and advise the Authority and their staff in their respective roles.
- 8.5.6 The Chief Financial Officer will provide financial information to the media, members of the public and the community.
- 8.5.7 The Chief Financial Officer will ensure that, in carrying out their functions, the Authority has regard to and undertakes their financial governance in accordance with the guidance in the Financial Management Code of Practice issued by the Secretary of State attached as Schedule 8 to this Constitution.
- 8.5.8 The Chief Financial Officer shall not be the Monitoring Officer.
- 8.5.9 The Chief Financial Officer shall have the ability to appoint a deputy in accordance with the Local Government and Housing Act 1989.
- 8.5.10 The Authority will provide to the Chief Financial Officer such staff, accommodation and other resources as are in the opinion of the Chief Financial Officer sufficient to allow their statutory duties to be performed.

8.6 Chief Fire Officer Appointment, Suspension and Dismissal Process

- 8.6.1 The Authority appoints the Chief Fire Officer.
- 8.6.2 The Authority may suspend from duty the Chief Fire Officer.
- 8.6.3 The Authority may dismiss the Chief Fire Officer.
- 8.6.4 The Authority's actions in appointing, suspending or removing the Chief Fire Officer must comply with Part 2 of The Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017. These provisions are set out in Schedule 11 to this Constitution.

8.7 Chief Financial Officer Appointment Process

- 8.7.1 The Authority must appoint a person to be responsible for the proper administration of the Authority's financial affairs (a "Chief Financial Officer").
- 8.7.2 The Authority must appoint a person to act as the Chief Financial Officer if and for as long as:
 - a) That post is vacant, or
 - b) The holder of that post is, in the Authority's opinion, unable to carry out the duties of that post.
- 8.7.3 Section 113 of the Local Government Finance Act 1988 (qualifications of responsible officer) applies to a person appointed under subsections 8.7.1 and 8.7.2 as it applies to the persons having responsibility for the administration of financial affairs mentioned in that section.
- 8.7.4 The appointment process to fill the post of Chief Financial Officer, which must be complied with, are set out in Schedule 12

8.8 Appointment of a Deputy Police, Fire and Crime Commissioner

- 8.8.1 The PFCC may appoint a person as the Deputy PFCC and, subject to Article 3.11, arrange for the Deputy PFCC to exercise any function of the PFCC.
- 8.8.2 The PFCC must notify the Police, Fire and Crime Panel of the proposed appointment and of the following information:
 - a) The name of the person the PFCC is proposing to appoint ("the 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 terms and conditions on which the candidate is to be appointed.
- 8.8.3 The Panel must review the proposed appointment.
- 8.8.4 The Panel must make a report to the PFCC on the proposed appointment. The report must include a recommendation to the PFCC as to whether or not the candidate should be appointed
- 8.8.5 The Panel must comply with subsection 8.8.3 and 8.8.4 within the period of three weeks beginning with the day on which the Panel receives the notification from the PFCC of the proposed appointment. In calculating the period of three weeks, any relevant post-election period is to be ignored. For that purpose, "relevant post-election period" means the period that:
 - a) begins with the day of the poll at an ordinary election of the PFCC under section 50 of the Police Reform and Social Responsibility Act 2011, and
 - b) ends with the day on which the person elected as PFCC delivers a declaration of acceptance of office under section 70 of the Police Reform and Social Responsibility Act 2011.

- 8.8.6 The Police, Fire and Crime Panel must hold a confirmation hearing before making a report and recommendation to the PFCC in relation to a proposed appointment. For the purposes of this Article, a “confirmation hearing” is a meeting of the Panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment.
- 8.8.7 References in this Article to a person appearing at a meeting of the Panel are references to the person attending the meeting in person, or not attending the meeting in person but participating in the proceedings at the meeting by any means that enable a person to hear, and be heard in, those proceedings as they happen.
- 8.8.8 The Panel must publish the report to the PFCC made under this Article. It is for the Panel to determine the manner in which the recommendation is to be published.
- 8.8.9 The PFCC may accept or reject the Panel’s recommendation as to whether or not the candidate should be appointed.
- 8.8.10 The PFCC must notify the Panel of the decision whether to accept or reject the recommendation.
- 8.8.11 The terms and conditions of a person appointed as the Deputy PFCC must ensure that the term of office ends no later than the sixth day after the day of the poll at the next ordinary election of the PFCC (that is, the day on which the term of the appointing PFCC would, if there were no vacancy in the office before then, end).
- 8.8.12 The terms and conditions must also provide for the Deputy PFCC’s appointment to end when, following an election to fill a vacancy in the office of the appointing PFCC, the person makes and delivers a declaration of acceptance of office.
- 8.8.13 Subject to subsections 8.8.11 and 8.8.12 above, the terms and conditions may also make such provision about termination as the appointing PFCC thinks appropriate.
- 8.8.14 Section 7 of the Local Government and Housing Act 1989 (appointment of staff on merit) does not apply to the Deputy PFCC.
- 8.8.15 For the purposes of this Article, a person is subject to a relevant disqualification if the person is disqualified from being elected as, or being, a PFCC under:
- (a) section 65 (1) of the Police Reform and Social Responsibility Act 2011 (police officers, police-related employment etc.), other than paragraph (e) (ii); or
 - (b) section 66 (1), (3) (a) (iii) or (iv), (3) (c) or (3) (d) of the Act (citizenship, bankruptcy, criminal convictions and corrupt or illegal election practices).

8.9 Staff – General Provisions

- 8.9.1 The functions set out within this article are in addition to those delegations to the Chief Fire Officer set out within Schedule 9 to this Constitution.
- 8.9.2 The Authority may appoint such other staff as they think appropriate to enable them to exercise the functions of the Authority. The recruitment, selection and dismissal of employees will comply with internal human resources policies and shall be made on merit, subject to the provision of any legislation relating to equality and diversity in place at the time of the appointment.

- 8.9.3 The Authority may pay remuneration, allowances and gratuities to the members of its staff.
- 8.9.4 The Authority may pay:
- (a) pensions to, or in respect of, persons who have been members of its staff, and
 - (b) amounts for or towards provision of pensions to, or in respect of, persons who have been members of its staff.
- 8.9.5 In this Article, “allowances”, in relation to a member of the Authority’s staff, means allowances in respect of expenses incurred by the member of staff in the course of employment as such a member of staff.
- 8.9.6 The staff of the Authority are directly accountable to the directly elected holder of that office to enable the Authority to exercise its functions.
- 8.9.7 The appointment of any director level employee or an employee with director level responsibilities will be reviewed and agreed by the Authority.
- 8.9.8 The Authority may enter into arrangements with another fire and rescue authority, or any other person, for the discharge to any extent by that other authority or person of the Authority’s functions relating to fire safety, fire-fighting, road traffic accidents, other emergencies and eventualities. Such arrangements may include provision as to the terms on which any function is to be discharged (including provision as to payment). However the Authority may enter into such arrangements with a person in relation to its function of extinguishing fires only if the person employs fire-fighters.
- 8.9.9 The Authority may enter into arrangements with a person who employs fire-fighters for securing the provision by that person of assistance for the purpose of the discharge by the Authority of its functions relating to fire-fighting or responding to road traffic accidents or other emergencies. Such arrangements may include provision as to the terms on which assistance is to be provided (including provision as to payment). However the Authority may not enter into such arrangements with another fire and rescue authority.
- 8.9.10 No member of a police force may be employed by the Authority for the purpose of extinguishing fires or protecting life and property in the event of fires.

Article 9 - Miscellaneous Provisions

9.1 Remuneration etc. of the PFCC

- 9.1.1 The PFCC is to be paid a salary.
- 9.1.2 The Secretary of State is to determine the amount of the PFCC’s salary and must publish every such determination.
- 9.1.3 The PFCC is to be paid authorised allowances in respect of expenses incurred by the PFCC in the exercise of the PFCC’s functions which are of the kinds and amounts determined by the Secretary of State as payable. Such determination may make different provision for different cases. The Secretary of State must publish every such determination.
- 9.1.4 The PFCC must make authorised pension payments, these being:
- (a) pensions to, or in respect of, persons who have been commissioner, and

(b) amounts for or towards provision of pensions to, or in respect of, persons who have been commissioner

Which are the kinds and amounts determined by the Secretary of State as payable. The Secretary of State must publish every such determination.

9.2 Property and assets

9.2.1 The Authority may acquire land compulsorily.

9.2.2 The Acquisition of Land Act 1981 applies in relation to the compulsory purchase of land pursuant to subsection 9.1.5.

9.2.3 The Authority may establish and maintain one or more training centres for providing education and training in matters in relation to which the Authority has functions.

9.3 Protection from personal liability

9.3.1 A person who is the Authority has no personal liability for an act or omission done by them in the exercise of the Authority's functions unless it is shown to have been done otherwise than in good faith.

9.3.2 A person who is a member of staff of the Authority has no personal liability for an act or omission done by them in the exercise of the Authority's functions unless it is shown to have been done otherwise than in good faith.

9.4 Government Security Classifications

9.4.1 The Authority has adopted the Government Security Classifications.

9.4.2 Security Classification refers to all information, which includes but is not limited to physical assets (e.g. paper records, drawings, photos) and electronic assets (e.g. electronic data records, digital images, word documents). It concerns the storage, transmission, carriage and disposal of information throughout the lifecycle of the data.

9.4.3 The scheme affects all persons working for the fire and rescue service, or other outside bodies who may be expected to handle protectively marked information during the course of their business or relationship with the Authority.

9.4.4 The approach for implementing the Government Security Classifications is set out in Schedule 18.

9.5 Policies and Procedures

9.5.1 An organisation as complex as a fire and rescue service has many policies and procedures which it utilises and operates within. Although the vast majority will fall within the responsibility of staff of the fire and rescue service to prepare and manage, there are a number of key policies which are considered so important that the Authority will want to approve. Although not limited to the list included below, the key policies and procedures which the Commissioner will approve are:

- a) Fire and Rescue Plan
- b) Integrated Risk Management Plan
- c) Fire and Rescue Statement

- d) Pay Policy Statement
- e) Medium Term Financial Plan
- f) Capital Financing Policy
- g) Estates Strategy
- h) Treasury Management Strategy
- i) Prevention, protection and response strategies
- j) IT / Technology Strategy
- k) People Strategy
- l) Staff Code of Conduct
- m) Complaints and Compliments Policy and Whistleblowing Policy
- n) Anti-Fraud and Corruption Strategy
- o) Risk Management Policy and Strategy
- p) Staff Disciplinary and Grievance Policy

9.5.2 It is important that each of these policies is regularly reviewed to ensure they remain fit for purpose, and reflect recent developments and knowledge.

9.5.3 The Chief Fire Officer will engage with the Authority to ensure that they have an opportunity to review and approve those policies and procedures which are considered strategic in nature.

Article 10 - Decision Making

10.1 Responsibility for Decision Making

10.1.1 The Scheme of Delegation sets out the discharge of the Authority's functions and may be subject to amendment at any time. The Scheme of Delegation is set out in Schedule 9 of this Constitution.

10.1.2 The Authority's Monitoring Officer will maintain the record of the body or person having responsibility for a decision or decisions relating to a function or functions of the Authority.

10.2 Principles of Decision Making

10.2.1 For the purposes of this Article, the Authority defines a decision as any determination by the Authority to take, or refrain from taking, any action or incurring any obligation with respect to its statutory functions, powers and duties.

10.2.2 All decisions taken in the discharge of a function of the Authority shall have regard to the following matters:

- a) The presumption in favour of openness and transparency.
- b) The need for consultation with interested parties.
- c) The need to take account of relevant professional advice from appropriate officers.
- d) The need for clarity of aims and desired outcomes.

- e) The need to identify the range of options considered.
- f) The need to give reasons and explanation for a decision.
- g) The need to have due regard to the Government Security Classifications when considering disclosure of reports and documents supplied to the Authority by the Essex County Fire and Rescue Service.

10.3 Written Reports and Decision Records

- 10.3.1 The Commissioner or their Deputy shall not take any decision without first having reviewed and considered a written report on the matter. For the purposes of making a decision, such a report is to be submitted on the template attached as Schedule 19 to this Constitution. The governance boards detailed in Article 11 do not have any formal decision-making powers and as such written reports to such boards submitted on any template other than that attached at Schedule 19 do not fulfil the purposes of this Article.
- 10.3.2 A decision is only considered to be taken, and as such may only be acted on by officers, once the relevant decision report has been signed by the Commissioner or their Deputy. Decisions taken will be reported to the Police, Fire and Crime Panel and published on the PFCC's website.
- 10.3.3 In exceptional circumstances, and with the prior agreement of the Monitoring Officer, the need for a written report may be dispensed with. In such cases, all verbal advice and opinion provided shall be noted and recorded, as the case may be, in the minutes of the meeting or in the decision record.
- 10.3.4 Any other person making a decision under powers delegated to them by the Scheme of Delegation shall, where that person believes that is proportionate to do so in exercising those powers, produce a written statement which must include:
- a) A record of the decision, including the date it was made.
 - b) A record of the reasons for the decision.
 - c) Details of any alternative options considered and rejected when making the decision
- as soon as reasonably practicable after making the decision.
- 10.3.5 Where appropriate, the Authority will engage with the unions and staff representative bodies to obtain their views prior to taking a decision.

10.4 General Provisions

- 10.4.1 The exercise of any delegated authority to take a decision in the discharge of the Authority's functions is subject to the following:
- a) The person making the decision has first considered a written report prepared by an appropriate officer.
 - b) Any decision taken shall be in accordance with the Authority's budget and policy framework, financial and procurement regulations and any condition imposed by the law, this Constitution and any relevant statutory guidance.
 - c) Any person may, as they may determine appropriate, refer any matter falling within the authority delegated to them to the Authority.
 - d) The fact that a function has been delegated shall not prevent the discharge of that function by the person that delegated the function.

Article 11 - Governance Boards

11.1 General

- 11.1.1 In line with the requirements of the Fire and Rescue National Framework for England, the Authority has in place governance and accountability arrangements. It is transparent and accountable to its communities for its decisions and actions; provides the opportunity for communities to help plan their local service through effective consultation and involvement, and has effective scrutiny arrangements in place that reflect the high standards communities expect for an important public safety service.
- 11.1.2 The Authority will appoint the boards set out below to discharge the functions listed under each.
- 11.1.3 Each of the boards will conduct its business in accordance with this Constitution. The boards will not meet in public but all papers (with the exception of those restricted by paragraphs 1 and 4 of Part I of Schedule 12A of the Local Government Act 1972) and an account of the board's business will be prepared and published on the Commissioner's website within 14 working days of the board's meeting.
- 11.1.4 These boards are to provide advice to the Authority and have no decision-making powers. Where a decision is required, the Commissioner or their Deputy where so empowered will make a decision in accordance with the decision-making process set out in Article 10.

11.2 Fire and Rescue Strategic Board

- 11.2.1 The purpose of the Fire and Rescue Strategic Board is to enable the Authority to review and support the Essex County Fire and Rescue Service's development of strategy..
- 11.2.2 The Terms of Reference of this board are set out in Schedule 1.

11.3 Audit Committee

- 11.3.1 The Audit Committee has been established to provide independent assurance to the Authority in relation to their role in fire and rescue. Although having separate Terms of Reference and meetings, the independent members appointed by the Commissioner will sit on both the Audit Committees for the fire and rescue service and for the police service.
- 11.3.2 The Terms of Reference of this committee are set out in Schedule 2.

11.4 Fire and Rescue Performance and Resources Board

- 11.4.1 The purpose of the Board is to enable the Authority to review Essex County Fire and Rescue Service's performance, ensure that budgeted resources are closely aligned with fire and rescue priorities and to ensure that resources are effectively and efficiently being utilised.
- 11.4.2 The Terms of Reference of this board are set out in Schedule 3.

11.5 Essex Emergency Services Collaboration Strategic Governance Board

11.5.1 The Board has been established to enable the Police, Fire and Crime Commissioner to provide strategic governance and oversight of the Emergency Services Collaboration Programme.

11.5.2 The programme will focus specifically on Police and Fire and Rescue collaboration, however where opportunities arise it will seek to work with other emergency services.

11.5.3 The Board will:

- a) Seek collaboration opportunities to maximise the effectiveness and efficiency of police and fire and rescue services.
- b) To provide governance in relation to finance and resourcing decisions for collaboration opportunities.
- c) To provide oversight and management of strategic collaboration risks.
- d) To develop a strategic framework that could then be applied to wider emergency services collaboration.

11.5.4 The terms of reference for the Board are attached as Schedule 4 to this Constitution.

Article 12 - Schedules

There are a number of schedules that are referred to in and support the Constitution. The schedules are as follows:

<i>Schedule 1 - Terms of Reference of the Fire and Rescue Strategic Board</i>	56
<i>Schedule 2 - Terms of Reference of the Audit Committee</i>	60
<i>Schedule 3 - Terms of Reference of the Fire and Rescue Performance and Resources Board</i>	68
<i>Schedule 4 - Terms of Reference of the Essex Emergency Services Collaboration Strategic Governance Board</i>	72
<i>Schedule 5 - Specified Information Orders</i>	76
<i>Schedule 6 - Information Management Protocol</i>	79
<i>Schedule 7 - Information Sharing Agreement relating to information shared between the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority and the Essex Police, Fire and Crime Panel</i>	83
<i>Schedule 8 - Revised Financial Management Code of Practice For the Police Forces of England and Wales and Fire and Rescue Authorities created under section 4A of the Fire and Rescue Services Act 2004</i>	90
<i>Schedule 9 - Scheme of Delegation</i>	91
<i>Schedule 10 - Commissioner's Code of Conduct</i>	102
<i>Schedule 11 - Appointment, Suspension and Dismissal of Chief Fire Officer</i>	116
<i>Schedule 12 – Appointment and scrutiny of the appointment of the Chief Financial Officer</i>	123
<i>Schedule 13 - Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012</i>	125
<i>Schedule 14 - The Police and Crime Commissioner Elections (Declaration of Acceptance of Office) Order 2012</i>	126
<i>Schedule 15 - Financial and Procurement Regulations</i>	127
<i>Schedule 17 – Police, Fire and Crime Panel for Essex - Procedure to be Followed when Considering Complaints About the Police, Fire and Crime Commissioner or Deputy Police, Fire and Crime Commissioner</i>	176
<i>Schedule 18 – Government Security Classifications</i>	185
<i>Schedule 19 – Decision Report Template</i>	187

Schedule 1 - Terms of Reference of the Fire and Rescue Strategic Board

Approved June 2019

1 Introduction

1.1 The Board has been established to enable the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority ("the Commissioner") to:

- a) Provide governance and oversight of delivery of the Fire and Rescue Plan and Integrated Risk Management Plan (IRMP).
- b) Support alignment of the activities of the Essex County Fire and Rescue service with the Essex Vision, Essex Emergency Services Collaboration Vision and other public sector transformation and collaboration programmes across greater Essex.
- c) Recommend to the Commissioner any collaboration agreements considered to be in the interests of the efficiency or effectiveness of one or more fire and rescue services, taking into account the existing collaboration agreements and other arrangements for co-operation to which the parties under consideration are committed; the desirability of the parties under consideration taking a consistent approach in making such agreements and other arrangements, and the opportunities available to the parties under consideration to make such agreements and other arrangements.
- d) Be the primary advisor to the Commissioner on the Integrated Risk Management Plan.
- e) Provide strategic oversight of the Medium Term Financial Plan and recommend to the Commissioner the use of the Service's reserves.
- f) Recommend to the Commissioner the annual budget for the Service and the annual Council Tax precept relating to the fire and rescue service to be recommended to the Essex Police, Fire and Crime Panel.
- g) Approve in principle and provide strategic oversight of the key policies and strategies governing the work of the fire and rescue service, including agreeing the Fire and Rescue Plan to be recommended to the Essex Police, Fire and Crime Panel and agreeing in principle the Integrated Risk Management Plan (IRMP), prior to formal approval by the Commissioner..
- h) Provide strategic oversight of the capital programme, receiving reports from the Assets Sub-Group as required.
- i) Approve as appropriate the progression of project bid proposals recommended to the Commissioner.
- j) Agree in principle the annual Strategic Assessment of Risk (subject to formal approval by the Commissioner) and advise on the management of strategic risks facing the Essex County Fire and Rescue Service.
- k) Agree the annual Statement of Assurance to be recommended to the Essex Police, Fire and Crime Panel.
- l) Provide strategic oversight of operation of and benefits delivered by, and receive an annual report from, EFA (Trading) Ltd.

- m) Receive additional reports from the Essex County Fire and Rescue Service's Senior Leadership Team (SLT) and its sub-boards as appropriate.
- n) Commission additional reports via the Chief Fire Officer / Chief Executive as appropriate.

1.2 The Strategic Board has no executive powers, other than those specifically delegated in these Terms of Reference.

1.3 The Terms of Reference of this Board will be reviewed on an annual basis.

2 Areas of Focus

2.1 The focus of the Strategic Board will include those programmes and portfolios that together deliver the long term vision of the Commissioner including:

- a) Fire and Rescue Plan
- b) Integrated Risk Management Plan (IRMP)
- c) Change programmes
- d) Prevention, protection and response strategies
- e) People Strategy
- f) Estates Strategy
- g) IT / Technology Strategy and information management
- h) Fleet and equipment
- i) Strategic Finance – MTFP and capital programme
- j) EFA (Trading) Ltd

2.2 The operational management of the Fire and Rescue Service is out of scope of this board. The responsibility of this sits with the Senior Leadership Team, which is chaired by the Chief Fire Officer / Chief Executive.

3 Membership

3.1 The membership of the Strategic Board is as follows:

- a) Police, Fire and Crime Commissioner
- b) Chief Fire Officer / Chief Executive
- c) Deputy Chief Fire Officer
- d) Chief Executive for the Police, Fire and Crime Commissioner
- e) Head of Performance and Scrutiny (Fire and Rescue) for the Police, Fire and Crime Commissioner
- f) Essex County Fire and Rescue Service S151 Officer
- g) Director of Corporate Services
- h) Director of Innovation, Risk and Future Development

- 3.2 Additional members may be invited by the Commissioner to support agenda discussions.
- 3.3 This meeting is chaired by the Commissioner, or in their absence, their Deputy.

4 Frequency and notice of meetings

- 4.1 The Board will meet at least four times a year. The calendar of meetings shall be agreed at the start of each year.
- 4.2 Further meetings outside of the normal cycle of the Board can be convened at the request of the Chair or any of its members, subject to agreement by the Chair.
- 4.3 Unless otherwise agreed, formal notice of each meeting confirming the venue, time and date together with the agenda of items to be discussed, will be forwarded to each member of the Board, any other person required to attend and all other appropriate persons determined by the Chair, no later than five working days before the date of the meeting.
- 4.4 Any meetings held outside the normal cycle of meetings should be convened with a minimum notice of five working days. Extraordinary or urgent meetings may be held with less notice but should be for exceptional matters only, subject to the Chair's agreement and quorum requirements. In this case the agenda and any supporting papers will be sent Board members and to other attendees at the same time as the meeting notice is sent out.
- 4.5 Oral reports will not be accepted for substantive agenda items except in very exceptional cases, at the discretion of the Chair

5 Attendance at meetings and quorum

- 5.1 Members of the Board are expected to attend all meetings wherever possible. Where this is not possible, a named substitute may be sent on their behalf, who must be appropriately briefed to represent the standing member.
- 5.2 A minimum of four members of the Board, including the Commissioner or their Deputy must be present for the meeting to be deemed quorate. The meetings will be held in private with the matters discussed being placed in the public domain.
- 5.3 An "open chair" will be available for colleagues attending as observers to the meeting, to support their personal development, at the discretion of the Chair.

6 Minutes

- 6.1 The Secretary will record the names of those present at the meeting, write minutes, including the key points and decisions of all meetings, along with any actions stemming from discussion that need to be taken before the next meeting.

The minutes of all meetings and decisions taken will be circulated within 7 working days of the meeting, and the minutes will be presented to the Commissioner, or the Chair of the meeting for approval within 15 working days.

- 6.2 The minutes of the Board will be placed in the public domain as soon as practical after these have been approved and signed by the Chair, with exclusion to any matter deemed private and confidential.

- 6.3 The secretariat of the meeting will be provided by the Office of the Police, Fire and Crime Commissioner.

7 Decision-making (Commissioner or Deputy)

- 7.1 Although the board has no decision-making powers, where a decision is required, the Commissioner or their Deputy (where authorised to do so under the Scheme of Delegation) may decide to take a decision on the item once discussion has concluded.

Schedule 2 - Terms of Reference of the Audit Committee

Adopted 2017

1 Introduction

- 1.1 The Audit Committee ("the Committee") has been established to provide independent assurance to the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority ("the Commissioner") in accordance with the Financial Management Code of Practice. The role of the Committee is to advise the Commissioner according to good governance principles and to adopt appropriate risk management arrangements in accordance with proper practices and the associated control environment and to oversee the financial reporting process.
- 1.2 The Committee will operate in line with the principles of good governance as laid down by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Financial Management Code of Practice.
- 1.3 The terms of reference of the Committee will be reviewed on an annual basis.
- 1.4 The Committee is an independent body and will seek assurance over the adequacy of the following:
 - a) The risk management and the internal control framework operated by the Chief Fire Officer.
 - b) The effectiveness of the governance arrangements.
 - c) The appointment, support and quality of the work of internal and external auditors as they provide assurance on risk management, internal controls and the annual accounts through their work.
 - d) Financial and non-financial performance to the extent that it affects exposure to risk, weakens the control environment and undermines their ability to provide good value for money.
 - e) The financial reporting process.
 - f) Maintain an overview, in respect of contract procedures rules, financial regulations and code of conduct and behaviour.
- 1.5 The Committee has no executive powers, other than those specifically delegated in these Terms of Reference.
- 1.6 The Committee will establish effective communication with the Chief Fire Officer, their nominated representatives, their respective Chief Finance Officers, Monitoring Officer, Head of Internal Audit, the External Auditor and other relevant stakeholders, including the Police Fire and Crime Panel, for the purpose of fulfilling these terms of reference. A working protocol will be established to ensure that this is achieved by all parties.

2 Membership

- 2.1 The Committee will comprise of a chair and five members appointed by the Commissioner, but who are independent. The chair and five members will serve on both

the Joint Audit Committee of the PCC as well as the Audit Committee of the Commissioner.

- 2.2 Members of the Committee shall be recruited through open competition, in conjunction with the Commissioner. They shall be recruited to ensure that the Committee has all the necessary skills and experience to fulfil its terms of reference, in accordance with the job description. To ensure the independence of the Committee, members shall not be:
- a) A standing or ex-PCC, PFCC or Chief Fire Officer.
 - b) A member or ex-member of a Police, Fire and Crime Panel.
 - c) Serving firefighters or have served as a firefighter within the last 8 years.
 - d) Currently serving employee of the Commissioner or Office of the Police, Fire and Crime Commissioner.
 - e) Individuals who have significant business or personal dealings with the Commissioner or the Office of the Police, Fire and Crime Commissioner.
 - f) Individuals who have close relationships with any of the above including immediate family members and as such may not have the requisite level of independence required for membership of the Committee.
 - g) Individuals removed from a trusteeship of a charity.
 - h) Individuals under a disqualification order under the Company Directors Disqualification Act.
 - i) A person who has been adjudged a bankrupt, or made a composition or arrangement with his creditors.
 - j) Convicted in the UK, Channel Islands or the Isle of Man of any offence and has had passed on a sentence of imprisonment (whether suspended or not) for a period of not less than three months without the option of a fine, within the last five years prior to their appointment.
- 2.3 The Chair of the Committee will be recruited by the Commissioner and will serve for one term (four years) in the role as Chair where upon they can be re-appointed, if appropriate and subject to agreement by the Commissioner, subject to a maximum of two terms.
- 2.4 All Members will serve for a maximum of two terms, each term being a maximum of four years. To ensure continuity, where possible, members shall be rotated on and off the Committee in turn rather than as a group, therefore the term of membership will be determined on recruitment of the member.
- 2.5 All members of the Committee will be subject to an independent annual appraisal, the outcomes will inform the member development programme.
- 2.6 On joining the Committee, each member will attend an induction training course to help them understand the roles of the Commissioner, the Police, Fire and Crime Panel and the organisations pertaining to the Commissioner. Further training on specific relevant topics will be provided as necessary, according to the members' own relevant experience and emerging business needs of the Committee. Members will be expected to attend all such training and to develop their skills as part of a member development programme. Training needs will be considered during the annual appraisal process and a training and development programme established both for the Committee and its individual members as appropriate.

- 2.7 In accordance with the Committee's code of conduct, each member will be required to record any conflicts of interest in the register of pecuniary and non-pecuniary interests. In addition, members will be required to disclose any such interests at the commencement of any meeting where there is a need to do so due to the nature of the Committee agenda, or immediately if they arise unexpectedly in discussion.
- 2.8 Only members of the Committee have the right to vote on matters requiring a vote at meetings.
- 2.9 Members of the Committee will be remunerated and reimbursed for all expenses incurred in the fulfilment of their duties, roles and responsibilities in accordance with the schedule of allowance and expenses agreed by the Commissioner.

3 Frequency and notice of meetings

- 3.1 The Committee will meet at least **four** times a year. The calendar of meetings shall be agreed at the start of each year. One meeting shall be dedicated to the scrutiny and pre-approval of the statement of accounts before submission to external audit.
- 3.2 Further meetings outside of the normal cycle of the Committee can be convened at the request of the Chair or any of its members, subject to agreement by the Chair.
- 3.3 The Commissioner may ask the Committee to convene further meetings to discuss particular issues on which they want the Committee's advice.
- 3.4 Meetings can be requested by the external or internal auditors where this is considered necessary and on agreement of the Chair.
- 3.5 Unless otherwise agreed, formal notice of each meeting confirming the venue, time and date together with the agenda of items to be discussed, will be forwarded to each member of the Committee, any other person required to attend and all other appropriate persons determined by the Chair, no later than five working days before the date of the meeting.
- 3.6 Any meetings held outside the normal cycle of meetings should be convened with a minimum notice of five working days. Extraordinary or urgent meetings may be held with less notice but should be for exceptional matters only, subject to the Chair's agreement and quorum requirements. In this case the agenda and any supporting papers will be sent Committee members and to other attendees at the same time as the meeting notice is sent out, recognising that if the matter is so urgent that there may only be an oral report. If this is the case then this will be identified on the agenda.

4 Attendance at meetings and quorum

- 4.1 Members of the Committee are expected to attend all meetings. Regular non-attendance of Committee members will lead to their removal as a member of the Committee on agreement by the Chair.
- 4.2 The Commissioner, will attend all meetings of the Committee, or ensure that they are suitably and appropriately represented to ensure that the purpose of the Committee is not compromised and that members are able to appropriately fulfil their responsibilities. In addition, Section 114 of the Local Government Finance Act 1988 and the Audit and Accounts Regulations 2011 assign a number of statutory responsibilities to the Chief Finance Officer. Given the nature of these responsibilities it is expected that the Chief Financial Officer will attend all meetings, or where this is not possible then their nominated representatives.

- 4.3 The Head of Internal Audit and representatives of the external auditor will be invited to attend meetings on a regular basis. Members of the Committee should meet with the Head of Internal Audit and representatives of the external auditor separately and privately at least once a year.
- 4.4 A minimum of three members of the Committee must be present for the meeting to be deemed quorate. Committee meetings will be held in private with the matters discussed being placed in the public domain.
- 4.5 The Committee may hold private informal meetings e.g. for briefing and training purposes without any non-members present if they so decide. Formal decisions cannot be taken at such meetings.

5 Access

- 5.1 The Chief Finance Officer, the Monitoring Officer, Head of Internal Audit and the representative of External Audit will have free and confidential access to the Chair of the Committee.

6 Minutes

- 6.1 The Secretary will record the names of those present at the meeting, write minutes, including the key points and decisions of all meetings, along with any actions stemming from discussion that need to be taken before the next meeting. The minutes of all Meetings and decisions taken will be circulated within 7 working days of the meeting, and the minutes will be presented to the Chair of the meeting for approval within 15 working days.
- 6.2 Following the approval of the minutes by the Chair a copy will be provided to the Commissioner along with their nominated representative at the Committee, the Chief Finance Officer and to the internal and external auditors.
- 6.3 The minutes of the Committee will be placed in the public domain as soon as practical after these have been approved and signed by the Chair, with exclusion to any matter deemed private and confidential, as per paragraph 2.7 of these terms of reference.
- 6.4 The Secretary of the Committee will establish, at the beginning of each meeting the existence of any conflicts of interest and minute them accordingly, see also paragraph 2.7 of these terms of reference.

7 Reporting

- 7.1 To ensure relevant and timely reporting throughout the year to the Committee a reporting timetable will be prepared and agreed with the Commissioner. This will be designed to enable the Committee to fulfil its responsibilities and receive the assurances it requires.
- 7.2 The Chair will provide the Commissioner with an Annual Report timed to support finalisation of the accounts and the Annual Governance Statement, summarising its conclusions from the work it has undertaken during the year and drawing attention to any significant or emerging issues as appropriate. This report will be placed in the public domain following discussion with the Commissioner along with responses to the Chair's Annual Report. The Chair will be responsible for dealing with any public or media questions relating to that report.

- 7.3 The Committee will, having regard to best governance practice, review these terms of reference annually and make any changes deemed necessary in consultation with the Commissioner.
- 7.4 The Committee will annually review its own performance to ensure it is fulfilling its terms of reference and operating effectively. In doing so it will make any recommendations for change to the Commissioner.

8 Responsibilities

8.1 Risk Management, Governance and Internal Control Responsibilities

- 8.1.1 The Committee will seek assurance in connection with the following responsibilities:
- a) The establishment and maintenance of an effective system of risk management, integrated governance and internal control, across all activities that supports the achievement of the objectives of the Fire and Rescue Plan, ensuring probity, value for money and good governance.
 - b) The timely implementation of any actions necessary to ensure compliance with all internal standards and best practice, both financial and non-financial operated by the Commissioner.
 - c) The adequacy of relevant disclosure statements, in particular the Annual Governance Statement, together with any accompanying Head of Internal Audit report, external audit opinion, risk register or other appropriate independent assurances, prior to endorsement by the Commissioner. Subject to this the Committee will recommend for adoption the Annual Governance Statement for the Commissioner.
 - d) The adequacy of arrangements for ensuring compliance with relevant regulatory, legal and code of conduct requirements and fraud and corruption as set out in Secretary of State Directives and other relevant bodies or professional standards.
 - e) Notwithstanding the specific responsibilities of the Committee in connection with both internal and external audit, consider the adequacy of response by the Commissioner to recommendations contained within any external inspection report that has been received for the purposes of assurance.

8.2 Internal Audit Responsibilities

- 8.2.1 The role of the Committee in relation to internal audit will include advising the Commissioner on the following:
- a) Consider and make recommendations on the provision of internal auditors, including appointment, assessment of performance and dismissal.
 - b) Approving but not directing on the internal audit strategy and annual internal audit plan, ensuring that this:
 - i. Is consistent with professional standards.
 - ii. Meets the audit needs of the Commissioner, and
 - iii. Provides the Committee with adequate coverage for the purpose of obtaining appropriate levels of assurance over the

adequacy of the risk management, governance and internal control environment of the Commissioner.

- c) Consider the Head of Internal Audit's annual report and opinion, and a summary of audit activity (actual and proposed) and the level of assurance it gives over the risk management, internal controls and governance arrangements of the Commissioner.
- d) Consider the findings of internal audit reports (or their summaries), the assurance provided and the adequacy of the response by Commissioner.
- e) Commissioning additional work from the internal auditor, having regard to any actual or potential conflicts of interest.
- f) Ensuring co-ordination between the internal and external auditors to optimise audit resources.
- g) Annually review the effectiveness of internal audit.
- h) Where the Committee considers there is evidence of ultra vires transactions, evidence of improper acts, or if there are other important matters that the Committee wishes to raise, the Chair must initially take advice from the Monitoring Officer before raising the matter with the Commissioner. Where appropriate the Committee may then seek independent legal advice.

8.3 External Audit Responsibilities

8.3.1 The role of the Committee in relation to external audit will include advising the Commissioner on the following:

- a) Consider and make recommendations on the provision of external auditors, including appointment and dismissal in conjunction with the Body who are responsible for the appointment of external Local Audit and Accountability Act 2014.
- b) Review, advise on and endorse the external audit strategy and annual audit plan, ensuring that this is consistent with professional standards and the External Audit Code of Audit Practice.
- c) Consider the external auditor's annual management letter, relevant reports and the report to those charged with governance.
- d) Consider specific reports as agreed with the external auditor.
- e) Commissioning work from the external auditor, having regard to any actual or potential conflicts of interest.
- f) Consider major findings of external audit work and the adequacy of response of the Commissioner.
- g) Ensuring co-ordination between the internal and external auditors to optimise audit resources.

8.4 Annual Accounts of Essex Police, Fire and Crime Commissioner Fire and Rescue Authority

8.4.1 The Committee will:

- a) Review, scrutinise and recommend for signature the annual statement prior to their external audit. Specifically, it will seek assurances whether appropriate accounting policies have been followed and whether there are any concerns arising from the financial statements.

- b) Consider the external auditor's report to those charged with governance on issues arising from the audit of accounts.

8.5 Auditor Panel

8.5.1 The functions of the auditor panel are set out in the Local Audit and Responsibility Act 2014 and also the Local Audit (Auditor Panel) Regulations 2014 (the Auditor Panel Regulations).

8.5.2 The Auditor Panel's responsibilities are to advise the Commissioner on:

- a) The selection and appointment of the external auditor. This includes:
 - i. Agreeing and overseeing a robust process for selecting the external auditor in line with the Commissioner's normal procurement rules.
 - ii. Basing the selection of external auditor on effectiveness and cost.
 - iii. Excluding any proposed external auditor firms that include non-audit services in their offering.
- b) Ensuring that any conflicts of interest are dealt with effectively
- c) The maintenance of an independent relationship with the appointed external auditor.
- d) Any proposal from the external auditor to enter into a liability limitation agreement as part of the procurement process is fair and reasonable.
- e) Any decision about the removal or resignation of the external auditor.
- f) The Committee is authorised by the Commissioner to carry out the functions specified above and can seek any information it requires from any employees/relevant third parties.

8.6 Information Requirement

8.6.1 For each meeting the Committee will normally be provided with the following:

- a) A report summarising any significant changes to the Commissioner's risk and controls profile and any action planned in response.
- b) A report on any governance matters arising or a note that no governance matters have arisen since the last meeting and any action planned in response.
- c) A progress report from the head of internal audit summarising:
 - i. Work performed and a comparison with work planned.
 - ii. Key issues emerging from internal audit work.
 - iii. Management response to audit recommendations.
 - iv. Changes to the periodic plan.
 - v. Any resourcing issues affecting the delivery of internal objectives.
- d) A progress report from the external audit representative summarising work done and emerging findings.

- e) A summary report of actions being tracked and progress made in connection with their implementation on significant risk, governance and internal controls matters. Thereby providing for an on-going process of follow-up.

8.7 Support for the Committee

- 8.7.1 The Chair, in conjunction with the Commissioner has particular responsibility for ensuring that the work of the Committee is appropriately resourced, including appropriate secretariat support and any other specialist support necessary to ensure its members are effective in their role. The Chair has a duty to report any shortfall in the level of support to the Commissioner in the first instance and in a public report if this is not remedied.
- 8.7.2 The Committee may with reasonable justification and with approval by the Chief Finance Officer procure specialist ad-hoc advice e.g. legal, to obtain additional skills, knowledge and experience at the expense of the Commissioner to support the Committee in the achievement of its terms of reference. This will be considered appropriate where specialist advice is not available within the existing Committee support arrangements or it is not considered appropriate to use this support.

Schedule 3 - Terms of Reference of the Fire and Rescue Performance and Resources Board

Approved February 2020

1 Introduction

- 1.1 The Board has been established to enable the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority ("the Commissioner") to review Essex County Fire and Rescue Service's (ECFRS) performance, ensure that budgeted resources (both human and financial) are closely aligned with fire priorities and to ensure that resources are effectively and efficiently being utilised.
- 1.2 The Board will enable the Commissioner to maintain effective oversight of the totality of the fire and rescue service and to hold the Chief Fire Officer / Chief Executive to account for the delivery of fire and rescue services and the delivery against the priorities in the Fire and Rescue Plan.
- 1.3 The Terms of Reference of the Board will be reviewed on an annual basis.
- 1.4 The Board will :
 - a) Scrutinise, support and challenge the overall performance of the fire and rescue service including against the priorities agreed within the Fire and Rescue Plan and Integrated Risk Management Plan.
 - b) Support the Commissioner in holding the Chief Fire Officer / Chief Executive to account for the exercise of functions which are delegated, to them as well as the exercise of functions of persons under the direction and control of the Chief Fire Officer / Chief Executive.
 - c) Advise the Commissioner on actions to be taken to maintain an efficient, effective and economic fire and rescue service for Essex.
 - d) Identify and consider different themes / "deep dives" for scrutiny, challenge and support.
 - e) Provide governance and oversight of the delivery of the Medium Term Financial Plan. Monitor actual revenue spend against budget, and the forecast outturn advising corrective action where appropriate in order to further advance the priorities of the service.
 - f) Agree and oversee implementation of the service's Treasury Management Strategy.
 - g) Monitor actual and forecast capital expenditure and resourcing of against the approved capital programme, advising the Strategic Board on progress achieved.
 - h) Monitor the use of the service's reserves.
 - i) Monitor the progress made in delivering planned transformation and efficiency savings.
 - j) Provide governance and oversight of key workforce transformation initiatives, including recruitment and retention initiatives, on-call development and mixed crewing.

- k) Monitor workforce composition and demographics and champion initiatives to increase workforce diversity.
- l) Monitor customer and employee satisfaction survey results and the actions to be taken in response.
- m) Monitor and take steps to improve compliance with key people management processes, such as operational training and annual performance appraisals.
- n) Oversee the development and implementation of the Service Improvement Plan, taking account of recommendations arising from HMICFRS inspections, peer reviews and other external reviews and reports (both local and national).
- o) Monitor complaints and compliments made to the Essex County Fire and Rescue Service, and the learning arising from these, on a quarterly basis.
- p) Review papers to be submitted to the Essex Police, Fire and Crime Panel and the Joint Audit Committee, other than those approved by the Strategic Board.
- q) Identify areas of commissioning that would assist in delivering the Fire and Rescue Plan.
- r) Receive additional reports from the Essex County Fire and Rescue Service's Senior Leadership Team (SLT) and its sub-boards as appropriate.
- s) Commission additional reports via the Chief Fire Officer / Chief Executive as appropriate.

1.5 The Performance and Resources Board has no executive powers, other than those specifically delegated in these Terms of Reference.

1.6 Operational management of the Essex County Fire and Rescue Service is outside the scope of the Performance and Resources Board. This sits with the Senior Leadership Team, chaired by the Chief Fire Officer / Chief Executive.

2 Membership

2.1 The membership of the Performance and Resources Board is as follows:

- a) Police, Fire and Crime Commissioner
- b) Deputy Police, Fire and Crime Commissioner
- c) Chief Fire Officer / Chief Executive or Deputy Chief Fire Officer
- d) Director of Corporate Services
- e) Chief Executive for the Police, Fire and Crime Commissioner
- f) ECFRS S151 Officer
- g) Head of Performance and Scrutiny (Fire and Rescue) for the Police, Fire and Crime Commissioner

2.2 Additional members may be invited by the Commissioner to support agenda discussions.

2.3 This meeting will be chaired by the Commissioner or the Deputy Commissioner.

3 Frequency and notice of meetings

3.1 The Board will meet monthly. The calendar of meetings shall be agreed at the start of each year.

- 3.2 Further meetings outside of the normal cycle of the Board can be convened at the request of the Chair or any of its members, subject to agreement by the Chair.
- 3.3 Unless otherwise agreed, formal notice of each meeting confirming the venue, time and date together with the agenda of items to be discussed, will be forwarded to each member of the Board, any other person required to attend and all other appropriate persons determined by the Chair, no later than five working days before the date of the meeting.
- 3.4 Any meetings held outside the normal cycle of meetings should be convened with a minimum notice of five working days. Extraordinary or urgent meetings may be held with less notice but should be for exceptional matters only, subject to the Chair's agreement and quorum requirements. In this case the agenda and any supporting papers will be sent Board members and to other attendees at the same time as the meeting notice is sent out.
- 3.5 Oral reports will not be accepted for substantive agenda items except in very exceptional cases, at the discretion of the Chair.

4 Attendance at meetings and quorum

- 4.1 Members of the Board are expected to attend all meetings, wherever possible. Where this is not possible, a named substitute may be sent on their behalf, who must be appropriately briefed to represent the standing member.
- 4.2 A minimum of four members of the Board, including the Commissioner or their Deputy and the Chief Fire Officer / Chief Executive or Deputy Chief Fire Officer must be present for the meeting to be deemed quorate. The meetings will be held in private with unrestricted papers and the matters discussed being placed in the public domain.
- 4.3 An "open chair" will be available for colleagues attending as observers to the meeting, to support their personal development, at the discretion of the Chair.

5 Minutes

- 5.1 The Secretary will record the names of those present at the meeting, write minutes, including the key points and decisions of all meetings, along with any actions stemming from discussion that need to be taken before the next meeting.

The minutes of all meetings and decisions taken will be circulated within 7 working days of the meeting, and the minutes will be presented to the Commissioner, or the Chair of the meeting for approval within 15 working days.

- 5.2 The minutes of the Board and unrestricted papers will be placed in the public domain as soon as practical after these have been approved and signed by the Chair, with exclusion to any matter deemed private and confidential.
- 5.3 The secretariat of the meeting will be provided by the Police, Fire and Crime Commissioner's office.

6 Decision-making (Commissioner or Deputy)

- 6.1 Although the board has no decision-making powers, where a decision is required, the Commissioner or their Deputy (where authorised to do so under the Scheme of Delegation) may decide to take a decision on the item once discussion has concluded.

Schedule 4 -

Essex Emergency Services Collaboration Strategic Governance Board

Terms of Reference

Membership:

- Police, Fire and Crime Commissioner (PFCC) (Chair)
- Deputy Police, Fire and Crime Commissioner (DPFCC) (Vice Chair)
- Chief Constable
- Chief Fire Officer / Chief Executive
- Head of Operations Mid and South Essex (EEAST)
- Chief Executive to the PFCC & Monitoring Officer to the PFCC and ECFRS
- PFCC's Section 151 Officer
- Interim Collaboration Programme Lead
- Executive Project Support (Emergency Services Collaboration Programme) (secretariat)

Substitutions will be accepted, so long as they are appropriately briefed and mandated to represent the view of their organisation at the meeting.

Additional attendees may be invited to individual meetings by the Commissioner to support agenda discussions. An "open chair" will be available for colleagues attending as observers to the meeting, to support their personal development, at the discretion of the Chair.

Attendance at meetings and quorum

Members of the Board are expected to attend all meetings wherever possible. Where this is not possible, a named substitute may be sent on their behalf, who must be appropriately briefed to represent the standing member.

At least one representative from each participating agency (EP / ECFRS / EEAST), as well as the PFCC or their Deputy, must be present for the meeting to be deemed quorate.

The meetings will be held in private.

Purpose:

- To provide collective ownership, strategic governance and oversight of the Essex Emergency Services Collaboration Programme, including in relation to finance and resourcing decisions.

- To maximise the effectiveness and efficiency of police, fire and rescue and ambulance services within Essex through a programme of strategic and operational collaboration.
- To review business cases relating to potential emergency services collaboration projects and provide recommendations to the PFCC as to whether these should be progressed, taking into account existing collaboration agreements and other arrangements for co-operation as well as the desirability of the respective parties taking a consistent approach.
- To provide oversight and management of strategic risks pertaining to the Essex Emergency Services Collaboration Programme.

Decision making:

The Board makes recommendations to the PFCC but has no executive decision-making powers. Final decisions in relation to the Essex Emergency Services Collaboration programme are made by the PFCC via the decision sheet process or, where appropriate, Chief Officers under existing schemes of delegation and consent. Where the latter is the case, these decisions must have due regard to the strategic direction set by the Strategic Governance Board and will be reported into the Strategic Governance Board.

Recommendations to the PFCC are to be formulated by the Board on the basis of consensus wherever possible. Where there is divergence of opinion between members of the Board, this is to be made clear to the PFCC when the matter is referred to them for decision.

Stakeholder engagement:

It is recognised that collaboration proposals relating to Enabling Services will also require the active involvement and consent of the Chief Constable of Kent Police and the Kent Police and Crime Commissioner, who are equal partners in the current Police Shared Services Directorate and the wider 7 Force collaboration programme. Responsibility for engaging Kent colleagues in this regard will sit with the Chief Constable and PFCC respectively.

The Chief Officers of Essex Police, the Essex County Fire and Rescue Service and the East of England Ambulance Service NHS Trust will ensure that the recognised representative bodies of their respective organisations are sighted on all programme work being considered or undertaken, on behalf of their membership.

Any formal consultation with staff required as a result of the collaboration programme will be undertaken by the relevant Chief Officers.

Gateway process for approval of project business cases:

Suggestions to progress additional collaboration initiatives across two or more of the organisations represented within the Essex Emergency Services Collaboration

Programme will be raised in the first instance at the Collaboration Programme Board for authorisation to progress discussions within the relevant organisations.

Subject to the Programme Board authorising progression to the next stage, proposals will be developed into a Project Initiation Document (PID) (setting out the scope of the project idea, including the mandate, options, outcomes and benefits pathway), to be presented to the relevant Chief Officer teams as follows:

- Essex Police Chief Officer Group (COG)
- Essex County Fire and Rescue Service Leadership Team (SLT)
- EEAST Senior Management Team (SMT)

Subject to the relevant internal governance bodies being content to progress to the next stage of proposal development, the relevant Chief Officers will appoint work-stream leads (project managers) who will be responsible for the development of a Strategic Outline Case (SOC) (including the resourcing requirements, project organisation structure, quality register, risks and issues register, and communications strategy) to be presented to the Strategic Governance Board for consideration and approval in principle. ***No collaboration proposals will be considered by the Strategic Governance Board without first going through this process.***

As set out above, the Board makes recommendations to the PFCC but has no executive decision-making powers. Final decisions as to whether proposed collaboration initiatives are to be progressed are made by the PFCC via the decision sheet process or, where appropriate, Chief Officers under existing schemes of delegation and consent. Where the latter is the case, these decisions must have due regard to the strategic direction set by the Strategic Governance Board and will be reported into the Strategic Governance Board.

Meeting frequency:

The Board shall meet bi-monthly. The calendar of meetings shall be agreed at the start of each year. Unless otherwise agreed, formal notice of each meeting confirming the venue, time and date together with the agenda of items to be discussed and the associated papers will be forwarded to each member of the Board, any other person required to attend and all other appropriate persons determined by the Chair, no later than five working days before the date of the meeting.

Further meetings outside of the normal cycle of the Board can be convened at the request of the Chair or any of its members, subject to agreement by the Chair. Any meetings held outside the normal cycle of meetings should be convened with a minimum notice of five working days. Extraordinary or urgent meetings may be held with less notice but should be for exceptional matters only, subject to the Chair's agreement and quorum requirements. In this case the agenda and any supporting papers will be sent Board members and to other attendees at the same time as the meeting notice is sent out.

Oral reports will not be accepted for substantive agenda items except in very exceptional cases, at the discretion of the Chair.

Secretariat:

The Executive Project Support (Emergency Services Collaboration Programme) will provide the secretariat to the Board.

Programme Board:

The Strategic Governance Board (SGB) will be supported by the Essex Emergency Services Collaboration Programme Board (see separate Programme Board Terms of Reference). The Programme Board will provide reports into the Strategic Governance Board on progress against the collaboration work streams, as well as draft business cases, resource considerations and recommendations for decisions. The Programme Board is also the owner of the Collaboration Risk Register and will report to each meeting of the SGB on new, emerging and changing risks facing the programme and the mitigations put in place in response.

Review

The Terms of Reference of this Board will be reviewed on an annual basis.

Schedule 5 - Specified Information Orders

1 Introduction

- 1.1 The Essex Police, Fire and Crime Commissioner Fire and Rescue Authority (“the Commissioner”) has a statutory duty to publish documents and information as set out in the Elected Local Policing Bodies (Specified Information) Order 2011, the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2012 and the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2013.
- 1.2 A full copy of the order can be found here: [Elected Local Policing Bodies \(Specified Information\) Order 2011](#).
- 1.3 A summary of the information which is required to be published and the timeline for that publication is included below.

2 Information which is required to be published

- 2.1 In relation to the Commissioner and any Deputy Commissioner appointed by the Commissioner:
- a) Their name.
 - b) Their address for correspondence.
 - c) Their salary.
 - d) The allowances paid in respect of expenses incurred by the office holder in the exercise of the body’s functions.
 - e) A register of interests, including every paid employment or office or other pecuniary interest.
 - f) The number of complaints or conduct matters that have been brought to their attention by the Police, Fire and Crime Panel (either because they have been referred to the Independent Office for Police Conduct, or because they are being subjected to informal resolution by the Panel).
- 2.2 In relation to the staff in the Commissioner’s office (excluding any Deputy Commissioner appointed by the Commissioner):
- a) The number of members of staff
 - b) The proportion of the staff who:
 - i. Are women.
 - ii. Are, to the knowledge of the Commissioner, members of an ethnic minority.
 - iii. Have, to the knowledge of the Commissioner, a disability (within the meaning of section 6 of the Equality Act 2010).
 - c) An organisational chart showing the structure of the staff.
 - d) The job title, responsibilities and salary of each senior employee¹ and (unless the senior employee refuses to consent to the publication of his name) the name of the senior employee;
 - e) A register of each offer of a gift or hospitality made to a relevant office holder or member of staff, indicating whether the offer was accepted or refused.

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¹ Defined as a member of staff whose salary exceeds £58,200

- 2.3 In relation to the power of a local authority to provide administrative, professional or technical services to the Commissioner under section 1 (1) of the Local Authorities (Goods and Services) Act 1970, information as to any arrangements for use by the Commissioner of the staff of a local authority under those provisions.
- 2.4 In relation to the income and expenditure of the Commissioner:
- a) The total budget of the Commissioner.
 - b) The precept issued by the Commissioner.
 - c) Information as to each anticipated source of revenue other than that precept.
 - d) Information as to the proposed expenditure of the Commissioner.
 - e) A copy of the annual Treasury Management Strategy of the Commissioner.
 - f) Information as to each item of expenditure in relation to travel by, accommodation for or subsistence of the individual undertaking the role of the Commissioner, including the receipt of funds, the purpose of the expenditure and the reason why the Commissioner consider that good value for money would be obtained, and
 - g) Each item of expenditure of in relation to other matters that exceeding £500 including the recipient of the funds, the purpose of the expenditure and the reasons why the Commissioner considered that good value for money would be obtained.
- 2.5 In relation to the property, rights and liabilities of the Commissioner:
- a) The identity of any premises or land owned by, or occupied for the purposes of, the Commissioner.
 - b) A copy of each contract with a value exceeding £10,000 to which the Commissioner is or is to be a party.
 - c) A copy of each invitation to tender issued by the Commissioner in relation to a contract, which the body expects will have a value exceeding £10,000.
 - d) A list of every contract with a value not exceeding £10,000 to which the Commissioner is or is to be a party, including the value of the contract, the identity of every other party to the contract and the purpose of the contract.
- 2.6 In relation to the decisions of the Commissioner:
- a) The date, time and place of each public meeting to be held by the Commissioner.
 - b) A copy of the agenda for each public meeting held by the Commissioner, and any report or other document that is the subject matter of an item on the agenda.
 - c) A copy of the minutes of each public meeting held by the Commissioner, and of each meeting which is not a public meeting but at which matters of significant public interest arising from the exercise of the body's functions are discussed.
 - d) A record of each decision of significant public interest arising from the exercise of the Commissioner's functions, whether made by the body at or as a result of a meeting or otherwise.
- 2.7 In relation to the policies of the Commissioner:
- a) A statement of the policy of the Commissioner in relation to the conduct of the Commissioner and any Deputy Commissioner appointed by the Commissioner, including procedures for the handling of qualifying

complaints and conduct matters (within the meaning of section 31 of the Police Reform and Social Responsibility Act 2011).

- b) A statement of the policy of the Commissioner in relation to the making of decisions of significant public interest arising from the exercise of the Commissioner's functions.
- c) A statement of the policy of the Commissioner in relation to records management, including procedures for the security and sharing of information and the retention and destruction of documents.
- d) A statement of the policy of the Commissioner in relation to the handling of qualifying disclosures (within the meaning of section 43B of the Employment Rights Act 1996).

3 Publication

3.1 The information specified in the following provisions is to be published as soon as practicable after an election, and shall be reviewed each year thereafter and any variation published:

- a) Paragraph 2.1 (a) to (c)
- b) Paragraph 2.2 (d)
- c) Paragraph 2.5(a)
- d) Paragraph 2.7

3.2 The information specified in paragraph 2.4 (a) to (e) is to be published in respect of each financial year, before the beginning of the financial year to which it relates.

3.3 The information specified in paragraph 2.1(f) is to be published in respect of each financial year, as soon as practicable after the end of the financial year to which it relates.

3.4 The information specified in paragraph 2.2 (a) to (c) is to be published as soon as practicable after an election, and shall be reviewed every six months thereafter and any variation published.

3.5 The information specified in the paragraphs 2.1(d), 2.4(f) and 2.5(d) is to be published quarterly, as soon as practicable after the end of the quarter to which it relates.

3.6 The information specified in paragraph 2.4 (f) and (g) is to be published each month, as soon as practicable after the end of the month to which it relates.

3.7 The information specified in paragraphs 2.1 (e) and 2.2 (e) is to be published as soon as practicable after an election, and any variation is to be published as soon as practicable after it becomes known to the elected local policing body.

3.8 The information specified in the following provisions is to be published as soon as practicable after it becomes available to the elected local policing body:

- a) Paragraph 2.5 (b) and (c)
- b) Paragraph 2.6

3.9 As in Essex the elected individual is the post holder for both the PCC and the Fire and Rescue Authority, the Commissioner must publish the information specified in 2.1 (a), (b), (c) and (e) in consolidated form rather than separately.

Schedule 6 - Information Management Protocol

Updated February 2020

1 Introduction

- 1.1 This Information Management Protocol has been developed to govern how information (including sensitive personal data) is processed between the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority ("the Authority"), and the Police, Fire and Crime Commissioner for Essex ("the PFCC").
- 1.2 It is acknowledged that, in the performance of its statutory functions as both the Authority and the Police and Crime Commissioner, it is necessary for the Police, Fire and Crime Commissioner ("the PFCC") to process information (including sensitive personal data) relating to both policing matters and the fire and rescue service. This Protocol is intended to ensure transparency about how such information is processed and handled by staff supporting them in their roles as the Authority and the PFCC.
- 1.3 This Protocol is intended to ensure transparency about how such information is processed and shared. This Protocol will explain:
 - a) The relationship between the Authority and the PFCC.
 - b) Who has managerial oversight and responsibility for the processing of information by the Authority and the PFCC.
 - c) Which information may be processed under this Protocol.
 - d) The processes for sharing such information.
 - e) The use of information under this Protocol.
 - f) How miscellaneous matters will be managed.
- 1.4 For the purposes of this Protocol the term "Authority" means persons employed by the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority who work solely on matters related to the fire and rescue service for Essex.
- 1.5 For the purpose of this Protocol the term "PFCC" means persons employed by the PFCC.
- 1.6 This Protocol is designed to provide clarity by setting out the administrative processes by which the relevant information processing will occur.
- 1.7 Information processed in accordance with this Protocol will comprise of some information that is defined as 'personal data' under Section 1 of the Data Protection Act 2018 ("DPA") and Article 4(1) of the General Data Protection Regulation (2016/679) ("GDPR"). The Protocol helps support compliance with such data protection legislation.

2 The relationship between the Authority and the PFCC

- 2.1 The Policing and Crime Act 2017 enabled police and crime commissioners to take on the governance of fire and rescue authorities, subject to a business case being approved by the Home Office. In accordance with the Police, Fire and Crime Commissioner for Essex (Fire and Rescue Authority) Order 2017 ("the Order"), from 1st October 2017, the Police

and Crime Commissioner for Essex became the Police, Fire and Crime Commissioner for Essex and took on responsibility for the governance of fire and rescue services in Essex.

- 2.2 The PFCC employs a small team to support them in discharging their functions as the PCC and as the Authority.
- 2.3 In order for the PFCC to discharge those functions, it is necessary for the PFCC to process information relating to both policing and fire and rescue services. The Authority and the PFCC will share information to ensure smooth governance and that all relevant statutory functions are being properly discharged. The PFCC will ensure that such information is limited to that which is strictly necessary.
- 2.4 This Protocol is not intended to cover information that is shared by the Authority or the PFCC with the Essex Police, Fire and Crime Panel. This is supported by separate Protocols.

3 Managerial oversight for the processing of information by the Authority and the PFCC

- 3.1 Managerial oversight of the information processing under this Protocol will be conducted by the individuals identified in the following paragraphs.
- 3.2 In the case of processing of information by the Authority, managerial oversight will be conducted by the Deputy Chief Fire Officer (Rick Hylton), who is based at Kelvedon Park and may be contacted by email at rick.hylton@essex-fire.gov.uk.
- 3.3 For the PFCC, managerial oversight will be performed by the Chief Executive and Monitoring Officer (Pippa Brent-Isherwood), who is also based at Kelvedon Park and may be contacted by email at pippa.brent-isherwood@essex.police.uk.
- 3.4 Both individuals will be responsible for the management of this Protocol and ensuring compliance with it.
- 3.5 Processing of information on a day-to-day basis under this Protocol will generally be undertaken by other individuals and methods described in Section 5.

4 Information that may be processed under this Protocol

- 4.1 As a broad principle any information within the possession of the Authority may be processed by the PFCC.
- 4.2 That said, the PFCC will only process information relating to the Authority where all of the following apply:
 - a) The processing is reasonably required to assist the Authority in exercising the functions of their office effectively.
 - b) The processing would not contradict any legal obligation upon the Authority that precludes such processing.
- 4.3 Subject to 4.2 above and notwithstanding that the PFCC will be entitled to process information relating to the Authority as required to fulfil and exercise the Authority's statutory functions, the PFCC does not intend to process information relating to the

Authority in such a way to prejudice ongoing or potential investigations or prosecutions by the Authority or other parties.

- 4.4 Information will be shared by the PFCC with the Authority where necessary to exercise the Authority's functions and will be strictly limited to information which is necessary and appropriate for that purpose. The PFCC will share no excessive or irrelevant information with the Authority.

5 Processes for sharing

- 5.1 The processes for sharing information between the Authority and the PFCC will be shared in accordance with any of the following basic process models, with the most appropriate option used according to the circumstances:

- a) **Request and Respond** – the PFCC will approach the Authority to request information they believe the latter does, or may, hold. This could be via telephone, email, letter, arising from a meeting, or by use of a form. The Authority would then respond to the PFCC by any of those means.
- b) **At a Meeting** – a formal meeting (with terms of reference, agenda etc.) will be held to which representatives of the Authority and the PFCC will be invited. The parties will attend with their information likely to be of interest to parties. At the start of the meeting a confidentiality statement will be signed by all attendees. During the course of the meeting attendees will disclose relevant information as necessary.
- c) **'Self-Service'** – the PFCC will have direct access to the Authority's information (usually via an IT system) and the PFCC will obtain the information through that process. When accessing the Authority's IT systems, the PFCC will abide by the Authority's IT policies and procedures.
- d) **Digital Feed** – The Authority will automatically provide the PFCC with information digitally via an IT infrastructure, usually on a regular, repeated basis.

- 5.2 Information shared will be provided in any of the following formats, with the most appropriate option used according to the circumstances:

- Verbally (e.g. either face to face meetings or via the telephone).
- Digitally (e.g. via email, text, through access to an IT System, via digital media, via screen etc.).
- Hard copy (e.g., via completed forms, print outs, other documents).

6 Use of Information

- 6.1 Any information processed under this Protocol may only be used by:

- a) The PFCC for the purposes of the effective exercise of the Authority's functions or as otherwise required by, or under, any rule of law.
- b) The Authority in the support of the PFCC's functions, or as otherwise required by, or under, any rule of law.
- c) Any information processed in accordance with this Protocol will not be used in a manner that contradicts any prohibition on further disclosure including, where applicable, the common law duty of confidence. Information will be accessed by individuals on a 'need to know' basis.

7 Miscellaneous Matters

- 7.1 This Protocol will come into effect on 1st March 2020 and supersedes the previous version, which came into effect on 1st October 2017.
- 7.2 This Protocol will continue to apply for as long as the PFCC is the fire and rescue authority for Essex as determined by section 3(2) of the 2017 Order.
- 7.3 This Protocol will be reviewed within twelve months from the date it comes into effect and thereafter as necessary. The review will be initiated by either of the individuals listed in section 3. They will consider whether the Protocol is still useful and fit for purpose, identify any emerging issues, and determine whether the Protocol should be amended in any way.
- 7.4 The use of the Government Security Classifications (GSC) will be adhered to in relation to the handling of any information processed in accordance with this Protocol.
- 7.5 Should either party receive any request for information, such as a freedom of information request, data protection subject access request, or under any other under rule of law, that encompasses information processed in accordance with this Protocol, that party will inform the other as soon as possible, and in any case prior to the disclosure of the information, in order that the potential implications of responding to the request can be fully assessed and any necessary remedial actions initiated.
- 7.6 The Authority acknowledges that, where it is necessary and appropriate to do so, some information relating to the Authority may be shared by the PFCC with the Essex Police, Fire and Crime Panel.
- 7.7 Should the Authority receive a complaint relating to the PFCC's policing functions, it will inform the PFCC's Chief Executive and Monitoring Officer as soon as possible.
- 7.8 Any letters and electronic communications from Members of Parliament (and those of similar standing) will be shared between the Authority and the PFCC where the content and response falls within their respective responsibilities. Where a letter or electronic communication contains operational matters the Chief Fire Officer / Chief Executive's office will provide the Authority with a draft response to that matter. The PFCC will use such draft as the basis of its response to the communication.
- 7.9 All staff involved with processing information in accordance with this Protocol will be provided with sufficient training and guidance to enable them to comply with this Protocol and the data protection legislation.
- 7.10 This Protocol may be made public in accordance with the Commissioner's transparency agenda.

Schedule 7 -



Information Sharing Protocol

Police, Fire and Crime Commissioner for
Essex

and

Police, Fire and Crime Panel for Essex

1. Introduction

This Information Sharing Protocol (ISP) has been developed between the Police, Fire and Crime Commissioner for Essex (the 'PFCC'²) and the Police, Fire and Crime Panel for Essex ('the Panel') or hereafter termed 'parties' to explain:

- why the parties have agreed to share information;
- the legal justification behind the sharing;
- who, within each party, has managerial oversight and responsibility for the information sharing;
- which information may be shared;
- the processes for sharing;
- the use of shared information;
- how miscellaneous matters will be managed.

This version of the ISP replaces all previous versions of this document.

For the purposes of this ISP the term 'sharing' information means providing or disclosing information to the other party by any means.

This ISP is designed to provide clarity and reassurance to both parties by setting out the administrative processes by which sharing will occur.

Information shared under this ISP will comprise of some information that is defined as 'personal data' under the Data Protection Act 2018 and the General Data Protection Regulation 2016 (GDPR) and the ISP helps support both parties' compliance with that legislation.

In October 2017 the Essex Police and Crime Commissioner took on a single governance role for the Essex County Fire and Rescue Service and since that point has become the Police, Fire and Crime Commissioner (PFCC). In line with this change the Panel is now called the Essex Police, Fire and Crime Panel. The PFCC is two separate legal entities, one with responsibilities for the police and the other being the fire and rescue authority. This protocol applies to both entities.

The Panel is a joint committee of the 15 Essex local authorities which is administered and supported by Essex County Council which has entered into a grant agreement with the Home Secretary under which the Panel receives funding for its activities. Both the PFCC and the Panel are subject to the Data Protection Act 2018 and the GDPR. The PFCC and Essex County Council have each appointed a Data Protection Officer (DPO) who may provide guidance and advice on information sharing and associated policy and procedure.

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² For the purposes of this ISP the term PFCC is used to encompass the person elected as the Essex Police, Fire & Crime Commissioner and any staff authorised to work for or on their behalf or under their direction and control.

2. Why the parties have agreed to share information

The Police Reform and Social Responsibility Act 2011 created the role of PCC for each of the police forces in England and Wales (excluding London) and set out the functions that the PFCC and the PFCP must discharge.

The Policing and Crime Act 2017 obligates 'blue light services' to collaborate more effectively. Following public consultation, the submission of a business case and approval by the Home Office, the PCC for Essex took on single governance of the Essex County Fire and Rescue Service in October 2017, becoming the Essex Police, Fire and Crime Commissioner, Fire and Rescue Authority. Equally, the Essex Police and Crime Panel scrutinises the PFCC and is now the Essex Police Fire and Crime Panel (PFCP).

For the PFCP to discharge those functions there is a requirement for some personal data in the possession of the PFCC to be shared with the PFCP. A reciprocal sharing of some personal data from the PFCP to the PFCC may also be required to assist in the discharge of the PFCC's functions.

This ISP is not intended to cover a) information sharing between the PFCC and Essex Police or b) information sharing between the Essex Police, Fire and Crime Panel and Essex Police or the Independent Office of Police Conduct.

3. How the sharing can be legally justified

The legal justification for the sharing of personal data between the PFCC and the PFCP is derived from the Police Reform and Social Responsibility Act 2011 and Statutory Instrument 2011 No. 2744, '[The Policing Protocol Order 2011](#)'.

That instrument is an outcome of Section 79 of the Police Reform and Social Responsibility Act 2011 which required the Secretary of State to issue a Policing Protocol, namely a document setting out, or otherwise making provision about, the ways in which relevant persons should exercise or refrain from exercising functions so as to encourage, maintain or improve working relationships or limit or prevent the overlapping or conflicting exercise of functions.

"Relevant persons" for these purposes are the Secretary of State (in the exercise of their policing functions), elected local policing bodies (namely police and crime commissioners and the Mayor's Office for Policing and Crime), chief officers of police forces maintained by elected local policing bodies, and police and crime panels. These persons must have regard to the Policing Protocol in exercising their functions.

Paragraph 24 of the Protocol Order relates to Police and Crime Panels and states:

"The Panel provides checks and balances in relation to the performance of the PCC. The Panel does not scrutinise the Chief Constable – it scrutinises the PCC's exercise of their statutory functions. While the Panel is there to challenge the PCC, it must also exercise its functions with a view to supporting the effective exercise of the PCC's functions. This includes-

...

(d) the power to review the draft Plan and make recommendations to the PCC who must have regard to them;

- (e) the power to review the PCC's Annual Report and make reports and recommendations at a public meeting, which the PCC must attend;*
- (f) the power to require relevant reports and information in the PCC's possession (except those which are operationally sensitive) to enable them to fulfil their statutory obligations*
- ...

In order for the PFCC to provide information to the PFCP, the PFCP will, on occasion, need to make requests for information and those requests themselves may be considered information sharing.

4. Managerial Oversight for the Information Sharing

Managerial oversight of the sharing of personal data under this ISP will be conducted by the individuals identified in the following paragraphs:

In the case of the PFCC, the Chief Executive, Pippa Brent Isherwood, will perform that role. She is based at the office of Police, Fire and Crime Commissioner and may be contacted by email at Pippa.Brent-Isherwood@essex.police.uk

For the PFCP that role will be conducted by the Head of Democracy and Transparency at Essex County Council, currently Joanna Boaler. The Head of Democracy and Transparency is based at the offices of Essex County Council (County Hall, Chelmsford) and may be contacted by email at democratic.services@essex.gov.uk

Both individuals are responsible for the management of this ISP and ensuring compliance with it. Sharing of information on a day-to-day basis under this ISP will generally be undertaken by other individuals and methods described in Section 6.

5. Information that may be shared

As a broad principle any information within the possession of the PFCC may be considered for sharing with the PFCP.

However, personal data will only be shared by the PFCC with the PFCP where **all** of the following apply:

- the sharing is reasonably required to assist the PFCP in the exercising of its functions (as legally defined) effectively;
- the sharing would not contradict any legal or contractual obligation upon the PFCC that precluded sharing;
- the sharing would not, in the view of the PFCC, fetter, restrict or restrain the Chief Constable's direction and / or control of Essex Police, nor prejudice ongoing or potential investigations or prosecutions by Essex Police or other parties.

Information will be shared by the PFCP with the PFCC where necessary to exercise the PFCC or PFCP's functions or where thought necessary to assist the 'policing purpose'.

6. Processes for sharing

The detailed processes for sharing information between the PFCC and the PFCP will be developed by both parties at regular, appropriate intervals and may be documented in a further iteration of this ISP.

Information will be shared in accordance with any of the following basic process models, with the most appropriate option used according to the circumstances:

- **Request and Respond** – the PFCP will approach the PFCC to request information it believes the latter does, or may, hold. This could be via telephone, email, fax, letter, a list of actions arising from a meeting, or by use of a form. The PFCC would then respond to the PFCP by any of those means.
- **At a Meeting** – a formal meeting (with terms of reference, agenda etc.) will be held by the PFCP to which the PFCC (and on occasions the Chief Constable and / or Chief Fire Officer) will be invited. The parties will attend with their information likely to be of interest to parties. As a part of this agreement all parties accept that confidentiality is implicit. During the course of the meeting parties disclose relevant information as necessary.

Information shared will be provided in any of the following formats, with the most appropriate option used according to the circumstances:

- Orally e.g. either face to face meetings or via the telephone.
- Digitally – e.g. via email, text, through access to an IT system, via digital media, via screen etc.
- Hard copy – e.g. via completed forms, print outs, other documents.

The sharing will be undertaken by either of the individuals identified in Section 4 and any other individuals nominated by them as being permitted to do so. The parties will provide each other with the names and contact details of such individuals and will revise those lists as necessary.

7. Use of Shared Information

Any information shared under this ISP may only be used by:

- (i) the PFCP for the purposes of the effective exercise of the PFCP's functions (as legally defined) or as otherwise required by, or under, any rule of law.
- (ii) the PFCC in support of the PFCP's functions, or for 'the policing purpose' or as otherwise required by, or under, any rule of law.

Any information shared under this ISP will not be used in a manner that contradicts any prohibition on further disclosure including, where applicable, the common law duty of confidence. Shared information will be accessed by individuals on a 'need to know' basis.

Both parties will pay due regard to the protective marking applied to shared information under the Government Security Classification Scheme.

As separate 'data controllers' both parties are individually obliged to ensure that information received from the other party which is 'personal data' is 'processed'³ in accordance with the requirements of the Data Protection Act 2018 and GDPR.

8. Breaches

Any breaches of security, confidentiality or other violations of shared personal data must be reported to the owning party as soon as possible and in any case within 24 hours.

Any breach of information by a party is their responsibility. Each party is accountable for any misuse of personal data shared and the consequences of such misuse.

The parties shall provide reasonable assistance as is necessary to each other to facilitate the handling of any data security breach. In the event of a dispute or claim brought by a data subject or the Data Protection Authority concerning the processing of shared personal data against either or both parties, the parties will inform each other about any such disputes or claims and will cooperate with a view to settling them amicably in a timely fashion.

9. Miscellaneous Matters

Both parties:

- Agree that they may withdraw from the ISP upon giving written notice to the other party. A party who withdraws must continue to comply with the terms of this ISP in respect of any personal data that the party has obtained through being a signatory. Information which is no longer relevant should be returned or destroyed in an appropriate manner.
- Agree to review the ISP as necessary. The review will be initiated by either of the individuals listed in section 4. They will consider whether the ISP is still useful and fit for purpose, identify any emerging issues and determine whether the ISP should be extended for a further period or whether to terminate it. The decision to extend or terminate the ISP, and the reasons, will be recorded.
- Agree to respect any handling requirements, for example those arising from the use of the Government Security Classification Scheme.
- Agree that, should they receive any request for information, such as a Freedom of Information request, Data Protection Subject Access request, or under any other rule of law that encompasses information provided by the other party, they will advise the providing party as soon as possible. In any case communication between the parties should be prior to disclosure of the information, so that the potential implications of responding to the request can be fully assessed and any necessary remedial actions initiated.

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³ As defined in the Data Protection Act 2018

- Agree that should they receive any complaint concerning personal data provided by the other party they will advise the other party as soon as possible and in any case prior to responding to the complaint.
- Agree to provide all staff involved with information sharing under this ISP with sufficient training and guidance to enable them to comply with this ISP.
- Agree that this ISP may be made available to the public in its entirety.

Schedule 8 -

Revised Financial Management Code of Practice For the Police Forces of England and Wales and Fire and Rescue Authorities created under section 4A of the Fire and Rescue Services Act 2004.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/727772/CCS207_CCS0718021968-001_HO_FMCP_2018_Print_.pdf

Schedule 9 - Scheme of Delegation

1 Introduction

- 1.1 The Scheme of Delegation details the key responsibilities of the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority (“the Commissioner”) and those functions which they delegate to officers.
- 1.2 This Scheme of Delegation forms part of the Commissioner’s governance framework to ensure that business is carried out efficiently without unnecessarily delaying decisions.
- 1.3 The powers set out in this Scheme of Delegation should be exercised in accordance with the consent of the Commissioner, the law, standing orders, financial and procurement regulations, and also policies, procedures, plans, strategies and budgets including the Fire and Rescue Plan.
- 1.4 This Scheme of Delegation does not identify all the statutory duties of the Commissioner, which are contained in specific legislation and regulation.
- 1.5 Words denoting the singular shall include the plural and vice versa. Words denoting the masculine gender shall include the feminine gender and vice versa.

2 Public Accountability

- 2.1 The public accountability for the delivery and performance of the Essex County Fire and Rescue Service (“ECFRS”) is placed, by the Police, Fire and Crime Commissioner for Essex (Fire and Rescue Authority) Order 2017, into the hands of the Commissioner on behalf of their electorate.
- 2.2 The Commissioner draws on their statutory duty and electoral mandate to set and shape the strategic objectives of the fire and rescue service in consultation with the Chief Fire Officer / Chief Executive. The Commissioner is accountable to the electorate; the Chief Fire Officer / Chief Executive is accountable to the Commissioner for functions that are delegated to them.
- 2.3 The Commissioner will be held to account by the Essex Police, Fire and Crime Panel (“the Panel”) which will scrutinise their decisions.

3 The Key Roles of the Commissioner

- 3.1 The Commissioner has a statutory duty and electoral mandate to hold the Essex County Fire and Rescue Service to account on behalf of the public.
- 3.2 The Commissioner is the recipient of all funding, including the government grant and precept and other sources of income relating to fire and rescue services in Essex, and all funding for the Essex County Fire and Rescue Service must come via the Commissioner. How this money is allocated is a matter for the Commissioner in consultation with the Chief Fire Officer / Chief Executive, or in accordance with any grant terms. The Chief Fire Officer / Chief Executive will provide professional advice and recommendations.
- 3.3 The Commissioner has the legal power and duty to:

- a) Provide the local link between the fire and rescue service and local communities, working to translate the legitimate desires and aspirations of the public into action.
- b) Decide the budget and set the fire and rescue precept for the area.
- c) Maintain an efficient and effective fire and rescue service for the area.
- d) Set the strategic direction and objectives of the service through the Fire and Rescue Plan, which must have regard to the Fire and Rescue National Framework for England set by the Secretary of State.
- e) Scrutinise, support and challenge the overall performance of ECFRS including against the priorities agreed within the Fire and Rescue Plan.
- f) Approve an Integrated Risk Management Plan ("IRMP") for the area.
- g) Prepare and issue a Fire and Rescue Statement.
- h) Publish information specified by the Secretary of State and information that the Authority considers necessary to enable the people who live in the area to assess the performance of the ECFRS.
- i) Comply with all reasonable formal requests from the Police, Fire and Crime Panel to attend its meetings.
- j) Appoint a Chief Fire Officer / Chief Executive to lead and manage the personnel, equipment and services secured for carrying out the functions of the Fire and Rescue Service.
- k) Suspend and dismiss the Chief Fire Officer / Chief Executive.
- l) Appoint such other staff as the Authority thinks appropriate to enable the Authority to exercise their functions, and to pay remuneration, expenses, gratuities and pensions to those staff.
- m) Hold the Chief Fire Officer / Chief Executive to account for the exercise of:
 - i. The functions which are delegated to the Chief Fire Officer / Chief Executive.
 - ii. The functions of persons under the directions and control of the Chief Fire Officer / Chief Executive.
- n) Scrutinise the work of officers and staff of the service.
- o) Monitor all complaints made against employees, whilst having responsibility for complaints against the Chief Fire Officer / Chief Executive.

3.4 In order to exercise the functions of their office effectively, the Commissioner will need access to information and officer and staff within the Essex County Fire and Rescue Service. Such access to any information must not be unreasonably withheld or obstructed by the Chief Fire Officer / Chief Executive and / or fetter the Chief Fire Officer / Chief Executive's discretion and control of the Service.

3.5 The Commissioner is a corporation sole which owns all the assets, land and buildings upon it including all rights and liabilities which derive from that ownership. Any consent given by the Commissioner to the Chief Fire Officer / Chief Executive to enter into contracts is given on the condition that all assets arising from the contracts are for the use and benefit of the Commissioner. The role of the Commissioner outlined in paragraph 3.3, including the specific responsibility to raise revenues, particularly through the precept, which cannot be delegated, reinforce the position of retaining ownership of all assets and contracts for the benefit of the public of Essex.

- 3.6 The Commissioner may appoint a deputy to exercise their functions, with the exception of those functions which cannot be delegated detailed within paragraph 5.1.
- 3.7 The Commissioner may also arrange for any person who is not the Deputy PFCC to exercise any function of the Commissioner, whether or not there is a Deputy PFCC. Note however that the functions listed in paragraph 6.3 may **only** be delegated to a Deputy PFCC, if appointed.

4 General Principles of Delegation

- 4.1 This Scheme of Delegation does not attempt to list all matters that form part of the everyday management responsibilities, however delegated authority does include the management of the human and material resources required to deliver the delegated functions.
- 4.2 The Commissioner may ask that a specific matter is referred to them for a decision and not dealt with under this scheme of delegation.
- 4.3 Any person to whom powers have been delegated under this scheme may refer the matter back to the Commissioner for a decision if that person thinks this is appropriate, for example, due to sensitive issues or decisions with significant financial implications.
- 4.4 When a person is considering a matter under this scheme that impacts upon another person's area of responsibility, they should consult that person before proceeding with any decision.
- 4.5 This scheme includes the power for officers further to delegate in writing all or any of the delegated functions to other officers (described by name or post) either fully or under the general supervision and control of the delegating officer. Sub delegations shall be recorded in a register kept by the Monitoring Officer.
- 4.6 The power to dismiss staff shall not be delegated below the rank of Area Manager / Brigade Manager (for uniformed staff) or equivalent support staff Directors / Assistant Directors (for non-uniformed staff) and only be exercised in accordance with the Disciplinary Procedure.
- 4.7 In exercising delegated powers, officers shall not go beyond the provision in the revenue or capital budgets for the Commissioner, except to the extent permitted by Financial and Procurement Regulations.
- 4.8 All decisions made under delegations from the Commissioner must be recorded and available for inspection.
- 4.9 This scheme includes the obligation on officers to keep the Commissioner properly informed of activity arising within the scope of these delegations.
- 4.10 The Chief Fire Officer / Chief Executive is responsible for ensuring that the staff of the fire and rescue service are aware of the provisions and obligations of this Scheme of Delegation.
- 4.11 The Monitoring Officer, Chief Financial Officer and Head of Paid Service have statutory powers and duties relating to their positions and therefore do not rely on delegations in order for those powers and duties to be executed.

- 4.12 This Scheme of Delegation provides officers with the authority to undertake the duties of the Commissioner. Whilst undertaking these duties the person must comply with all other relevant statutory and regulatory requirements as well as:
- a) Fire and Rescue Services Act 2004
 - b) Civil Contingencies Act 2004
 - c) Policing and Crime Act 2017
 - d) Financial and Procurement Regulations
 - e) Home Office Financial Management Codes of Practice relating to the fire and rescue service
 - f) CIPFA Statement on the role of the Chief Financial Officer in public service organisations
 - g) The Public Contract Regulations
 - h) The Commissioner's employment policies and procedures
 - i) The Commissioner's Constitution
 - j) The Data Protection Act 2018, the General Data Protection Regulation and the Freedom of Information Act 2000
 - k) Health and Safety at Work legislation and codes.
 - l) Equality Act 2010 and related equality and diversity regulation and guidance
- 4.13 The Commissioner and their staff must have regard to the following. This list is indicative only and should not be considered to be exhaustive:
- a) The views of communities in Essex
 - b) Any report or recommendation made by the Police, Fire and Crime Panel on the Fire and Rescue Statement for the previous financial year
 - c) The Fire and Rescue Plan and any guidance issued by the Secretary of State
- 4.14 This Scheme of Delegation is a record of the formal delegations that are in effect at the time of its publication. The Commissioner's Constitution, including this scheme of delegation will be reviewed periodically.

5 Commissioner's functions that are not delegated to Officers

- 5.1 The following functions have not been delegated by the Commissioner:
- a) The function of calculating a council tax requirement.
 - b) The function of approving the Fire and Rescue Plan and the Fire and Rescue Statement.
 - c) The function of approving the Integrated Risk Management Plan.
 - d) The function of appointing, suspending or dismissing the Chief Fire Officer / Chief Executive.
 - e) The function of holding the Chief Fire Officer / Chief Executive to account for functions which are delegated to them or functions of persons under the direction and control of the Chief Fire Officer / Chief Executive.
 - f) The function of approving a pay policy statement prepared for the purposes of section 38 of the Localism Act 2011.
 - g) The function of approving arrangements to enter into a reinforcement scheme under section 13 of the Fire and Rescue Services Act 2004.
 - h) The function of approving arrangements with other employers of fire fighters under section 15 of the Fire and Rescue Services Act 2004.

- i) The function of approving arrangements under section 16 of the Fire and Rescue Services Act 2004.
- j) The function of approving plans, modifications to plans and additions to plans for the purpose of ensuring that:
 - i. So far as is reasonably practicable, the Commissioner is able to perform their fire and rescue functions if an emergency occurs; and
 - ii. The Commissioner is able to perform its functions so far as necessary or desirable for the purpose of preventing an emergency, or reducing, controlling or mitigating the effects of an emergency, or taking other action in connection with it.
- k) The function of approving any arrangements for the co-operation of the Authority and other general Category 1 responders and general Category 2 responders in respect of:
 - i. The performance of the Commissioner's duty as a fire and rescue authority under section 2 of the Civil Contingencies Act 2004; and
 - ii. Any duties under subordinate legislation made in exercise of powers under that Act.
- l) The function of approving the Medium Term Financial Plan, the Capital Financing Policy and the Treasury Management Strategy.
- m) The function of approving decisions on permanent savings in the budget to achieve the Commissioner's priorities.
- n) The function of approving the Estates Strategy.
- o) The function of making an order for the compulsory acquisition of land in accordance with the Acquisition of Land Act 1981.
- p) The function of acquisition of land in advance of requirements.
- q) The function of approving the IT / Technology Strategy.
- r) The function of confirmation of any order or the issue or grant of any permission, consent, licence or other determination which is the subject of a statutory right of objection that has been duly exercised.
- s) The function of approving decisions on the closure or re-location of fire stations.
- t) The function of reducing or varying, on a permanent basis, the number of fire appliances and the method used to crew the appliances.
- u) The function of approving the People Strategy.
- v) The function of approving the staff Code of Conduct.
- w) The function of approving the Staff Disciplinary and Grievance Policies.
- x) The function of approving the Complaints and Compliments and Whistleblowing Policies.
- y) The function of approving the Anti-Fraud and Corruption Strategy.
- z) The function of approving prevention, protection and response strategies.
- aa) The function of approving the Risk Management Policy and Strategy.
- bb) The function of affixing documents with the common seal of the Commissioner as required by the Financial and Procurement Regulations.

6 Functions which are delegated to the Deputy Police, Fire and Crime Commissioner

- 6.1 The Commissioner may appoint a deputy ("Deputy PFCC") to exercise their functions, with the exception of those detailed in paragraph 5.1 a-k.

- 6.2 With the exception of the functions detailed in paragraph 5.1 a-k the Deputy PFCC has the power to exercise all of the functions of the Commissioner.
- 6.3 The Deputy PFCC may arrange for any other person to exercise any function of the Commissioner which is exercisable by the Deputy PFCC, with the exception of:
- a) The function of determining the Commissioner's priorities and objectives for the purpose of the Fire and Rescue Plan and the Fire and Rescue Statement.
 - b) The function of attendance at a meeting of the Police, Fire and Crime Panel for Essex in compliance with a requirement by the Panel to do so.
 - c) The function of appointing a local auditor under section 7 of the Local Audit and Accountability Act 2014.
 - d) The function of deciding whether to enter into a liability limitation agreement under section 14 of the Local Audit and Accountability Act 2014.

7 Functions delegated to the Chief Fire Officer / Chief Executive

- 7.1 To act as the Head of Paid Service under section 4 of the Local Government and Housing Act 1989.
- 7.2 To exercise the functions of the Commissioner, excluding those functions set out in 5.1, and in particular:
- a) To prepare an Integrated Risk Management Plan which is in accordance with the requirements of the Fire and Rescue National Framework for England. The plan must set out an assessment of all foreseeable fire and rescue related risks that could affect the area and proposals, including about the allocation of resources for the mitigation of those risks. The Commissioner may not make arrangements for the delegation of the function of preparing and publishing an integrated risk management plan to any person other than the Chief Fire Officer / Chief Executive.
 - b) To undertake the recruitment and management of staff in accordance with agreed policies and procedures.
 - c) To take decisions and exercise discretions on matters of personnel, development, health and safety and compensation as set out in the fire and rescue service's employment policies and procedures.
 - d) To determine and issue general guidelines to officers and staff for the management of human resources and in particular recruitment, training, conditions of service, rewards, health and safety and employment relations, discipline and dismissals.
 - e) To implement national and local pay awards.
 - f) To exercise discretions under certain provisions of the Local Government Superannuation Regulations and Firemen's Pension Scheme after consultation with and having due regard to the opinion of the Chief Financial Officer. In particular but not limited to:
 - i) In respect of retirement allowances payable to Grey Book employees as set out in the National Joint Council for Local Authorities Fire Brigade Scheme of Conditions of Service (2004), the Firemen's Pension Scheme Order 1992 and the Firefighters Pension Scheme (England) Order 2006,

the Chief Fire Officer is authorised to exercise discretion on behalf of the Commissioner regarding retirement on the grounds of permanent disability and determination of awards to be received under the scheme, and to approve members of the Firefighters' Pension Scheme to count as pensionable service any absence as a result of industrial action providing they pay the appropriate pension contributions.

ii) In respect of retirement allowance payable to Green Book employees as contained in the Local Government Pension Scheme Regulations 1997 and the Local Government Pension Scheme (Transitional Provisions) Regulations 1997 as amended, the Chief Fire Officer is authorised to exercise the powers and duties of the Commissioner to release early payment of pension benefits in relation to redundancy, efficiency of the service or in accordance with Regulation 31 of the Local Government Pension Scheme Regulations 2013 subject to approval by the Commissioner after consultation with the Chief Financial Officer.

g) To authorise the acquisition, re-use, appropriation and disposal of land and buildings or of any interest therein limited to £100,000.

h) In an operational context, managing and providing strategic leadership for any major operational incidents by devising, overseeing and monitoring plans and the use of resources and authorising recall to duty, where appropriate, or delegating such operational roles to a senior officer (Brigade Manager).

i) To influence the direction of local, regional and national policy in support of the vision, aims and objectives of the Commissioner.

j) To ensure that the Commissioner's activities are carried out with maximum effect and efficiency.

k) To manage the Commissioner's budget, along with the Chief Financial Officer, and ensure that good value for money is obtained in exercising functions of the fire and rescue service.

l) To lead and direct the strategic management of the fire and rescue service.

m) Authorise named employees of the fire and rescue service, in writing, to exercise those powers, as are relevant to the Commissioner, under sections 44, 45 and 46 of the Fire and Rescue Services Act 2004.

n) authorise named employees of the fire and rescue service, in writing, to exercise powers as are relevant to the Commissioner under the Regulatory Reform (Fire Safety) Order 2005.

o) Authorise named employees of the fire and rescue service, in writing, to exercise those powers, obligations etc. as are relevant to the Commissioner under any statutory provision which may from time to time be created, replace, amend or extend the provisions of any enactment and any orders, directions, regulations, code or byelaws made thereunder and any ministerial circulars or advice or note relating thereto.

p) To authorise surveillance activity in accordance with the fire and rescue service's policy.

- 7.3 To provide information to the Essex Police, Fire and Crime Panel as appropriate to enable the Panel to carry out its functions.
- 7.4 To consider and approve, in consultation with the Chief Financial Officer, the indemnity to the Commissioner and Deputy PFCC in accordance with the Local Authorities (Indemnities for Members and Officers) Order 2004.
- 7.5 The Commissioner gives consent to the Chief Fire Officer / Chief Executive to enter into contracts involving the sale or purchase of goods and services up to £250,000, provided that:
 - a) Any assets arising from the transfer are treated in accordance with paragraph 3.5
 - b) The contracts do not relate to land
 - c) The contracts do not relate to the borrowing of money
 - d) The Commissioner if advised in writing of the intention to enter into the contract at least seven days in advance. On receipt of the written notice, the Commissioner may withdraw their consent to enter into the contract or become either a party or the party to the contract of which they have been notified.
- 7.7 The Commissioner gives consent to the Chief Fire Officer / Chief Executive, in any legal proceedings involving the Commissioner, to approve the financial settlement of all claims or requests for compensation that are non-significant because:
 - a) The compensation to be paid is £100,000 or less (to include multiple or linked claims / claimants) or, in the case of accident claims or ex-gratia payments for damage caused by officers and staff, the compensation sum is £10,000 or less
 - b) They do not involve a high profile claimant including Principal Officers
 - c) There is no significant public interest in the case
 - d) The risk that the Commissioner or ECFRS will be exposed to serious public criticism or serious weakness in the organisation of policies and procedures is considered low
 - e) It is not a test case
- 7.7 The duties of the Chief Fire Officer / Chief Executive shall be performed by them personally or, where they are unable to act owing to absence or illness, personally by the Deputy Chief Fire Officer.

8 Functions delegated to the Chief Financial Officer

- 8.1 To exercise the proper administration of the Commissioner's financial affairs as set out in Section 151 of the Local Government Act 1972, section 73 of the Local Government Act 1985 and section 112 of the Local Government Finance Act 1988.
- 8.2 To have responsibility for the overall management of the internal audit function in accordance with the Accounts and Audit Regulations 1996.
- 8.3 To produce and manage the Commissioner's cash flow in accordance with the treasury management strategy and supporting policies and procedures.
- 8.4 To deal with all insurance matters
- 8.5 To prepare the Commissioner's budget for submission to the Commissioner and undertake day-to-day management of the Commissioner's budget. To commit expenditure within the Commissioner's approved budget to meet the objectives agreed with the Commissioner and reflected in the Fire and Rescue Plan. To manage co-

ordination of the budget process and monitor the Commissioner's actual performance against budget.

- 8.6 Reporting to the Commissioner, via the Fire and Rescue Strategic Board, a proposed Treasury Management Strategy for the coming financial year no later than February of the preceding year.
- 8.7 To implement and monitor the Treasury Management Strategy
- 8.8 All Commissioner decisions on borrowing, investment or financing are delegated to the Chief Financial Officer, who is required to act in accordance with CIPFA's Code of Practice for Treasury Management, following approval of the Treasury Management Strategy.
- 8.9 To manage grants awarded to the Commissioner.
- 8.10 To make arrangements for securing and preparing the Commissioner's accounts and seek assurances that there are appropriate arrangements in place for the service's accounts.
- 8.11 To approve the opening and closing of all bank accounts.
- 8.12 To initiate a review of the Financial and Procurement Regulations from time to time (at least annually) and to update any financial limits therein broadly in line with inflation for approval by the Commissioner.
- 8.13 Within Service budgets, accept tenders, place contracts and procure other resources within or outside the entity subject to compliance with the Financial and Procurement Regulations.
- 8.14 The Commissioner gives consent to the Chief Financial Officer to enter into contracts involving the sale or purchase of goods and services up to £250,000, provided that:
 - a) Any assets arising from the transfer are treated in accordance with paragraph 3.5
 - b) The contracts do not relate to land
 - c) The contracts do not relate to the borrowing of money
 - d) The Commissioner if advised in writing of the intention to enter into the contract at least seven days in advance. On receipt of the written notice, the Commissioner may withdraw their consent to enter into the contract or become either a party or the party to the contract of which they have been notified.
- 8.15 Terminate contractual and other commissioning arrangements after receiving appropriate legal advice.
- 8.16 To deliver the finance functions and those related to activities delivered under any contract or Service Level Agreement.
- 8.17 To provide financial information to the media, members of the public and the community as required.
- 8.18 To act as money laundering reporting officer under the Proceeds of Crime Act 2002 and Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payee) Regulations 2017 or other appropriate legislation from time to time in force.

- 8.19 To determine when any goods are surplus to requirements or obsolete and arrange for disposal in line with financial and procurement regulations.
- 8.20 After consulting with the Chief Fire Officer / Chief Executive and the Monitoring Officer, to report to the Commissioner and the external auditor if they consider that any proposal, decision or course of action will involve incurring unlawful expenditure, or is unlawful and is likely to cause a loss or deficiency, or if the Authority is about to enter an item of account unlawfully.
- 8.21 To appoint a deputy in accordance with the Local Government and Housing Act 1989.
- 8.22 The duties of the Chief Financial Officer shall be performed by them personally or, where they are unable to act owing to absence or illness, personally by such member of suitably qualified staff as they have for the time being nominated as their deputy.

9 Functions delegated to the Monitoring Officer

- 9.1 To lead on the promotion of good governance, including by maintaining an up to date version of the Constitution and ensuring it is widely available for consultation by the Authority, the Chief Fire Officer / Chief Executive, their staff and the public.
- 9.2 To authorise the institution, defence, withdrawal or compromise of any claims or legal proceedings, civil or criminal including the making of appeals, but they shall consult the Chief Fire Officer / Chief Executive and the Commissioner before settlement.
- 9.3 To make arrangements to approve and appoint external solicitors and Counsel to represent the Commissioner from time to time.
- 9.4 To sign any document necessary in any legal procedure or legal proceedings on behalf of the Commissioner unless any enactment otherwise requires or authorises, or the Commissioner gives authority to some other person for the purpose of such procedure or proceedings.
- 9.5 To authorise officers to appear before Magistrates' Courts or District Judges.
- 9.6 To authorise the giving of any indemnity by the Commissioner after consultation with the Chief Financial Officer and Commissioner.
- 9.7 To be the Proper Officer of the Commissioner except where legislation or this scheme names another officer and to authorise the making and issue of any formal documents.
- 9.8 To authenticate documents on behalf of the Commissioner.
- 9.9 To determine which documents should be affixed with the Commissioner's common seal.
- 9.10 Where requested to do so, to exercise powers and duties delegated by the Police, Fire and Crime Panel in relation to complaints against the Commissioner and / or their Deputy. This may include the receipt of complaints, the recording of them and notification to the Police, Fire and Crime Panel in accordance with the relevant regulations.
- 9.11 After consulting with the Chief Financial Officer, to report to the Commissioner and to the Police, Fire and Crime Panel if they consider that any proposal, decision or omission by the Authority, by any committee or sub-committee of the Authority, by any person holding office or employment under the Authority, or by any joint committee on which the Authority

is represented has given rise, or would likely give rise, to unlawfulness or contravention of any code of practice made or approved by or under any enactment.

- 9.12 To appoint a deputy in accordance with the Local Government and Housing Act 1989.
- 9.13 The duties of the Monitoring Officer shall be performed by them personally or, where they are unable to act owing to absence or illness, personally by such member of their staff as they have for the time being nominated as their deputy.

10 Urgent Matters

- 10.1 If any matter, which would normally be referred to the Commissioner for a decision arises, cannot be delayed, and the Commissioner or their Deputy are not available, the appropriate chief officer may decide the matter.
- 10.2 The appropriate persons authorised to decide urgent matters are the:
 - a) Chief Fire Officer / Chief Executive
 - b) Deputy Chief Fire Officer
 - c) Chief Financial Officer
- 10.3 Urgent decisions taken must be reported to the Commissioner as soon as practically possible.

Schedule 10

Code of Conduct

27 November 2018
Version V1.2

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Written By	P. Brent-Isherwood	November 2018
Authorised By		
Published		
Review Date		

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Version Number	Date	Reason for review	Comments
1.0	November 2012		First publication
1.1	April 2013	Review decided by PFCC	
1.2	November 2018	Reviewed as part of a wider review of the Constitution	Amendments reflect joint governance of the police and fire and rescue services w.e.f. October 2017

PART 1

Introduction

This Code as a whole is consistent with the seven “Nolan Principles” which are set out in Article 5 of the Constitution and is closely aligned to the local Codes of Conduct adopted by local authorities in Essex under the provisions of Section 29 (1) of the Localism Act 2011.

Essex Police and the Office of the Police, Fire and Crime Commissioner for Essex have also adopted the two further policing principles of **fairness** and **respect**.

I have adopted this Code and agree to abide by its provisions.

Any person that I may appoint as Deputy Police, Fire and Crime Commissioner (Deputy PFCC) is required to abide by the provisions of this Code also.

Interpretation

1. “relevant period” means the period of 12 months ending with the day on which notification was given to the Monitoring Officer of any disclosable pecuniary interests which existed at the time of the notification.
2. “profit or gain” includes any payments or benefits in kind which are subject to Income Tax
3. “beneficial interest” means having an economic benefit as a legal owner or holding it on trust for the beneficial owner, having a right to the income from the land or securities or a share in it or the right to the proceeds of sale or share of part of the proceeds of sale
4. For the purposes of this Code ‘PFCC’ refers to the corporate body known as the Police, Fire and Crime Commissioner for Essex

1.0 When Does The Code Apply?

- 1.1 This Code applies to me in the office of Police, Fire and Crime Commissioner when acting or representing that I am acting in that role.
- 1.2 It also applies to the Deputy PFCC when acting or representing that s/he is acting in that role.
- 1.3 This Code does not apply to me or the Deputy PFCC when acting in a purely private capacity.

2.0 General Obligations

- 2.1 I will treat others with respect and fairness.
- 2.2 I will uphold the law.
- 2.3 I will not:
 - (a) do anything which may cause a breach any of the equality enactments;
 - (b) bully any person;
 - (c) intimidate or attempt to intimidate any person who is or is likely to be:
 - (i) a complainant;
 - (ii) a witness; or
 - (iii) involved in the administration of any investigation or proceedings.

in relation to an allegation that I failed to comply with this Code of Conduct; or

- (d) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, the PFCC.

3.0 Confidential Information

3.1 I will not:

- (a) disclose information given to me in confidence by anyone, or information acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, except where:
 - (i) I have the consent of a person authorised to give it;
 - (ii) I am required by law to do so;
 - (iii) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or
 - (iv) the disclosure is:
 - (a) reasonable and in the public interest; and
 - (b) made in good faith and in compliance with the reasonable requirements of the PFCC
- (b) prevent another person from gaining access to information to which that person is entitled by law.
- (c) conduct myself in a manner which could reasonably be regarded as bringing my office or the PFCC into disrepute.

4.0 Conferring an Advantage or Disadvantage

4.1 I will:

- (a) not use or attempt to use my position improperly to confer on or secure for myself or any other person an advantage or disadvantage;
- (b) when using or authorising the use by others of the resources of the PFCC:
 - (i) Not use those resources for my personal benefit or for the benefit of myself, my friends, or any other person in relation to any business interest of mine.
 - (ii) Not use those resources improperly for political purposes (including party political purposes).

PART 2

5.0 Disclosable Pecuniary Interests

5.1 A Disclosable Pecuniary Interest in any business of the PFCC exists if it is of a description set out in 5.2 below and is either:

- (a) An interest of mine; or
- (b) An interest (of which I am aware) of a spouse, civil partner or a person I am living with as a spouse or civil partner ("known as Relevant Persons").

5.2 A Disclosable Pecuniary Interest is an interest which relates to or is likely to affect:

- (a) Any employment, office, trade, profession or vocation carried on by me or a Relevant Person for profit or gain;
- (b) Any payment or provision of any other financial benefit (other than from the PFCC) made or provided within the relevant period in respect of any expenses incurred in carrying out my duties as a Police, Fire and Crime Commissioner, or towards any election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992;
- (c) Any contract for goods, services or works which has not been fully discharged between me or a Relevant Person and the PFCC or a body in which I or they have a beneficial interest;
- (d) A beneficial interest in any land in the County of Essex;
- (e) A licence of any land in the County of Essex (alone or jointly with others) that I or a Relevant Person occupy for a month or longer;
- (f) Any tenancy where to my knowledge
 - (i) the landlord is the PFCC and
 - (ii) the tenant is a body in which I or a Relevant Person has a beneficial interest;
- (g) Any beneficial interest in securities of a body where:
 - 1. that body (to my knowledge) has a place of business or land in the County of Essex and
 - 2. either:
 - (a) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

- (b) the beneficial interest exceeds one hundredth of the total issued share capital of the share capital of that body, if of more than one class, the total nominal value of the shares of any one class.

6.0 Other Pecuniary Interests

6.1 I will have a pecuniary interest in any business of the PFCC where it relates to or is likely to affect:

- (a) Any person or body who employs or has appointed me;
- (b) Any contract for goods, services or works made between the PFCC and me or a firm in which I am a partner, a company of which I am a remunerated director, or a person or body of the description specified in paragraph 5.2(g) which has been fully discharged within the last 12 months;

7.0. Non-Pecuniary Interests

7.1 I will have a non-pecuniary interest in any business of the PFCC where it relates to or is likely to affect:

- (a) Any body of which I am a member or in a position of general control or management;
- (b) Any body:
 - (i) exercising functions of a public nature;
 - (ii) directed to charitable purposes; or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which I am a member or in a position of general control or management;
- (c) The interests of any person from whom I have received a gift or hospitality with an estimated value of at least £50;
- (d) A decision in relation to that business which might reasonably be regarded as affecting my wellbeing or the wellbeing of a relevant person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the County of Essex.

8.0. Disclosure of Interests

8.1 Subject to sub-paragraphs 8.3 to 8.4, I will disclose if I have a Disclosable Pecuniary Interest, other Pecuniary Interest or Non-Pecuniary Interest in any business of the PFCC when I am asked to make a decision as Police, Fire and Crime Commissioner.

8.2 I will make and record that disclosure of the existence and nature of that interest whether or not such interest is registered on my Register of Interests.

- 8.3 Sub-paragraph 8.1 only applies where I am aware or ought reasonably to be aware of the existence of the Relevant Person's Interest.
- 8.4 Where I have an interest in any business of the PFCC which would be disclosable by virtue of paragraph 8.1 but by virtue of paragraph 11 (Sensitive Information) details of the interest are not registered in the PFCC's published Register of Interests and the interest is a Disclosable Pecuniary Interest I need not disclose the nature of the interest.

9.0. Effect of Interests

9.1 Disclosable Pecuniary Interests

9.1.1 If I have a Disclosable Pecuniary Interest then:

- (a) The function will not be exercised personally but will be delegated or dealt with in some other manner to ensure the conflict of interest does not arise.
- (b) I will not seek improperly to influence a decision about that the exercise of that function.

9.2 Other Pecuniary Interests

9.2.1 If I have an Other Pecuniary Interest in any business of the PFCC which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest

- (a) The function will not be exercised personally but will be delegated or dealt with in some other manner to ensure the conflict of interest does not arise.
- (b) I will not seek improperly to influence a decision about that the exercise of that function.

PART 3

REGISTER OF INTERESTS

10.0. Registration of Interests

10.1 Subject to paragraph 11, I will, within 28 days of:

- (a) adopting this Code, or
- (b) my election, re-election or appointment or re-appointment to office register details of:
 - (i) Disclosable Pecuniary Interests as referred to in paragraph 5.
 - (ii) Other Pecuniary Interests referred to in paragraph 6 that I have.
 - (iii) Non Pecuniary Interests referred to in paragraph 7

- 10.2 Subject to paragraph 11, I will within 28 days of becoming aware of any new Disclosable Pecuniary Interest, Other Pecuniary Interest or any Non Pecuniary Interest provide written notification to the PFCC's Monitoring Officer

11. Sensitive Information

- 11.1 Where I have a Disclosable Pecuniary Interest, Other Pecuniary interest or Non Pecuniary Interest and the nature of the interest is such that I and the PFCC's Monitoring Officer consider that disclosure of details of the interest could lead to me or a person connected with me being subject to violence or intimidation if the interest is entered in the Register then copies of the Register available for inspection and any published version of the Register will not include details of the interest but may state that I have an interest details of which are withheld under this paragraph.
- 11.2 I will, within 28 days of becoming aware of any change of circumstances which mean that information excluded under paragraph 11.1 is no longer sensitive information, notify the PFCC's Monitoring Officer.
- 11.3 In this Code "sensitive information" means information whose availability for inspection by the public creates, or is likely to create, a serious risk that I or person who lives with me may be subject to violence or intimidation.

12. Register of Gifts and Hospitality

- 12.1 I will within 28 days of receipt, notify the PFCC's Monitoring Officer in writing of any gift, benefit or hospitality with a value in excess of £50 which I have accepted from any person or body other than the PFCC.
- 12.2 The Monitoring Officer will place my notification on a public register of gifts and hospitality
- 12.3 This duty to notify the Monitoring Officer does not apply where the gift, benefit or hospitality comes within any description approved by the PFCC for this purpose.

Appendix to Schedule 10

POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX

REGISTER OF INTERESTS

I,

as Police, Fire and Crime Commissioner for Essex/Deputy Police, Fire and Crime Commissioner for Essex, have set out below under the appropriate headings my interests in accordance with the Code of Conduct referred to in Article 5 of the Constitution. I have put 'none' where I have no such interests under any heading.

<u>Disclosable Pecuniary Interests</u> [Note: These include your own interests and also those of your husband or wife, civil partner or of any person with whom you are living as if husband and wife or as civil partners when such interests are known by you].	
<u>Employment, office, trade, profession or vocation</u> 1. Your employment, office, trade, profession or vocation carried on by you or those persons referred to in the note above for profit or gain (this includes any payments or benefits in kind which are subject to Income Tax).	<u>Self & Spouse / Partner:</u>
<u>Sponsorship</u> 2. Any payment or provision of any other financial benefit made or provided within the last 12 months in respect of expenses you have incurred in carrying out your duties as Police, Fire and Crime Commissioner/Deputy Police, Fire and Crime Commissioner, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.	<u>Self & Spouse / Partner:</u>

<p><u>Contracts</u></p> <p>3. A description of any contract for goods, services or works made between the PFCC and you or the persons referred to above (or a body in which you or they have a beneficial interest) and which has NOT been fully discharged.</p>	<p><u>Self & Spouse / Partner:</u></p>
<p><u>Land</u></p> <p>4. Any land in Essex in which you have a beneficial interest.</p>	<p><u>Self & Spouse / Partner:</u></p>
<p><u>Licences</u></p> <p>5. Any land in Essex for which you or the persons referred to above have a licence (alone or jointly with others) to occupy for a month or longer.</p>	<p><u>Self & Spouse / Partner:</u></p>
<p><u>Corporate Tenancies</u></p> <p>6. Any tenancy where to your knowledge the landlord is the PFCC and the tenant is a body in which you or a person referred to above has a beneficial interest.</p>	<p><u>Self & Spouse / Partner:</u></p>
<p><u>Securities</u></p> <p>7. The name of any person or body in which you or a person referred to above has a beneficial interest in securities of that body where:</p> <p>(a) that body to your knowledge has a place of business or land in Essex; and</p> <p>(b) either:</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issue share capital of that body; or</p>	<p><u>Self & Spouse / Partner:</u></p>

<p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or a person referred to above has a beneficial interest exceeds one hundredth of the total issue share capital of that class.</p>	
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Other Pecuniary Interests

[Note: These are your own interests only. Do not include the interests of husbands / wives / civil partners or others]

1. The name of the person who employs or has appointed you, the name of any firm in which you are a partner, and the name of any company for which you are a remunerated director.

2. A description of any contract for goods, services or works made between the PFCC and you (or a body in which you or they have a beneficial interest) and which has been fully discharged within the last 12 months.

Registerable Non-Pecuniary Interests

[Note: These are your own interests only. Do not include the interests of husbands / wives / civil partners or others]

1. Your membership of or the fact that you are in a position of general management and control of any body:
- (a) to which you have been appointed or nominated by the PFCC.
 - (b) exercising functions of a public nature.
 - (c) directed towards charitable purposes.
 - (d) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union).

2. The name of any person from whom you have received a gift or hospitality with an estimated value of at least £50				
Date of Disclosure	Date of Receipt of Gift / Hospitality	Name & Address of Donor	Nature of Gift or Hospitality	Signature

I acknowledge that it may be a breach of the Code of Conduct to:

- (1) Omit information that ought to be given in this notice;
- (2) Provide information that is materially false or misleading;
- (3) Fail to provide written notification to the PFCC's Monitoring Officer of any change in my interests contained in this notice within 28 days of my becoming aware of such change of circumstances.

Name:

(Print – No Signature Required)

Date:

Date Received by MO:

Signed (by MO):

Name (Print)

.....
Monitoring Officer PFCC

EXPLANATORY NOTES

- The Code requires registration of:
 - (a) Disclosable Pecuniary Interests (DPIs) of you and your spouse / partner. There is no requirement to distinguish the two, but you may wish to do so. There is no requirement to name your spouse / partner.
 - (b) Other Pecuniary Interests of you only.
 - (c) Registerable Non-Pecuniary Interests of you only.
- You should complete the Register with sufficient detail to identify clearly what the interest is. Please avoid using abbreviations, initials or acronyms.
- You are personally responsible for the accuracy of the contents of the Register.
- Please mark “none” on the Register if you have no interest to register in any category.
- There is no requirement to sign the form, printing your name is sufficient.
- Your Register of Interests will be publicly available both in hard copy and on the PFCC’s website. Therefore please write as clearly as possible.
- Remember that you must keep your registered interests up to date. If anything changes advise the Monitoring Officer within 28 days of any change.

The following notes relate to the numbers on the form:

Disclosable Pecuniary Interests

1. Enter details of your employment, trade, profession etc. carried on by you or your spouse / partner. Include full and part-time work. You do not need to register any pension rights.
2. Enter details of any sponsorship received i.e. any payment of expenses as a Member, or your elections expenses.
3. Enter details of any ongoing contracts between you (or your spouse / partner) and the PFCC. Enter a clear description of the contract.
4. You must include a clear description sufficient to identify land you register. Land includes property and buildings on land and you should include the postal address. Beneficial interest includes freehold and leasehold (tenancy) interests and any legal rights you may have over property, for example a right of way or an option to purchase. Include land in which your spouse / partner has a beneficial interest.
5. This includes grazing agreements, allotments, garage licences and other short term arrangements to use any land or property in Essex by you or your spouse / partner.
6. Include here any land or property leased (tenanted) from the PFCC by yourself, your firm or company, or your spouse / partner.
7. If you (or your spouse / partner) own shares or other form of equity in a company or other body which has a place of business within Essex or owns land or property in Essex, you

will need to consider whether the interest is to be included. Identify the nominal value; this is the amount of the share indicated on the certificate, not the market value. If this exceeds £25,000, you need to register the name of the company or body. If this is less than £25,000 but the holding is more than 1% of the total issued share capital, you need to register the name of the company or body.

Other Pecuniary Interests

1. Enter details of your employer, or firm in which you are a partner, or company of which you are a remunerated director. This box only relates to you, not your spouse / partner. You do not need to refer to pension rights.
2. Enter details of any contract between you (or a body / company in which you have a beneficial interest) and the PFCC, which has been fully discharged within the last 12 months. Enter a clear description of the contract.

Registerable Non-Pecuniary Interests

1. Bodies

- (a) List all the bodies external to the PFCC to which you have been appointed by the PFCC.

Give the full name of the body (not acronyms or initials).

If in doubt, ask the Monitoring Officer.

- (b) Include any public bodies of which you are a member (e.g. school governor, health authority, government agency, other non-profit organisations in the public sector, local committee).
- (c) Include any charity of which you are a trustee or member.
- (d) Include the name of any political party of which you are a member, any national or local body operating as a pressure group or any trade union or trade association.

2. The requirement covers gifts and hospitality received by you as Police, Fire and Crime Commissioner worth £50 or over. This requirement does not include gifts and hospitality received by you in your private capacity.

You must register the nature of the gift or hospitality, and the person or body giving it. The source of the gift or hospitality affects whether you have a non-pecuniary interest in any business of the PFCC where it relates to, or is likely to affect, the source's interests.

You should register the gift or hospitality as soon as possible after receiving it and in any event within 28 days.

Schedule 11 - Appointment, Suspension and Dismissal of Chief Fire Officer

1 Introduction

- 1.1 The Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017 Part 2 sets out the process that must be followed for the appointment, suspension and dismissal of the Commissioner's Chief Fire Officer.
- 1.2 For ease of reference the process that will be followed is set out in this schedule.

2 Appointment of the Chief Fire Officer

- 2.1 The Essex Police, Fire and Crime Commissioner Fire and Rescue Authority ("the Commissioner") must comply with Section 3-13 whilst appointing the Chief Fire Officer.

3 No appointment until end of confirmation process

- 3.1 The Commissioner must not appoint a person to be the Chief Fire Officer unless the end of the confirmation process has been reached.
- 3.2 The end of the confirmation process is reached in a case to which Section 8 applies:
 - a) Where the Police, Fire and Crime Panel make a recommendation in relation to the appointment, the date on which the Commissioner notifies the panel of its decision whether or not to accept that recommendation under section 8.3; or
 - b) Where the Police, Fire and Crime Panel do not make a report in relation to the appointment, at the end of the period of three weeks starting with the day on which the panel receive the notification from the Commissioner of the proposed appointment.
- 3.3 The end of the confirmation process is reached in a case to which section 9 (Next steps if veto) applies:
 - a) Where the Police, Fire and Crime Panel do not make a report in relation to the appointment, at the end of the period of three weeks starting with the day on which the panel receive the notification from the Commissioner of the proposed appointment; or
 - b) Where the Police, Fire and Crime Panel make a recommendation in relation to the appointment under section 11 the date on which the Commissioner notifies the panel of its decision whether or not to accept that recommendation under paragraph 12.1 (b).

4 Notification of proposed appointment

- 4.1 The Commissioner must notify the Police, Fire and Crime Panel of each proposed appointment of the Chief Fire Officer by the Commissioner.
- 4.2 In such a case, the Commissioner must also notify the Police, Fire and Crime Panel of the following information:

- a) The name of the person whom the Commissioner is proposing to appoint ("the candidate").
- b) The criteria used to assess the suitability of the candidate for the appointment.
- c) Why the candidate satisfies those criteria.
- d) The terms and conditions on which the candidate is to be appointed.

5 Panel to review and report on proposed appointment

- 5.1 This paragraph applies if a Police Fire and Crime Panel are notified under Section 4 of a proposed appointment of a Chief Fire Officer.
- 5.2 The panel must review the proposed appointment.
- 5.3 The panel must make a report to the Commissioner on the proposed appointment.
- 5.4 Subject to paragraph 6.2 the report must include a recommendation to the Commissioner as to whether or not the candidate should be appointed.
- 5.5 The panel must comply with sub-paragraphs 5.2 to 5.4 within the period of three weeks beginning with the day on which the panel receives the notification from the Commissioner of the proposed appointment.
- 5.6 The panel must publish the report made to the Commissioner.
- 5.7 In calculating the period of three weeks for the purpose of paragraph 5.5, any relevant post-election period is to be ignored.
- 5.8 In this paragraph 5.7 and 20.3 a "relevant post-election period" means the period that:
 - a) Begins with the day of the poll at an ordinary election of a police and crime commissioner under section 50 of the PRSR Act 2011, and
 - b) Ends with the day on which the person elected as police and crime commissioner delivers a declaration of acceptance under section 70 of that Act.

6 Power of panel to veto proposed appointment

- 6.1 The Police, Fire and Crime Panel may, having reviewed the proposed appointment, veto the appointment of the candidate.
- 6.2 If the panel vetoes the appointment of the candidate, the report made under section 5 must include a statement that the panel has vetoed it.
- 6.3 References in the section to the Police, Fire and Crime Panel vetoing the appointment of a candidate are references to the panel making a decision, by the required majority, that the candidate should not be appointed as Chief Fire Officer.
- 6.4 For that purpose, the panel makes that decision by the required majority if at least two-thirds of the persons who are members of the panel at the time when the decision is made vote in favour of making that decision.

- 6.5 The power conferred by this section is exercisable in relation to a proposed appointment only during the period of three weeks mentions in paragraph 5.7.

7 Confirmation hearings

- 7.1 The Police, Fire and Crime Panel must hold a confirmation hearing:
- a) Before making a report under section 5 to the Commissioner in relation to a proposed appointment, and
 - b) Before making a recommendation under section 5 (where applicable) or vetoing an appointment under section 6 (where applicable).
- 7.2 For the purposes of this article:
- a) "Confirmation hearing" is a meeting of the panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment.
 - b) References to a person appearing at a meeting of the panel are references to the person:
 - i. Attending the meeting in person, or
 - ii. Not attending the meeting in person, but participating in the proceedings at the meeting by any means that enable the person to hear, and be heard in, those proceedings as they happen.

8 Next steps if no veto

- 8.1 This article applies if the Police, Fire and Crime Panel does not veto the appointment of a candidate.
- 8.2 The Commissioner may accept or reject the panel's recommendation as to whether or not the candidate should be appointed.
- 8.3 The Commissioner must notify the panel of the decision whether to accept or reject the recommendation.

9 Next steps if veto

- 9.1 This article applies if the Police, Fire and Crime panel vetoes the appointment of a candidate.
- 9.2 The Commissioner must not appoint that candidate as the Chief Fire Officer.

10 Veto: proposal of reserve candidate

- 10.1 Where the Police, Fire and Crime Panel exercises the power under section 6 the Commissioner shall propose another person for appointment as the Chief Fire Officer ("a reserve candidate").
- 10.2 The Commissioner proposes a reserve candidate by notifying the panel of the following information:
- a) The name of the reserve candidate.

- b) The criteria used to assess the suitability of the reserve candidate for the appointment.
- c) Why the reserve candidate satisfies those criteria.
- d) The terms and conditions on which the reserve candidate is to be appointed.

11 Panel's consideration of reserve candidate

- 11.1 Within the period of three weeks beginning with the day on which the Police, Fire and Crime Panel receives notification under paragraph 10.2 the panel shall:
- a) Review the proposed appointment.
 - b) Make a report to the Commissioner on the proposed appointment.
- 11.2 Before making a report under paragraph 11.1(b), the panel must hold a confirmation hearing within the meaning of paragraph 7.2 (a).
- 11.3 The report made under paragraph 11.1 (b) must include a recommendation to the Commissioner as to whether or not the reserve candidate should be appointed.
- 11.4 The panel must publish the report made under paragraph 11.1(b).
- 11.5 In calculating the period of three weeks for the purpose of paragraph 11.1, any relevant post-election period within the meaning of paragraph 5.8 is to be ignored.

12 Commissioner's consideration of report

- 12.1 On receiving a report under paragraph 11.1(b) the Commissioner shall:
- a) Have regard to the report (including the recommendation in the report).
 - b) Notify the panel of its decision as to whether it accepts or rejects the recommendation.

13 Appointment of the Chief Fire Officer

- 13.1 After the Commissioner gives the notification mentioned in paragraph 12.1(b) it may then:
- a) Appoint the reserve candidate as the Chief Fire Officer, or
 - b) Propose another person for such appointment.
- 13.2 Where a proposal is made under paragraph 11.1(b), section 10 to 13 applies in relation to that person as if the proposal had been made under paragraph 10.1 (and accordingly the person is treated for these purposes as a reserve candidate).

14 Suspension of the Chief Fire Officer

- 14.1 If the Commissioner suspends the Chief Fire Officer the Commissioner must notify the Police, Fire and Crime Panel of the suspension.

15 Dismissal of the Chief Fire Officer

- 15.1 The Commissioner must comply with section 16 to 22 in relation to the dismissal of the Chief Fire Officer.

16 No dismissal until the end of the scrutiny process

- 16.1 The Commissioner must not dismiss the Chief Fire Officer until the end of the scrutiny process has been reached.
- 16.2 The end of the scrutiny process is reached when the first of the following events occurs:
- a) The period of six weeks mentioned in section 20 has ended without the Police, Fire and Crime Panel having given the Commissioner any recommendation as to whether or not the Commissioner should dismiss the Chief Fire Officer.
 - b) The Commissioner notifies the Police, Fire and Crime Panel under section 22 of the decision whether or not the Commissioner accepts the panel's recommendation in relation to the proposed dismissal.

17 Commissioner's duty to consult chief fire and rescue inspector for England

- 17.1 If the Commissioner is proposing to dismiss the Chief Fire Officer the Commissioner must:
- a) Obtain the views of the chief fire and rescue inspector for England; and
 - b) Have regard to those written views.

18 Notification and explanation of proposal to dismiss

- 18.1 If, having complied with Section 17, the Commissioner proposed to dismiss the Chief Fire Officer the Commissioner must:
- a) Give the Chief Fire Officer:
 - i. A written explanation of the reasons why the Commissioner is proposing to dismiss them; and
 - ii. A copy of the written views of the chief fire and rescue inspector for England obtained by the Commissioner under Section 17.
 - b) Give the Police, Fire and Crime Panel:
 - i. Written notification that the Commissioner is proposing to dismiss the Chief Fire Officer.
 - ii. A copy of the reasons given to the Chief Fire Officer in accordance with sub-paragraph (18.1(a)).
 - iii. A copy of the written views of the chief fire and rescue inspector for England obtained by the Commissioner under Section 17.

19 Representations from the Chief Fire Officer

- 19.1 The Commissioner must give the Chief Fire Officer the opportunity to make written representations in response to the Commissioner's proposal to dismiss them.
- 19.2 The Commissioner must:
- a) Consider any such written representations; and
 - b) Give the Police, Fire and Crime Panel a copy of any such representations as soon as practicable after the Commissioner is given them.

20 Commissioner's response to representations

20.1 The Commissioner must comply with this section if, after complying with Section 19, the Commissioner is still proposing to dismiss the Chief Fire Officer.

20.2 The Commissioner must notify:

- a) The Chief Fire Officer.
- b) The Police, Fire and Crime Panel

that they are still proposing to dismiss the Chief Fire Officer.

20.3 The Commissioner must at the time of giving the Chief Fire Officer and the Police, Fire and Crime Panel notification of the Commissioner's intention under paragraph 20.2:

- a) Give the Chief Fire Officer and the panel a written explanation of the reasons why the Commissioner still proposes to dismiss the Chief Fire Officer.
- b) Give the chief fire and rescue inspector for England a copy of the notification and explanation.
- c) Unless the person who is for the time being designated as the Head of the Commissioner's Paid Service under section 4 of the Local Government and Housing Act 1989 is also the Chief Fire Officer, give the Head of the Commissioner's Paid Service a copy of the notification, the explanation and the written views of the chief fire and rescue inspector for England obtained in accordance with Section 17.

21 Role of panel

21.1 Where the Commissioner notifies the Police, Fire and Crime Panel under section 20 that it is still proposing to dismiss the Chief Fire Officer the panel must make a recommendation to the Commissioner as to whether or not the Commissioner should dismiss them.

21.2 The recommendation must be given to the Commissioner in writing before the end of the period of six weeks beginning on the day on which the panel receives the notification under article 20.

21.3 In calculating the period of six weeks for the purposes of paragraph 21.2, any relevant post-election period is to be ignored.

21.4 Before making the recommendation the panel:

- a) May consult the chief fire and rescue inspector for England; and
- b) Must hold a scrutiny hearing.

21.5 In this article "scrutiny hearing" means a meeting of the panel held in private which the Commissioner and the Chief Fire Officer are both entitled to attend for the purpose of making representations relating to the proposal to dismiss the Chief Fire Officer.

21.6 The reference in paragraph 21.5 to attending the panel includes participating in the proceedings at the meeting by any means that enable the person to hear, and to be heard, in those proceedings as they happen.

- 21.7 The panel must publish the recommendation made to the Commissioner under this section.

22 Commissioner's response to panel's recommendation

- 22.1 The Commissioner must:

- a) Consider the Police, Fire and Crime Panel's recommendation under section 21; and
- b) Having considered that recommendation may accept or reject it.

- 22.2 The Commissioner must notify the panel of the decision whether or not to accept the recommendation.

Schedule 12 – Appointment and scrutiny of the appointment of the Chief Financial Officer

1 Appointing to the role of Chief Financial Officer

- 1.1 In the event that an appointment is required for Chief Financial Officer the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority (“the Commissioner”) will:
- a) Draw up a statement specifying:
 - i. The duties of the officer concerned.
 - ii. Any qualifications or qualities to be sought in the person to be appointed.
 - b) Make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it.
 - c) Make arrangements for a copy of the statement mentioned in (a) above to be sent to any person on request.
- 1.2 Where a post has been advertised the Commissioner will:
- a) Interview all qualified applicants for the post, or
 - b) Select a shortlist of such qualified applicants and interview those included on the shortlist.
- 1.3 Where no qualified person has applied, the Commissioner will make further arrangements for advertisement.

2 Scrutiny of the appointment by the Police, Fire and Crime Panel

- 2.1 The Police Reform and Social Responsibility Act 2011, paragraph 9(1)(b) and (2) and 10 to 12 of Schedule 1 apply in relation to the Commissioner. This section of the Act sets out the process which must be followed in the scrutiny of the appointment of the Chief Financial Officer.
- 2.2 The Commissioner must notify the Police, Fire and Crime Panel of the Chief Financial Officer appointment and provide the Panel of the following information:
- a) The name of the person whom the PFCC is proposing to appoint (“the candidate”).
 - b) The criteria used to assess the suitability of the candidate for the appointment.
 - c) Why the candidate satisfies those criteria.
 - d) The terms and conditions on which the candidate is to be appointed.
- 2.3 The panel must review the appointment and report to the Commissioner whether or not the candidate should be appointed.
- 2.4 The panel must comply with paragraph 2.3 within the period of three weeks beginning with the day on which the panel receives the notification from the Commissioner.
- 2.5 The panel must publish the report to the Commissioner set out in 2.3.

- 2.6 In calculating the period of three weeks for the purpose of sub-paragraph 2.4, any relevant post-election period is to be ignored.
- 2.7 In this paragraph a “relevant post-election period” means the period that:
- a) Begins with the day of the poll at an ordinary election of a police and crime commissioner under section 50 of the PRSR Act 2011, and
 - b) Ends with the day on which the person elected as police and crime commissioner delivers a declaration of acceptance under section 70 of that Act.
- 2.8 The panel must hold a confirmation hearing before making a report and recommendation under paragraph 2.3 to the Commissioner in relation to a proposed senior appointment.
- 2.9 For the purposes of this Schedule a “confirmation hearing” is a meeting of the panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment.
- 2.10 References in this Schedule to a person appearing at a meeting of the panel are references to the person;
- a) Attending the meeting in person, or
 - b) Not attending the meeting in person, but participating in the proceedings at the meeting by any means that enable the person to hear, and be heard in, those proceedings as they happen.
- 2.11 The Commissioner may accept or reject the panel’s recommendation under paragraph 2.3 as to whether or not the candidate should be appointed.
- 2.12 The Commissioner must notify the panel of the decision whether to accept or reject the recommendation.

Schedule 13

Police and Crime Panels (Precepts and Chief Constable
Appointments) Regulations 2012
[SI 2012/2271]

http://www.legislation.gov.uk/uksi/2012/2271/pdfs/uksi_20122271_en.pdf

Schedule 14

The Police and Crime Commissioner Elections
(Declaration of Acceptance of Office) Order 2012
[SI 2012/2553]

http://www.legislation.gov.uk/uksi/2012/2553/pdfs/uksi_20122553_en.pdf

**Schedule 15 - Financial and Procurement
Regulations**

Financial and Procurement Regulations



1 Overview of Financial Regulations

1.1 Introduction

- 1.1.1 These Regulations provide the framework for managing the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority's ("the Commissioner's") financial affairs. They apply to every employee of the Commissioner and anyone acting on their behalf. All financial and procurement activities must be carried out in accordance with the regulations.
- 1.1.2 For the purpose of these regulations the term "Principal Officers" includes the posts of the Chief Fire Officer / Chief Executive, Deputy Chief Fire Officer, Director of Innovation, Risk and Future Development, Director of Corporate Services, Assistant Chief Executive Officer (People, Values and Culture), Director of Operations and Chief Financial Officer.
- 1.1.3 The Chief Financial Officer is appointed to undertake the duties specified under Section 151 of the Local Government Act 1972.
- 1.1.4 The Regulations should be read in conjunction with other parts of the Constitution. These Regulations are subject to all applicable UK legislation, general financial guidance provided by UK accountancy institutes and specific guidance to Authorities provided by the Government.

1.2 Financial responsibilities

- 1.2.1 The Commissioner is responsible for approving the policy framework and budget within which the fire and rescue service operates. The Commissioner is also responsible for approving and monitoring compliance with the overall framework of accountability and control. The Commissioner also approves the Capital Financing Policy and the Pay Policy applicable to Principal Officers. The Commissioner is responsible for approving procedures for the delegation of powers.

1.3 General responsibilities

- 1.3.1 All fire and rescue service employees have a general responsibility for taking reasonable action to provide for the security of the assets under their control, and for ensuring that the use of these resources is legal, is properly authorised, provides value for money and achieves best value.

1.4 Reviewing and changing financial & procurement regulations

- 1.4.1 The Chief Financial Officer and Monitoring Officer are responsible for maintaining a continuous review of the Financial and Procurement Regulations and submitting any additions or changes necessary to the Commissioner for approval.
- 1.4.2 The Chief Finance Officer is also responsible for reporting, where appropriate, breaches of the financial regulations to the Commissioner. Any evidence of non-compliance with the Regulations must be reported to the Chief Financial Officer.
- 1.4.3 Anyone wishing to act outside the provisions of these Regulations, in a specific instance, must seek the written approval of the Chief Financial Officer. Such approvals shall be reported to the Commissioner in a timely manner.

- 1.4.4 The Financial and Procurement Regulations shall only be suspended by a formal decision from the Commissioner.

1.5 Awareness of existence and content of financial regulations

- 1.5.1 The Principal Officers are responsible for ensuring that all employees are aware of the existence and content of the Financial and Procurement Regulations and other internal regulatory documents and that they comply with them.
- 1.5.2 The Chief Financial Officer is responsible for issuing advice and guidance to underpin the Financial and Procurement Regulations which employees and others acting on behalf of the Commissioner are required to follow. Notes and guidance may expand, but not contradict the Regulations. Any consultation required under these regulations must allow sufficient time for a proper consideration of any issues.
- 1.5.3 Breaches of Financial and Procurement Regulations of a serious nature may result in disciplinary proceedings and potentially criminal action. Such cases shall be reported to the Chief Financial Officer who shall determine, after consulting with the Monitoring Officer, whether the matter shall be reported to the Commissioner.

1.6 Financial management

- 1.6.1 Financial management covers all financial accountabilities in relation to the running of the fire and rescue service, including the policy framework, revenue budget, and capital programme.
- 1.6.2 The roles of the Fire and Rescue Performance and Resources Board, the Fire and Rescue Strategic Board, and the Audit Committee can be found in Schedules 1 - 3 of the Commissioner's Constitution. With particular reference to these regulations, the Fire and Rescue Strategic Board has responsibility for considering financial matters appertaining to the Commissioner. The Audit Committee has responsibility for considering the annual external audit letter, internal audit reports and the annual report of the Internal Auditor.
- 1.6.3 The Commissioner shall receive updates on the financial performance of the PFCCFRA by receiving regular budget monitoring and outturn reports, and also the Annual Audit Letter provided by the external auditors.
- 1.6.4 The responsibilities of the Chief Financial Officer are:
- i) To ensure the proper administration of the financial affairs of the PFCCFRA.
 - ii) To ensure that proper practices are adhered to.
 - iii) To advise on the key strategic controls necessary to secure sound financial management.
 - iv) To ensure that proper systems of internal control are operated.
 - v) To ensure that financial information is available to enable accurate and timely monitoring and reporting of comparisons of national and local financial performance indicators.
 - vi) To ensure that all employees are aware of, and comply with, proper financial management standards, including these Financial and Procurement Regulations.
 - vii) Preparing the annual financial statements in accordance with the relevant accounting standards and codes of practice
 - viii) To ensure that all staff are properly managed, developed, trained and have adequate support to carry out their financial duties effectively

1.6.5 The Chief Fire Officer / Chief Executive shall ensure that specific duties and responsibilities in financial matters are made clear to individual officers and that these are properly recorded.

1.7 Audit Requirements

- 1.7.1 The Accounts and Audit Regulations 2015 require the Commissioner to maintain an adequate and effective internal audit function. The Commissioner has a contract with a third party supplier to provide this service.
- 1.7.2 The Local Audit and Accountability Act 2014 requires a local external auditor to be appointed. The Commissioner may, from time to time, be subject to audit, inspection or investigation by external bodies such as HM Revenue and Customs who have statutory rights of access.

1.8 Assets

- 1.8.1 Principal Officers should ensure that records and assets are properly maintained and securely held. They should also ensure that contingency plans for the security of assets and continuity of service in the event of disaster or system failure are in place.

2 Financial Procedures

2.1 Introduction

- 2.1.1 All employees have a duty to abide by the highest standards of probity in dealing with financial issues. This is facilitated by ensuring everyone is clear about the standards to which they are working and by the controls that are in place to ensure that these standards are met.
- 2.1.2 The Chief Financial Officer's responsibilities are set out in Article 8.5 of the Constitution. They include the responsibility for setting and monitoring compliance with financial management standards.
- 2.1.3 The responsibilities of Principal Officers are to promote the financial management standards set by the Chief Financial Officer in their departments and to monitor adherence to the standards and practices.

2.2 Virement

- 2.2.1 Virement is intended to enable budget managers to manage budgets with a degree of flexibility within the overall policy framework determined by the Commissioner, and therefore to optimise the use of resources. The Chief Financial Officer administers it within guidelines set by the Commissioner. Any variation from this scheme requires the approval of the Commissioner.
- 2.2.2 The Commissioner approves the overall budget. Principal Officers and budget managers are therefore authorised to incur expenditure in accordance with the estimates that make up the budget. The rules below cover virement (i.e. switching resources between approved estimate headings of expenditure or income).

- 2.2.3 Virement does not create additional overall budget liability. Principal Officers are expected to exercise their discretion in managing their budgets responsibly and prudently. For example, they should aim to avoid supporting recurring expenditure from one-off sources of savings or additional income, or creating future commitments, including full-year effects of decisions made part way through a year, for which they have not identified future resources. Principal Officers must plan to fund such commitments from within their own budgets.
- 2.2.4 The Chief Financial Officer must report with the Chief Fire Officer / Chief Executive or the Deputy Chief Fire Officer to the Fire and Rescue Performance and Resources Board where revenue and capital virements, between policy based budgets, in excess of specified financial limits are proposed (see 9 – Financial Limits).
- 2.2.5 Virements in relation to asset charges or other budget headings that are outside the direct control of the Principal Officers or where a proposal would adversely affect long-term revenue commitments require Commissioner approval. Where there are budget movements, which are the consequence of, Commissioner approved changes no further approval for the virement is required.
- 2.2.6 Key virement controls are:
- a) The overall budget is agreed by the Commissioner
 - b) Budget changes are administered by budget holders within the delegated powers given by the Commissioner, any variation from this scheme requires the approval of the Commissioner. Virements above the financial limits set out in section 9 should be presented to the Commissioner for approval
 - c) Budget managers are authorised to incur expenditure in accordance with the estimates that make up the budget
 - d) Virement does not create additional overall budget liability
 - e) The Chief Finance Officer shall ensure that virement is undertaken as necessary to maintain the accuracy of budget monitoring
- 2.2.7 Exceptions to the above framework:
- a) Virement is not permitted in relation to financing items such as asset charges or where a proposal would adversely affect long term revenue commitments to the PFCCFRA
 - b) When the virement is between an income budget line and an expenditure budget line which is directly related, approval is by the Chief Finance Officer and the income and expenditure budgets will be increased for budget monitoring purposes
 - c) Budget lines will be cash limited and defined each year as part of the budget approval.
 - d) All requests for virement must be made in the format prescribed by the Chief Finance Officer in consultation with the Commissioner and information on the virements within the limits set out in Section G will be available to support budget monitoring report information.
- 2.2.8 Approval of the Commissioner shall be required, even if the financial value is below the limits set out in section 9, if the virement involves:
- i) A change in policy, or
 - ii) A addition to commitments in future years, or
 - iii) Where resources to be transferred were originally provided to meet expenditure of a capital nature.

2.2.9 Technical Virements

Due to the volume of some technical virements and in order to ensure transparency, additional protocols have been established concerning approval of virements. Virement approval shall follow the process below:

- i) The Chief Financial Officer shall propose the amounts to be placed on the holding codes for approval by the Commissioner at budget setting. This will be reported to the Police, Fire and Crime Panel at the budget setting meeting.
- ii) If the virement from the holding code necessitates funds being vired to a different line within the Revenue Report Summary and this amount is greater than £250,000, this will be agreed in principle by the Chief Financial Officer and proposed to the Commissioner for approval. This will then be submitted via the Fire and Rescue Performance and Resources Board or individual submission to the Commissioner for formal approval by decision report
- iii) Monthly meetings will be held between the Chief Financial Officer and the Head of Performance and Scrutiny (Fire and Rescue) ahead of the Fire and Rescue Performance and Resources Board. The purpose of the meeting will be to review variances, forecast outturn and agree technical virements that require approval via the Fire and Rescue Performance and Resources Board or direct submission to the Commissioner.

2.3 **Treatment of year-end balances**

- 2.3.1 The Commissioner determines the treatment of year-end balances. The Chief Financial Officer administers the scheme in accordance with the guidelines set by the Commissioner. The rules below cover arrangements for the transfer of resources between accounting years, i.e. a carry-forward. Appropriate accounting procedures are in operation to ensure that carried forward totals are correct.
- 2.3.2 Principal Officers must submit to the Chief Financial Officer all requests for approval of carry-forward of under-spends with supporting reasons for the request. These will be assessed to determine that no material commitments in future years will result from the change that cannot be accommodated within the base budget. Proposals will be submitted to the Commissioner for approval via the Fire and Rescue Strategic Board.

2.4 **Accounting policies**

- 2.4.1 The Chief Financial Officer is responsible for the preparation of the Commissioner's Statement of Accounts, in accordance with proper practices as set out in the format required by the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom and the IFRS Code for each financial year ending 31 March. Suitable accounting policies are determined by the Commissioner, on the advice of the Chief Financial Officer, applied consistently and set out in the Statement of Accounts.

2.5 **Accounting records**

- 2.5.1 The Chief Financial Officer is responsible for determining the accounting procedures and records for the Commissioner. The Chief Financial Officer is responsible for ensuring that the annual Statement of Accounts is prepared in accordance with the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom. The Commissioner is responsible for approving the annual Statement of Accounts in accordance with the timetable specified in the Accounts and Audit Regulations 2015.

- 2.5.2 Maintaining proper accounting records is one of the ways in which the Commissioner discharges their responsibility for stewardship of public resources. The Commissioner has a statutory responsibility in preparing the annual accounts to present fairly its operations during the year. These are subject to external audit. This audit provides assurance that the accounts are prepared properly, that proper accounting practices have been followed and that quality arrangements have been made for securing economy, efficiency and effectiveness in the use of the Commissioner's resources.
- 2.5.3 All the Commissioner's transactions, material commitments and contracts and other essential accounting information are recorded completely, accurately and on a timely basis. Procedures are in place to enable accounting records to be reconstituted in the event of systems failure. Reconciliation procedures are carried out to ensure transactions are correctly recorded. Prime documents are retained in accordance with legislative and audit requirements.
- 2.5.4 The Chief Financial Officer shall ensure that there is adequate segregation of duties so that the duties of providing information is separate from calculating, checking and recording these sums and employees with the duty of examining or checking the accounts of cash transactions must not themselves be engaged in these transactions.
- 2.5.5 The Chief Financial Officer shall make proper arrangements for the audit, approval and publication of the Commissioner's accounts in accordance with the Accounts and Audit Regulations 2015. They shall ensure that all claims for funds including grants are made by the due date.

3 Financial Planning

3.1 Introduction

- 3.1.1 The way in which the Commissioner manages community risk and meets statutory responsibilities under the Fire and Rescue Services Act 2004 and the Fire and Rescue National Framework for England is set out in an Integrated Risk Management Plan. For planning purposes the Commissioner adopts a Fire and Rescue Plan and the annual planning and budget cycle is used to enable budget managers to demonstrate their plans for achievement of the Fire and Rescue Plan and the financial impact of those plans set out in their departmental budgets. The Commissioner is responsible for agreeing the Authority's policy framework and budget.
- 3.1.2 The general format of the budget will be approved by the Commissioner and proposed jointly by the Chief Fire Officer / Chief Executive and the Chief Financial Officer. The budget should include allocation to different services and projects, proposed taxation levels and contingencies. The Chief Financial Officer, in consultation with the Chief Fire Officer / Chief Executive, is responsible for coordinating the preparation of the budget on an annual basis for consideration by the Fire and Rescue Strategic Board and the Essex Police, Fire and Crime Panel, before approval by the Commissioner. The Chief Financial Officer shall also submit Medium Term Financial Projections covering at least a three to five year period to the Fire and Rescue Strategic Board in advance of the detailed budget process. The Commissioner may amend the budget or ask the Fire and Rescue Strategic Board to reconsider it before approving the budget.
- 3.1.3 It is the responsibility of Principal Officers to ensure that revenue budget and capital programme proposals reflecting agreed service plans are submitted to the Chief Financial Officer and that these estimates are prepared in line with guidance issued by the Chief

Financial Officer. The Chief Financial Officer is responsible for providing appropriate financial information to enable budgets to be monitored effectively. The Chief Financial Officer must monitor expenditure against budget allocations and report to the Fire and Rescue Performance and Resources Board on the overall position on a regular basis.

- 3.1.4 It is the responsibility of Principal Officers to control income and expenditure within their area and to monitor performance, taking account of financial information provided by the Chief Financial Officer. They should explain variances within their own areas. They should also take any action necessary to avoid exceeding their budget allocation and alert the Chief Financial Officer to any problems.
- 3.1.5 The Commissioner is responsible for delivering a variety of services. The Commissioner needs to plan effectively and to develop systems to enable scarce resources to be allocated in accordance with carefully weighed priorities. The budget is the financial expression of the Commissioner's plans and policies.
- 3.1.6 A report on new proposals should explain the full financial implications, following consultation with the Chief Financial Officer. Unless the Commissioner has agreed otherwise, Principal Officers must plan to contain the financial implications of such proposals within their budget.
- 3.1.7 The revenue budget must be constructed so as to ensure that resource allocation properly reflects the service plans and priorities of the Commissioner. Budgets (spending plans) are needed so that the Commissioner can plan, authorise, monitor and control the way money is allocated and spent. It is illegal for the Commissioner not to balance the budget.
- 3.1.8 Medium-term planning (or a three to five year planning system) involves a planning cycle in which managers develop their own plans. As each year passes, another future year will be added to the medium-term plan. This ensures that the Commissioner is always preparing for events in advance.
- 3.1.9 The key controls for budgets and medium-term planning are:
 - a) Specific budget approval for all expenditure;
 - b) Budget managers are consulted in the preparation of the budgets for which they will be held responsible and accept accountability within delegations set by the Commissioner for their budgets and the level of service to be delivered; and
 - c) A monitoring process is in place to review regularly the effectiveness and operation of budget preparation and to ensure that any corrective action is taken.
- 3.1.10 The Chief Financial Officer shall prepare and submit reports to the Fire and Rescue Strategic Board on the aggregate spending plans of Services and on the resources available to fund them, identifying, where appropriate, the implications for the level of Council Tax to be levied. They will advise on the medium-term implications of spending decisions and encourage the best use of resources and value for money. The Chief Financial Officer will work with Principal Officers to identify opportunities to improve economy, efficiency and effectiveness, and by encouraging good practice in conducting financial appraisals of development or savings options, and in developing financial aspects of service planning.
- 3.1.11 The Chief Financial Officer, in consultation with the Chief Fire Officer / Chief Executive, will prepare and present the budget planning timetable to the Commissioner no later than the end of the first quarter of each financial year.

- 3.1.12 As part of the budget setting process the Chief Financial Officer will advise the Commissioner on appropriations from / to and / or the appropriate level of general reserve, earmarked reserves or provisions to be held.
- 3.1.13 It is the responsibility of the Chief Financial Officer to advise the Commissioner on budget proposals in accordance with their responsibilities under section 151 of the Local Government Act 1972 and the Local Government Act 2003.
- 3.1.14 The responsibilities of the Principal Officers are to prepare estimates of income and expenditure, in consultation with the Chief Financial Officer. They shall prepare budgets that are consistent with any relevant cash limits, with the annual budget cycle and with guidelines issued by the Chief Financial Officer.
- 3.1.15 Principal Officers shall integrate financial and budget plans with service planning, so that budget plans can be supported by financial and non-financial performance measures. When drawing up draft budget requirements, the Principal Officers should have regard to spending patterns and pressures revealed through the budget monitoring process. They shall reflect legal and policy requirements.
- 3.1.16 The Commissioner will present the proposed budget and council tax recommendations to the Police, Fire and Crime Panel for approval.

3.2 Budget preparation, monitoring and control

- 3.2.1 Budget management ensures that once the Commissioner has approved the budget, resources allocated are used for their intended purposes and are properly accounted for. Budgetary control is a continuous process, enabling the Commissioner to review and adjust budget targets during the financial year. It also provides the mechanism that calls managers to account for defined elements of the budget.
- 3.2.2 By identifying and explaining variances against budgetary targets, the Commissioner can identify changes in trends and resource requirements at the earliest opportunity. The Commissioner operates within an annual cash limit, approved when setting the overall budget. For the purposes of budgetary control by managers, a budget will normally be the planned income and expenditure for a service function. Budgetary control should take place at the lowest practical level.
- 3.2.3 Budget managers should be responsible only for income and expenditure that they can influence with only one nominated budget manager for each department. Budget managers accept accountability for their budgets and the level of service to be delivered and understand their financial responsibilities.
- 3.2.4 Budget managers shall follow an approved certification process for all expenditure. Performance levels/levels of service should be monitored in conjunction with the budget and necessary action is taken to align service outputs and budget. Principal Officers and senior managers should supervise the financial management of those reporting to them.
- 3.2.5 The Chief Financial Officer shall ensure there is an appropriate framework of budgetary management and control that ensures that budget management is exercised within annual cash limits unless the Commissioner agrees otherwise. They shall provide budget holders with timely information on receipts and payments on each budget that is sufficiently detailed to enable managers to fulfil their budgetary responsibilities.

- 3.2.6 All staff responsible for committing expenditure shall comply with relevant guidance, and the financial regulations. Each cost centre shall have a single named manager, determined by the relevant Principal Officer. As a general principle, budget responsibility should be aligned as closely as possible to the decision-making processes that commits expenditure. Significant variances from approved budgets shall be investigated and reported by budget managers regularly.
- 3.2.7 The Chief Financial Officer shall oversee the Commissioner's scheme of virement. They shall provide reports to the Commissioner via the Fire and Rescue Performance and Resources Board, in consultation with the Chief Fire Officer / Chief Executive, where the Chief Fire Officer / Chief Executive is unable to balance expenditure and resources within existing approved budgets under their control.
- 3.2.8 Reports shall be submitted on the Commissioner's projected income and expenditure compared with the budget on a monthly basis through the Fire and Rescue Performance and Resources Board. The report format will be agreed with the Chief Finance Officer and the Commissioner and will contain the most recently available financial information.

3.3 Capital Programme

- 3.3.1 The Chief Financial Officer, in consultation with the Chief Fire Officer / Chief Executive, is responsible for preparing the capital programme on an annual basis for consideration by the Fire and Rescue Strategic Board before submission to the Commissioner for approval. The Chief Financial Officer will issue guidelines on revenue budget and capital programme preparation to Principal Officers.
- 3.3.2 Capital expenditure involves acquiring or enhancing fixed assets with a long-term value to the Commissioner, such as land, buildings, and major items of plant, equipment or vehicles. Capital assets shape the way services are delivered in the long term and create financial commitments for the future in the form of financing costs and revenue running costs. Capital expenditure should form part of an investment strategy and should be carefully prioritised in order to maximise the benefit of scarce resources.
- 3.3.3 Capital expenditure within the approved programme is authorised by the ECFRS Strategic Leadership Team or the Commissioner. The approval process will agree the business case for the expenditure, the timeline for the project or programme, and the projected benefits. Reports will be prepared and submitted to the Fire and Rescue Performance and Resources Board on the projected income, expenditure and resources compared with the approved estimates on a monthly basis
- 3.3.4 The Chief Financial Officer, in consultation with Principal Officers, shall prepare a three to five year rolling programme of proposed capital expenditure for consideration and approval by the Commissioner. This programme should be considered as part of the Medium Term Financial Plan. Each scheme shall identify the total capital cost of the project and any additional revenue commitments.
- 3.3.5 Each capital project shall have a named officer responsible for sponsoring the scheme, monitoring the progress and ensuring completion of the scheme.
- 3.3.6 The Chief Financial Officer shall identify available sources of funding the capital programme including the identification of potential capital receipts from disposal of assets
- 3.3.7 Gaps may be identified between available resources and required capital investment. Requirements should be prioritised by the Chief Fire Officer / Chief Executive to enable

the Commissioner to make informed judgements as to which schemes should be included in the capital programme, the minimum level of funding required for each scheme and the potential phasing of capital expenditure.

3.3.8 Subject to the limits shown in section 9 and with the exception of professional fees (e.g. for feasibility studies and planning), no capital expenditure or disposal shall be incurred unless the scheme is approved by the Commissioner on recommendation of the Fire and Rescue Strategic Board.

3.3.9 The Chief Financial Officer shall issue guidance concerning capital schemes and controls, for example, on project appraisal techniques. The Chief Financial Officer, having regard to government regulations and accounting requirements, will determine the definition of capital expenditure.

3.3.10 Monitoring Capital Expenditure

The Chief Financial Officer and Chief Fire Officer / Chief Executive shall:

- a) Monitor the progress of the capital programme and expenditure throughout the year against the approved programme
- b) Submit capital monitoring reports, based on the most recent financial information, to the Commissioner on regular basis throughout the year to the Fire and Rescue Strategic Board. The reports will show spending to date and compare projected income and expenditure with the approved programme.
- c) Will prepare a business case of all new capital schemes after the programme has been agreed for submission to the Commissioner and approval is required by the delegated limits.

3.4 **Reserves**

3.4.1 It is the responsibility of the Chief Financial Officer to advise the Commissioner on prudent levels of reserves. The level of reserves should make a general recognition of potential expenditure in respect of emergencies/disasters including those that may be subject to eventual funding under the Bellwin Scheme of Government support.

3.4.2 The Commissioner must decide the level of general reserves it wishes to maintain before it can decide the level of Council Tax. Reserves for specific purposes may also be maintained, such as the purchase or renewal of capital items. Reserves shall be maintained in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom and agreed accounting policies. For each reserve established, the purpose, usage and basis of transactions should be clearly identified. Authorisation of expenditure from reserves shall be by the Commissioner with the advice of the Chief Financial Officer.

3.4.3 Under section 114 of the Local Government Finance Act 1988 the Chief Financial Officer must report to the Commissioner if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the Commissioner will not have the resources to meet its expenditure in a particular financial year. Part 2 of the Local Government Act 2003 imposes a duty upon the Chief Financial Officer to report, at Council Tax setting, on "the robustness of estimates and the adequacy of proposed reserves".

3.4.4 Responsibilities of the Chief Finance Officer:

- a) To advise the Commissioner on reasonable levels of balances and reserves
- b) To report to the Commissioner on the adequacy of reserves and balances before he approves the annual budget and council tax
- c) To recommend appropriations to and from each earmarked reserve to the Commissioner for approval. These will be separately identified in the Annual Statement of Accounts
- d) To produce the reserves strategy and recommend to the Commissioner to publish the strategy on the PFCCFRA website in line with Home Office guidance

3.4.5 Responsibilities of the Commissioner:

- a) To approve the policy on reserves and balances, including the lower and upper parameters for the level of general reserve
- b) To approve the creation and appropriate to each earmarked reserve. The purpose, usage and basis of transactions should be clearly identified for each reserve established
- c) To approve the allocation of monies to and from general reserve.

3.5 Internal Control

3.5.1 Internal control refers to the systems of control devised by management to help ensure the Commissioner's objectives are achieved in a manner that promotes economical, efficient and effective use of resources and that the Commissioner's assets and interests are safeguarded. The Chief Financial Officer is responsible for advising on effective systems of internal control. These arrangements need to ensure compliance with all applicable statutes and regulations, and other relevant statements of best practice. They should ensure that public funds are properly safeguarded and used economically, efficiently, and in accordance with the statutory and other authorities that govern their use.

3.5.2 The Fire and Rescue Service is complex. It therefore requires internal controls to manage and monitor progress towards strategic objectives. The Commissioner has statutory obligations, and, therefore, requires internal controls to identify, meet and monitor compliance with these obligations. The Commissioner faces a wide range of financial, administrative and commercial risks, both from internal and external factors, which threaten the achievement of their objectives. Internal controls are necessary to manage these risks.

3.5.3 Key controls should be reviewed on a regular basis and the Commissioner must make a formal statement annually to the effect that it is satisfied that the systems of internal control are operating effectively. This is informed by a report to the Audit Committee, which reviews the governance arrangements for the Commissioner's finances, including:

- a) Managerial control systems, including defining policies, setting objectives and plans, monitoring financial and other performance and taking appropriate anticipatory and remedial action. The key objective of these systems is to promote ownership of the control environment by defining roles and responsibilities;
- b) Financial and operational control systems and procedures, which include physical safeguards for assets, segregation of duties, authorisation and approval procedures and information systems.
- c) An effective internal audit function that is properly resourced. It should operate in accordance with the principles contained in the Auditing

Practices Board's auditing guideline Guidance for Internal Auditors, CIPFA's Code of Practice for Internal Audit in Local Government in the United Kingdom and with any other statutory obligations and regulations.

3.6 Internal Audit

- 3.6.1 The requirement for an internal audit function for local authorities is implied by section 151 of the Local Government Act 1972, which requires that authorities 'make arrangements for the proper administration of their financial affairs'. The Accounts and Audit Regulations 2015 require that the relevant body 'undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes taking into account public sector internal auditing standards or guidance.'
- 3.6.2 Accordingly, internal audit is an independent and objective appraisal function established by the Commissioner for reviewing the system of internal control. It examines, evaluates and reports on the adequacy of internal control as a contribution to the proper, economic, efficient and effective use of resources.
- 3.6.3 The key control for internal audit is that it is independent in its planning and operation. The Internal Auditor shall have direct access to the Chief Fire Officer / Chief Executive, all levels of management and the Commissioner. The internal auditors comply with the Auditing Practices Board's guideline Guidance for Internal Auditors, as interpreted by CIPFA's Code of Practice for Internal Audit in Local Government in the United Kingdom.
- 3.6.4 The Chief Financial Officer shall ensure that internal auditors have the authority to access premises at reasonable times; access all assets, records, documents, correspondence and control systems. They shall receive any information and explanation considered necessary concerning any matter under consideration and may require any employee of the Commissioner to account for cash, stores or any other asset under his or her control.
- 3.6.5 The Head of Internal Audit shall prepare in consultation with the Chief Financial Officer, Chief Fire Officer / Chief Executive, Commissioner and Chair of the Audit Committee, the annual audit plan for consideration at the Audit Committee. The Head of Internal Audit will attend all Audit Committee meeting or ensure they are suitably represented.
- 3.6.6 The Head of Internal Audit will prepare and present an annual report to the Audit Committee which includes an opinion on the effectiveness of the internal control environment of the PFCCFRA.
- 3.6.7 Internal Audit may access records belonging to third parties, such as contractors, when required. The Audit Committee will approve the strategic and annual audit plans prepared by the Internal Auditor, which shall take account of the characteristics and relative risks of the activities involved.
- 3.6.8 Any suspicion of fraud, corruption or other financial irregularity in respect of either Commissioner or private funds shall be reported to for investigation in accordance with the Anti-Fraud Policy. The Chief Financial Officer shall ensure that the Internal Auditor is given an opportunity, in a timely manner before live operation, to evaluate the adequacy of new systems for maintaining financial records, or records of assets, or changes to such systems.

3.7 External audit

- 3.7.1 The Secretary of State for Communities and Local Government has delegated statutory functions on a transitional basis from the Audit Commission Act 1998 to Public Sector Audit Appointments Limited (PSAA) by way of a letter of delegation issued under powers contained in the Local Audit and Accountability Act 2014.
- 3.7.2 Under these transitional arrangements, PSAA is responsible for appointing auditors to local government, police and local NHS bodies, for setting audit fees and for making arrangements for the certification of housing benefit subsidy claims. Before 1 April 2015, these responsibilities were discharged by the Audit Commission.
- 3.7.3 The Secretary of State has specified PSAA as an appointing person under provisions of the Local Audit and Accountability Act 2014. For audits of the accounts from 2018/19, PSAA will appoint an auditor to relevant principal local government bodies that opt into its national scheme.
- 3.7.4 Decisions to opt in or out of the PSAA national scheme will be taken by the Commissioner in consultation with the Chief Fire Officer / Chief Executive, Chief Financial Officer and Audit Committee as detailed in the Audit Committee Terms of Reference.
- 3.7.5 The external auditor has rights of access to all documents and information necessary for audit purposes. The duties of the external auditor are defined in the Local Audit and Accountability Act 2014. In particular, Part 5 of the Act requires the local auditor to prepare a code of audit practice, which external auditors follow when carrying out their duties.
- 3.7.6 The Commissioner's accounts are scrutinised by external auditors, who must be satisfied that the Statement of Accounts "presents a true and fair view" of the financial position of the Commissioner and their income and expenditure for the year in question and complies with the legal requirements.
- 3.7.7 The Chief Financial Officer will liaise with the external auditors and advise the Chief Fire Officer and the Commissioner of their responsibilities in relation to external audit and ensure that there is effective liaison between external and internal audit.
- 3.7.8 The Chief Financial Officer will ensure that the external auditors have access to which they are statutorily entitled in regards to personnel, premises and all other assets and documentation.
- 3.7.9 The Chief Financial Officer will ensure that all recommendations are implemented in a timely manner

3.8 Preventing fraud and corruption

- 3.8.1 The Commissioner will not tolerate fraud and corruption in the administration of responsibilities, whether from inside or outside the Fire and Rescue Service. The Commissioner's expectation of propriety and accountability is that the Commissioner and staff at all levels will lead by example in ensuring adherence to legal requirements, rules, procedures and practices. The Commissioner has adopted a separate Anti-Fraud Policy covering the Commissioner, employees, contractors and suppliers.

- 3.8.2 The Commissioner also expects that individuals and organisations (e.g. suppliers, contractors, service providers) with whom it comes into contact will act towards the Commissioner with integrity and without thought or actions involving fraud and corruption.
- 3.8.3 Principal Officers are required to deal swiftly and firmly with those who defraud or attempt to defraud the Commissioner or who are corrupt.
- 3.8.4 For the Commissioner and Principal Officers a register of interests is maintained and any hospitality or gifts accepted must be recorded. There are whistle blowing procedures in place and operate effectively. The Commissioner maintains an anti-fraud and anti-corruption policy.
- 3.8.5 The Internal Auditor will periodically report significant matters to the Chief Fire Officer / Chief Executive and the Audit Committee.
- 3.8.6 The responsibilities of the Principal Officers are to:
- Instigate the Commissioner's disciplinary procedures where the outcome of an audit investigation indicates improper behaviour.
 - Ensure that all suspected irregularities are reported to the Chief Financial Officer who shall determine whether to seek investigation by the Internal Auditor.
 - Where sufficient evidence exists to believe that a criminal offence may have been committed, after consultation with the Chief Financial Officer, to ensure that the police are called in to determine with the Crown Prosecution Service whether any prosecution will take place.

3.9 Security of assets

- 3.9.1 The Commissioner holds assets in the form of property, vehicles, equipment, furniture and other items worth many millions of pounds. It is important that assets are safeguarded and used efficiently in service delivery, and that there are arrangements for the security of both assets and information required for service operations. An up-to-date asset register is a prerequisite for proper fixed asset accounting and sound asset management.
- 3.9.2 The responsibilities of the Chief Financial Officer are to ensure that an asset register is maintained in accordance with good practice for all fixed assets with a value in excess of a specified financial limit (see 9 – Financial Limits).
- 3.9.3 The Chief Financial Officer shall ensure that each Principal Officer provides information for costing and the maintenance of financial records. They shall ensure that assets are valued in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom.
- 3.9.4 Principal Officers shall ensure that lessees and other prospective occupiers of Commissioner land are not allowed to take possession or enter the land until a lease or agreement, in a form approved by the Chief Financial Officer and Monitoring Officer, has been established as appropriate. Title deeds for all property shall be passed to the Essex Legal Services who are responsible for custody of all title deeds.
- 3.9.5 Principal Officers shall ensure the proper security of all buildings and other assets under their control. Where land or buildings are surplus to requirements, a recommendation for disposal should be the subject of a joint report by the Principal Officer and the Chief Financial Officer. Principal Officers shall ensure the safe custody of vehicles, equipment, furniture, stock, stores and other property belonging to the Commissioner. They will ensure that assets are identified, their location recorded and that they are appropriately

marked, after consultation with the Chief Financial Officer in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.

- 3.9.6 Disposal or part exchange of assets that are no longer required should normally be by competitive tender or public auction, unless, following consultation with the Chief Financial Officer, the Commissioner agrees otherwise.
- 3.9.7 All employees have a personal responsibility with regard to the protection and confidentiality of information, whether held in manual or computerised records under General Data Protection Regulation 2018. Information may be sensitive or privileged, or may possess some intrinsic value, and its disclosure or loss could result in a cost to the Commissioner in some way.

4 Financial Systems and Purchasing Procedures

4.1 Introduction

- 4.1.1 Sound systems and procedures are essential to an effective framework of accountability and control. The Chief Financial Officer is responsible for the operation of the Commissioner's accounting systems, the form of accounts and the supporting financial records. Any changes made by Principal Officers to the existing financial systems or the establishment of new systems must be approved by the Chief Financial Officer.
- 4.1.2 Principal Officers are responsible for the proper operation of financial processes in their own departments. Any changes to agreed procedures by Principal Officers to meet their own specific service needs should be agreed with the Chief Financial Officer. Principal Officers must ensure that, where appropriate, computer and other systems are registered in accordance with data protection legislation. Principal Officers must ensure that staff are aware of their responsibilities under freedom of information legislation.
- 4.1.3 The Fire and Rescue Service has many systems and procedures relating to the control of the Commissioner's assets, including purchasing, costing and management systems. Most systems are increasingly reliant on computers for their financial management information. The information must therefore be accurate and the systems and procedures sound and well administered. They should contain controls to ensure that transactions are properly processed and errors detected promptly.
- 4.1.4 The Chief Financial Officer has a professional responsibility to ensure that the Commissioner's financial systems are sound and should therefore agree any new developments or changes in any system involving financial transactions, assets, purchasing, stock or sales.

4.2 Procurement

- 4.2.1 Public money should be spent with demonstrable probity and in accordance with the Commissioner's policies and the Public Contracts Regulations 2015. The Commissioner has a statutory duty to achieve value for money. The Commissioner's procedures should help to ensure that the Service obtains value for money from the purchasing arrangements.

- 4.2.2 Every employee of the Commissioner as well as the Commissioner has a responsibility to declare any links or personal interests that they may have with purchasers, suppliers and/or contractors if they are engaged in contractual or purchasing decisions on behalf of the Commissioner, in accordance with the Codes of Conduct. Official orders must be in a form approved by the Chief Financial Officer. Official orders must be issued for all works, supplies or services to be supplied to the Commissioner, except for supplies of utilities, periodic payments such as rent or rates, petty cash purchases, e-ordering of approved supplies from an agreed supplier or other exceptions agreed by the Chief Financial Officer.
- 4.2.3 Each order must conform to the guidelines approved by the Commissioner on central purchasing and the standardisation of works, supplies or services. Standard terms and conditions must not be varied without the prior approval of the Chief Financial Officer.
- 4.2.4 The normal method of payment from the Commissioner shall be by BACS or other instrument or approved method, drawn on the Commissioner's bank account by the Chief Financial Officer. The use of direct debit shall require the prior agreement of the Chief Financial Officer. Official orders must not be raised for any personal or private purchases, nor must personal or private use be made of Commissioner's contracts except where they are used to provide specific employee benefits.
- 4.2.5 All works, supplies or services should be ordered only by appropriate persons and correctly recorded. Works, supplies or services received are checked to ensure they are in accordance with the order. Purchase orders should not be received by the person who placed the order and appropriate P2P processes should be followed. Payments are not made unless orders have been satisfied to have been received by the Commissioner to the correct price, quantity and quality standards. All appropriate evidence of the transaction and payment documents are retained and stored for the defined period, in accordance with the document retention schedule.

4.3 Purchasing Procedures

- 4.3.1 The aims of the purchasing procedures are to achieve for the Commissioner the best value obtainable in the market (recognising the need to balance quality and whole life cost) with full accountability but without disproportionate procedural and procurement costs. The use and interpretation of the standards must reflect the legal and ethical framework within which the Commissioner must operate.
- 4.3.2 The procedures apply to all contracts made for, by or on behalf of the Commissioner with the exception of contracts for any interest in land and employment contracts (but contracts for the supply of agency staff do come within these standards), including the renewal or extension of contracts beyond their original scope or term in the same way as they apply to the formation of new contracts.
- 4.3.3 The procurement activities are subject to all applicable UK and EU legislation and in particular that relating to EU Regulations, Compulsory Competitive Tendering and other tendering procedures. They apply to all parts of the Commissioner's business and where the Commissioner is acting as an agent for another body. Any modification to the tendering procedure must be approved in advance by the Chief Financial Officer. Where the Commissioner is a member of any consortium or similar body, or is collaborating with another body which is acting as its agent, the regulations of that body shall apply, but the Chief Financial Officer or their delegated Procurement Officer shall not enter into any such arrangements unless satisfied that the Commissioner will thereby achieve best value for

money and proper control within the consortium or by the agent over procurement arrangements.

4.4 Duties of Officers

- 4.4.1 The Chief Fire Officer / Chief Executive and Principal Officers may delegate authority within the Service to departmental heads and other officers to act for them under these standards and the expression “Officer” includes such designated officers except where expressly excluded.
- 4.4.2 Officers shall ensure that all staff involved in procurement processes are properly trained, managed and monitored. They will ensure that records required under these standards are fully kept and available to persons needing to see them, including the notification to the Head of Purchasing and Supply and the inclusion in the Commissioner’s contract register of all contracts with a life time value greater than £25,000.
- 4.4.3 Subject to being satisfied that the interests of the Commissioner will be best served thereby (by reason of continuity of supply, price, value for money or other sufficient reason), an Officer may authorise changes to the price or time period of an existing contract, where this is allowed for under the terms of the contract, and maintains compliance with the Public Contracts Regulations 2015.
- 4.4.4 The Commissioner shall advertise all opportunities on Contracts Finder where contracts exceed £50,000 in value. This applies to all contracts (works, supplies, services, Light Touch Regime, framework agreements and dynamic purchasing systems) which are regulated by the 2015 Regulations and meet the relevant thresholds. The Commissioner cannot include information on Contracts Finder which is not included in the OJEU contract notice. Contracts Finder should also be used to publish the outcome of all contract awards valued over £50,000. Procurements conducted under the Light Touch Regime in accordance with the Public Contracts Regulations 2015 shall not be subject to publication on Contracts Finder.

4.5 Duties of Procurement Officers

- 4.5.1 Procurement Officers are those officers and staff directly involved in the procurement process. Procurement Officers shall ensure that a Product or Service Specification is sufficiently well defined so as to enable all bidders to submit a competitive price on the basis of equal and full information.
- 4.5.2 Procurement Officers shall ensure that the procedure used is as transparent and fair to all prospective bidders as practicable. They shall ensure contracts entered into meet the requirements set out in these procedures. Procurement Officers shall record (with reasons), sign and date any duly authorised decision taken under these standards.
- 4.5.3 Any person engaged to manage a procurement process or contract award on behalf of the Commissioner who is not an employee of the Commissioner shall comply with these procedures. Where arrangements are made as part of a consortium, the procedures of the lead authority or another partner within the consortium may be used.

4.6 Procurement Procedures

- 4.6.1 Before starting any procurement process, Procurement Officers shall determine the estimated value of the contract. The table below sets out the procedure that will normally be used:

Procurement Option	Financial Level
Minor Procedure (Direct Award)	< £5,000
Competitive Procedure (RFQ)	£5,000 - £24,999
Competitive Procedure RFQ (Procurement Officers)	£25,000 - £49,999
Formal Tender Procedure (Supply & Services)	£50,000 - £189,330
OJEU Tender Procedure (Supply & Services)	> £189,330
Formal Tender Procedure (Works)	£50,000 - £4,733,252
OJEU Tender Procedure (Works)	> £4,733,252

- 4.6.2 Specific requirements of UK or EU legislation, or other statutory regulation, guidance or code of practice governing the procurement (including compliance with Compulsory Competitive Tendering rules) shall be followed (even if they conflict with these standards). In all cases procedures for higher value contracts may be used.

4.7 Minor Contract Procedure

- 4.7.1 Minor contracts and orders for the provision of works, supplies and services may be let without competitive tender. Where alternative suppliers are available reference should be made to publish price information, quotations or other competitive pricing information before the award of the contract, or the issuing of the Purchase Order. Deadlines for competitive quotations or formal tenders may also be used.

4.8 Competitive Contract Procedure

- 4.8.1 Contracts, which do not exceed £50,000, may be let after inviting quotations, prices or tenders from at least three alternative suppliers. For areas where there is a regular requirement for procurement there should be a standing approved list of suppliers who should be approached. Decisions about the names of suppliers on such an approved list shall be authorised at Principal Officer or equivalent level. A record of the bids received shall be kept and the reasons for the award of contract recorded.
- 4.8.2 The Head of Purchasing and Supply will maintain a contracts register for all contracts with a lifetime value greater than £25,000.

4.9 Formal Tender Procedure

- 4.9.1 For contracts with an estimated value greater than £50,000, up to the EU threshold limits, a more formal tender process will apply. All such tenders are conducted through Contract Finder, an electronic government portal.

4.10 EU Procedures

- 4.10.1 The Head of Purchasing & Supply will have responsibility for the management of all procurement exercises where the expenditure is above the EU thresholds and the laid down EU procedures shall be followed.
- 4.10.2 All purchases exceeding £25,000 are to be conducted by the Purchasing Department working in collaboration with the budget holder and other relevant stakeholders.

4.10.3 All purchase orders shall be subject to two approvers as detailed below:

Budget Approval	Procurement Approval	Value
Department staff with authority to spend on behalf of the budget holder	Purchasing Officer	< £5,000.00
Budget holder	Contracts Officer	< £25,000.00
Budget holder	Head of Purchasing & Supply	< £100,000.00
Principal Officer, Chief Fire Officer / Chief Executive	Head of Purchasing & Supply, Chief Financial Officer	< £250,000.00
Chief Fire Officer / Chief Executive, Chief Financial Officer	PFCC, DPFCC, PFCC's Chief Executive	£250,000.00 +

Each level may also be approved by those in a higher approval group.

4.11 Exceptions

- 4.11.1 The procedures outlined above shall be followed except where specific exemptions apply. The decision to apply an exemption shall be taken at the next higher level to the person authorised to commit the expenditure. The following specific exemptions may apply:
- 4.11.2 The product or service is required so urgently that the standard procedure cannot be followed. An urgency reason shall be a reason outside the control of the Commissioner. This option may not be used where OJEU rules apply;
- 4.11.3 It is for other reasons demonstrably in the best interests of the Commissioner to negotiate with a single supplier only or it is not reasonably practicable or in the Commissioner's interest to invite tenders;
- 4.11.4 The procurement is being made under an existing framework agreement and the indicative prices in the framework are below those expected from the market;
- 4.11.5 The procurement is for a service activity where the personal quality of the personnel engaged in the activity is the major element of the procurement, such as architects, financial consultants and legal advisers. Quotations, tenders or Framework prices may be accepted or reviewed on grounds which award a greater weight to quality than to price. Officers shall seek to include appropriate mechanisms for the control of fees payable and ensure that bidders are aware of the relevant evaluation criteria and rankings before submitting their tenders. Due regard is to be given to EU Regulations (specifically Negotiated and Competitive Dialogue Procedures) in so much that this process does not conflict with these; or
- 4.11.6 The declared prices procedure may be used to maximise the value obtained from a fixed sum. Under this procedure, the Commissioner indicates the price it is willing to pay for a product or service and asks bidders to indicate what they are willing to supply at that price. The Procurement Officer may inform potential bidders of the sum available and negotiate the products or services to be supplied in return. This procedure should only be used where it is demonstrably in the Commissioner's best interest and has prior Commissioner approval. Due regard is to be given to EU Regulations (specifically Negotiated and Competitive Dialogue Procedures) in so much that this process does not conflict with these.

4.12 Private Interests

- 4.12.1 No employee or agent of the Commissioner shall improperly use his or her position to obtain any personal or private benefit (including benefit accruing to connected third parties) from any contract entered into by the Commissioner. Employees shall have due regard to the registration of relevant interests in the registers maintained for that purpose by the Executive Support Team.

4.13 Tender Processes

- 4.13.1 Procurement Officers shall ensure that any tender rejected for late delivery shall be immediately returned to the sender and no details within such tender shall be recorded or disclosed. If an error is identified within a Tender, the bidder shall be given the opportunity of either confirming or withdrawing the tender, but no request to amend a tender after the time fixed for receipt will be accepted.
- 4.13.2 Tenders should be conducted electronically. Where tenders are not conducted electronically, they shall be opened in the presence of a manager independent of the Procurement Officer managing the procurement. A tender may only be accepted if it is within an approved revenue estimate or an approved capital vote adjusted as agreed by the Chief Financial Officer for increased price levels.
- 4.13.3 The Procurement Officer may award a contract other than to the financially first ranked bidder (i.e. lowest acceptable or highest in the case of a receipt) provided they certify why it is in the Commissioner's best interests to do so. The acceptability of a tender may be determined by reference to characteristics which are not capable of precise definition (e.g. taste or quality) provided that those characteristics are connected with the purpose for which the tender has been sought and that the influence of personal preference is minimised so far as practicable. The lowest acceptable tender need not be accepted where this would not represent the best value for money.
- 4.13.4 In the event that Post Tender Negotiation is required, this must be approved by the Head of Purchasing & Supply prior to any contact with the bidder. This is to take place after that bidder has been properly chosen to be the contractor but before acceptance on any aspect of a tender (Post Tender Negotiation). The Head of Purchasing & Supply shall attend these meetings. Post Tender Negotiation will only be undertaken where negotiation does not permit the disclosure of commercially sensitive information supplied by unsuccessful bidders for that contract and it is considered that the tender process has not resulted in the most advantageous offer and that offers are capable of improvement by negotiation.

4.14 Form of Contracts

- 4.14.1 Procurement Officers shall ensure the provision within the contract of clear and appropriate conditions governing the key elements of price, performance, warranty, duration, cancellation and default. The decision as to whether contracts with a value greater than £1m should be executed under seal will be made by the Chief Financial Officer taking into account factors such as the nature of the contract, the contractual period, and the goods, assets or services being purchased.
- 4.14.2 Every contract shall contain a clause empowering the Commissioner to terminate the contract if the contractor or any person employed by the contractor or acting on the contractor's behalf, with or without their knowledge, has acted corruptly in connection with

the contract or any other contract with the Commissioner and in particular appears to have committed any offence under the Bribery Act 2010 or the Criminal Justice Act 2003, or to have paid or offered any fee or reward contrary to Section 117 of the Local Government Act 2000.

- 4.14.3 Every contract shall contain a clause empowering the Commissioner to terminate the contract summarily by notice in writing should the contractor become bankrupt, insolvent, transfer or assign the contract or resolve to wind up or be ordered to be wound up, or carry on business under an Administrative Receiver. Such cancellation shall, so far as practicable, permit recovery by the Commissioner of all losses stemming from termination.
- 4.14.4 Procurement Officers shall in all cases consider the need for liquidated damages and seek the Chief Financial Officer's guidance and specific advice in this regard on all contracts worth more than £250,000. Procurement Officers may require a contractor to provide a bond or a guarantee from a parent company for contracts over £50,000.
- 4.14.5 For contracts over £250,000 a bank bond or guarantee should be considered depending on the risk profile of the contract.

4.15 Financial Limits

- 4.15.1 The financial limits determining who is responsible for the approval, agreement or sign off of contracts and purchase orders are given under section 9.13 – Financial Limits.
- 4.15.2 Individuals may be delegated specific authority to authorise orders or invoices above these general limits by agreement with the Chief Financial Officer. Any such delegation and agreement shall be in writing.

5 Financial Management Procedures

5.1 Introduction

- 5.1.1 More detailed procedures for the operation of the financial systems, including the payment of creditors, collection of debts, asset and stock reviews and write offs are the responsibility of the Chief Financial Officer. The following paragraphs cover the financial limits for the controls.

5.2 Financial Limits

- 5.2.1 The following levels of authority apply for the write off of stock, or bad debts:

Approval Levels	Post
Stock < £1,000	Stores Manager, Transport Manager
Stock < £10,000	Head of Purchasing & Supply, Fleet Engineer
Bad Debts < £5,000	Finance Manager
Stock & Bad Debts < £10,000	Chief Financial Officer
Stock & Bad Debts >£10,000	Chief Financial Officer – Reported to the Commissioner

5.2.2 The following levels of authority apply to Treasury Management:

Term	Post
Overnight investment	Financial Processes Manager or Finance Manager
Terms up to 3 months	Finance Manager
Terms up to 1 Year	Chief Financial Officer
Terms over 1 year	Chief Financial Officer, reported to the Commissioner

5.3 Payments

5.3.1 The authority to authorise the initiation of payment runs rests with the Financial Processes Manager, Finance Manager or Assistant Director of Finance. The actual payment run may be initiated by another member of the department. Records will be maintained of who authorised, and who actioned each payment run and BACS transfer. Individual payments through CHAPS or cheques will also be recorded in this way. The following staff have delegated authority to authorise payments through the bank, or to issue instructions to the bank:

- a) Chief Financial Officer;
- b) Assistant Director of Finance
- c) Financial Processes Manager, and
- d) Finance Manager

5.3.2 The Chief Financial Officer is authorised to amend and delete this list to meet operational requirements.

5.3.3 Responsibility for maintaining the detailed procedures, including the instructions for the use of the finance system rests with the Chief Financial Officer. These detailed procedures shall be subject to version control.

5.4 Banking Arrangements

5.4.1 The Chief Financial Officer is responsible for the arrangements for the ordering and security of cheques, electronic payment systems and other payments arrangements. All cheques and payments will be signed, authorised or transacted under the authority of the Chief Financial Officer by nominated staff. The Chief Financial Officer will arrange to notify the Commissioner's bankers of the names of nominated staff.

5.4.2 The Chief Financial Officer is responsible for ensuring that all bank accounts operated by the fire and rescue service are reconciled on a regular and timely basis, and that the transactions are subject to independent review.

6 Banking & Treasury Policy

6.1 Treasury management

6.1.1 The Commissioner has adopted CIPFA's Code of Practice for Treasury Management. The Commissioner is responsible for approving the treasury management strategy. The Chief Financial Officer has delegated responsibility for implementing and monitoring the

strategy. All money in the control of the fire and rescue service is controlled by the Chief Financial Officer.

- 6.1.2 The Chief Financial Officer will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy / suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect. The Commissioner approves the Treasury Management Strategy in February of each year. The objectives or aims of each element of activity are set out in the sections below:
- 6.1.3 **Liquidity risk management** – The objective is to ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available which are necessary for the achievement of its objectives.
- 6.1.4 **Interest rate risk management** - The objective is to manage exposure to fluctuations in interest rates with a view to containing its medium term net interest costs, and in securing its interest revenues in accordance with the amounts provided in its budgetary arrangements. The Commissioner will achieve these objectives by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. The above are subject at all times to the consideration and, if required, approval of any policy or budgetary implications.
- 6.1.5 **Exchange rate risk management** - The objective in managing the exposure to fluctuations in exchange rates is to minimise any detrimental impact on its budgeted income/expenditure levels. Where possible the risk of exchange rate fluctuations will be borne by suppliers of goods and services. The Commissioner will achieve this objective by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of exchange rates. The above is subject at all times to the consideration and, if required, approval of any policy or budgetary implications.
- 6.1.6 **Inflation risk management** - The effects of varying levels of inflation, insofar as they can be identified, as impacting directly on its treasury management activities, will be controlled by the Commissioner as an integral part of its strategy for managing its overall exposure to inflation. It will achieve this objective by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of inflation. The above is subject at all times to the consideration and, if required, approval of any policy or budgetary implications.
- 6.1.7 **Credit and counterparty risk management** - The prime objective of the Commissioner's Treasury Management activities is the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited, and will limit its investment activities to the approved instruments, methods and techniques referred to. It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

- 6.1.8 **Refinancing risk management** - The Commissioner will ensure that its borrowing, financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the organisation as can reasonably be achieved in the light of market conditions prevailing at the time. The Commissioner will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over-reliance on any one source of funding if this might jeopardise achievement of the above.
- 6.1.9 **Legal and regulatory risk management** - The Commissioner will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with the organisation, particularly with regard to duty of care and fees charged. The Commissioner recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation.
- 6.1.10 **Fraud, error and corruption, and contingency management** - The Commissioner will ensure that it has identified the circumstances, which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.
- 6.1.11 **Market risk management** - The Commissioner will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

6.2 Treasury Management Strategy

- 6.2.1 The Chief Financial Officer is responsible for reporting to the Commissioner via the Strategic Board a proposed Treasury Management Strategy for the coming financial year no later than February of the preceding financial year. All Commissioner decisions on borrowing, investment or financing shall be delegated to the Chief Financial Officer, who is required to act in accordance with CIPFA's Code of Practice for Treasury Management following approval of the Treasury Management Strategy. Reports on treasury management will be drawn up for presentation to the Commissioner in May and October of each year, together with the Prudential Indicators for Treasury Management to report the mid-year and outturn position.
- 6.2.2 Many millions of pounds pass through the Commissioner's accounts each year and procedures have been established to deal with the management of cash flows and the associated risks. These seek to provide assurances that the Commissioner's money is properly managed in a way that balances risk with return, but with the overriding consideration being given to the security of the Commissioner's investment.
- 6.2.3 The Chief Financial Officer shall arrange the borrowing and investments of the Commissioner in such a manner as to comply with the CIPFA Code of Practice on Treasury Management and the Commissioner's Treasury Management policy statement

and strategy. All investments of money shall be made in the name of the Commissioner or in the name of nominees approved by the Commissioner. All securities that are the property of the Commissioner or its nominees and the title deeds of all property in the Commissioner's ownership shall be held under arrangements approved by the Chief Financial Officer.

- 6.2.4 The Chief Financial Officer shall affect all borrowings in the name of the Commissioner and act as the Commissioner's registrar of stocks, bonds and mortgages and to maintain records of all borrowing of money by the Commissioner. The Chief Financial Officer shall ensure that the procedures to be followed for borrowing are documented.
- 6.2.5 Principal Officers shall ensure that loans are not made to third parties and that interests are not acquired in companies, joint ventures or other enterprises without the approval of the Commissioner, following consultation with the Chief Financial Officer.
- 6.2.6 For trust funds and funds held for third parties these should be held, wherever possible, in the name of the Commissioner. All officers and staff acting as trustees by virtue of their official position shall deposit securities, etc. relating to the trust with the, Chief Financial Officer unless the deed otherwise provides. Where funds are held on behalf of third parties, arrangements shall be made for their secure administration, approved by the Chief Financial Officer with written records of all transactions. Trust funds shall be operated within any relevant legislation and the specific requirements for each trust.
- 6.2.7 The Chief Financial Officer shall operate bank accounts as are considered necessary. Opening or closing any bank account shall require the approval of the Chief Financial Officer. All payments made on behalf of the Commissioner shall be authorised by the Chief Financial Officer or such officers as they nominate for that purpose. The Commissioner may provide employees of the Commissioner with cash or bank imprest accounts to meet minor expenditure on behalf of the Commissioner and the Chief Financial Officer shall prescribe rules for operating these accounts. The arrangements for the operation of these accounts shall be reviewed periodically.
- 6.2.8 Principal Officers shall ensure that employees operating an imprest account obtain and retain vouchers to support each payment from the account. Where appropriate, an official receipted VAT invoice must be obtained. They shall make adequate arrangements for the safe custody of the account and record transactions promptly. Imprest accounts may not be used to make personal loans and the only payments into the account shall be the reimbursement of the float and change relating to purchases where an advance has been made.

6.3 Value for Money

- 6.3.1 The Commissioner is committed to the pursuit of value for money in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its Treasury Management Policy Statement.
- 6.3.2 Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the organisation's stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements.

6.4 Records

- 6.4.1 The Chief Financial Officer shall maintain full records of treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.

6.5 Approved Instruments for Investment and Borrowing

- 6.5.1 The Chief Financial Officer shall maintain a list of approved instruments, methods and techniques. This shall include limits, either in duration of financial limits, in the use of specific instruments and financial limits for investments.

6.6 Organisation

- 6.6.1 It is essential, for the purposes of the effective control and monitoring of its treasury management activities, and for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times clarity of treasury management responsibilities.
- 6.6.2 The principles on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.
- 6.6.3 The Chief Financial Officer shall have responsibility for setting the detailed treasury management policies. The Chief Financial Officer will ensure that there is an adequate structure in place to implement the policies and undertake the day to day treasury management activities.
- 6.6.4 If, as a result of lack of resources or other circumstances, there is a departure from these principles, the Chief Financial Officer will ensure that the reasons are reported in the next Treasury Management report to the Commissioner.
- 6.6.5 The Chief Financial Officer will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangement for absence cover. They will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.
- 6.6.6 The delegation to the Chief Financial Officer in respect of treasury management is set out in the main scheme of delegation. The Chief Financial Officer will fulfil all such responsibilities in accordance with the organisation's policy statement and with generally accepted professional practice on treasury management.

6.7 Budgeting, Accounting and Audit

- 6.7.1 The Chief Financial Officer will include the financial implications of treasury management policy in the annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The Commissioner will account for its treasury management activities, for

decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being. The Commissioner will ensure that its auditors, and those charged with regulatory review, have access to all information and papers supporting the activities of the treasury management function as are necessary for the proper fulfillment of their roles, and that such information and papers demonstrate compliance with external and internal policies and approved practices.

6.8 Cash Flow Management

- 6.8.1 Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Commissioner will be under the control of the Chief Financial Officer, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the Chief Financial Officer will ensure that these are adequate for the purposes of monitoring compliance with liquidity risk management.

6.9 Money Laundering

- 6.9.1 The Commissioner is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this are properly trained. The Chief Financial Officer will be the responsible officer for reporting purposes.

6.10 Staff Training

- 6.10.1 The Commissioner recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to maintain an appropriate level of expertise, knowledge and skills. The Chief Financial Officer, in consultation with the Director of Corporate Services, will recommend and implement, where appropriate, the necessary arrangements.

6.11 Use of External Service Providers

- 6.11.1 The Commissioner recognises the potential value of employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which will have been submitted to full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. And it will ensure, where feasible and necessary, that a spread of service providers is used, to avoid over-reliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangements rests with the Chief Financial Officer.

6.12 Corporate Governance

- 6.12.1 The Commissioner is committed to the pursuit of proper corporate governance and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

6.13 Income

- 6.13.1 Income can be a vulnerable asset and effective income collection systems are necessary to ensure that all income due is identified, collected, receipted and banked properly. It is preferable to obtain income in advance of supplying goods or services as this improves the cash flow and also avoids the time and cost of administering debts. For the Commissioner this risk is limited as most income is collected by other Authorities or paid as government grants.
- 6.13.2 The charges set by the fire and rescue service are reviewed annually and applied for all new contracts and agreements after their implementation date. Income is invoiced in accordance with agreed procedures. All money received by an employee on behalf of the fire and rescue service is paid without delay to the Commissioner's bank account, and properly recorded. The responsibility for cash collection should be separated from identifying the amount due or for reconciling the amount due to the amount received. Effective action is taken to pursue non-payment within defined timescales and formal approval for debt write-off is obtained.
- 6.13.3 Principal Officers have a responsibility to assist the Chief Financial Officer in collecting debts that they have originated, by providing any further information requested by the debtor, and in pursuing the matter on the Commissioner's behalf. A credit note to replace a debt can only be issued to correct a factual inaccuracy or administrative error in the calculation and/or billing of the original debt.

7 Staffing

7.1 Introduction

- 7.1.1 The Chief Fire Officer / Chief Executive is responsible for providing overall management to staff and is also responsible for ensuring that there is proper use of the evaluation or other agreed systems for determining the remuneration of a job. Principal Officers are responsible for controlling total staff numbers by adjusting the staffing to a level that can be funded within approved budget provision and the proper use of appointment procedures.
- 7.1.2 In order to provide the highest level of service, it is crucial that the fire and rescue service recruits and retains high calibre, knowledgeable staff, qualified to an appropriate level. The key controls for staffing include ensuring that an appropriate staffing strategy and policy exists, in which staffing requirements and budget allocation are matched.
- 7.1.3 Procedures are in place for forecasting staffing requirements and cost, controls are implemented that ensure that staff time is used efficiently and to the benefit of the fire and rescue service; and checks are undertaken prior to employing new staff to ensure that they are appropriately qualified, experienced and trustworthy.
- 7.1.4 The Commissioner is responsible for approving the overarching HR strategy and budget provision in consultation with the Chief Fire Officer, who will advise the Commissioner on the budget necessary in any given year to cover estimate staff costs.

7.2 Payments to employees

- 7.2.1 Staff costs are the largest item of expenditure for most fire and rescue services. It is therefore important that payments are accurate, timely, made only where they are due for services to the fire and rescue service and that payments accord with individuals' conditions of employment. It is also important that all payments are accurately and completely recorded and accounted for.
- 7.2.2 The key controls for payments to employees are to ensure that proper authorisation procedures are in place and that there is adherence to corporate timetables in relation to Starters, Leavers, Variations, Enhancements, Timesheets, and Claims. There is segregation of duties in the operation of the HR and Payroll system with employees and their pay elements maintained by the HR department and responsibility for payment and the accounting for payroll cost within the Finance department. Frequent reconciliation takes place of payroll expenditure against approved budget and bank account. It is the responsibility of the Chief Fire Officer / Chief Executive and Chief Financial Officer to ensure that these controls are maintained.

7.3 Pay in Lieu of Notice

- 7.3.1 All payments to leavers to cover the contractual period of notice shall be treated as contractual and paid through the payroll with the deduction of tax and national insurance contributions.

7.4 Taxation

- 7.4.1 Like all organisations, the Commissioner is responsible for ensuring its tax affairs are in order. Tax issues are often very complex and the penalties for incorrectly accounting for tax are severe. It is therefore very important for all employees to be aware of their responsibilities.
- 7.4.2 All taxable transactions are identified, properly carried out, accounted for within stipulated time-scales and paid through appropriate financial systems and records are maintained in accordance with HM Revenue and Customs guidance to enable returns to be made to the appropriate authorities within the stipulated timescale. It is the responsibility of the Chief Financial Officer to ensure that suitable arrangements are in place to comply with the statutory requirements.

8 Joint Working Arrangements

8.1 Introduction

- 8.1.1 Public bodies are increasingly encouraged to provide seamless service delivery through working closely with other public bodies, local authorities, agencies and private service providers.
- 8.1.2 When the Commissioner acts as a commissioner of services, they will need to agree the shared priorities and outcomes expected to be delivered through the contract or grant agreement with each provider. The inclusion of detailed grant conditions directing recipients how to spend funding need not be the default option

8.1.3 Joint working arrangements can take a number of different forms, each with its own governance arrangements. These can be grouped under the following headings:

- i. Partnerships
- ii. Collaboration
- iii. Regional working
- iv. Consortia
- v. External Funding
- vi. Work for Third Parties

8.2 Partnerships

8.2.1 Partnerships can play a key role in delivering community strategies and in helping to promote and improve the well-being of the area.

8.2.2 The main reasons for entering into a partnership are to provide new and better ways of delivering services or to access new resources. Partners may act as a project deliverer, sponsor, funder or beneficiary. They have responsibilities in common with the Commissioner for the project. They must act in good faith at all times and in the best interests of the partnership's aims and objectives, being open about any conflict of interests that might arise.

8.2.3 Partners must encourage joint working and promote the sharing of information, resources and skills between public, private and community sectors and hold confidentially any information received as a result of partnership activities or duties that is of a confidential or commercially sensitive nature;

8.3 Collaboration

8.3.1 The Commissioner must keep emergency service collaboration under review and enter into collaboration agreements where it is in the interests of efficiency or effectiveness as set out in the Police and Crime Act 2017.

8.3.2 The Commissioner shall hold the Chief Fire Officer / Chief Executive to account for any collaboration in which the Fire and Rescue Service is involved in.

8.3.3 Any such proposal shall be discussed with the Commissioner and the Chief Financial Officer.

8.4 Regional Working

8.4.1 The Fire and Rescue Service's contribution towards working with other services, regions, agencies or parties will be contained in the annual budget and medium term financial plan.

8.4.2 The Director of Corporate Services will be required to provide regular financial and performance monitoring information for regional working. Once a contribution has been made to a regional project, in terms of application of the resource, it will be assumed it will be in line with those of the Lead Party for that activity. The Fire and Rescue Service will have the right to audit all expenditure in relation to all regional projects.

8.5 Consortium Arrangements

8.5.1 A consortium is a long term joint working arrangement with other bodies, operating with a formal legal structure approved by the Commissioner.

8.5.2 Responsibilities of the Chief Fire Officer / Executive:

- a) To contact the Commissioner's Chief Executive and Monitoring Officer before entering into any formal consortium agreement and to establish the correct legal framework.
- b) To consult the Chief Financial Officer to ensure that correct treatment of taxation and other accounting arrangements.
- c) To produce a business case to show the full economic benefits to be obtained through participation in the consortium
- d) To produce a Memorandum of Understanding (MoU) setting out the appropriate governance arrangements for the project. This document should be approved by the Commissioner's Chief Executive and Monitoring Officer.

8.5.3 Responsibilities of the Commissioner:

- a) To approve the Fire and Rescue Service's participation in the consortium arrangement.

8.6 External Funding

- 8.6.1 External funding can be a very important source of income, but funding conditions need to be carefully considered to ensure that they are compatible with the aims of the Commissioner. In some cases external funding is linked to a tight specification and may not be compatible with the Fire and Rescue Plan.
- 8.6.2 The Commissioner shall actively pursue opportunities for additional funding where this is considered to be in the interests of the Service.
- 8.6.3 The Chief Fire Officer and Chief Executive shall ensure that the match funding requirements and exit strategies are considered prior to entering into any agreements and that the medium term financial plan reflects this.
- 8.6.4 The Chief Financial Officer shall ensure that all funding notified by external bodies is received and properly accounted for, and that all claims for funds are made by the due date and that any audit requirements specified in the funding agreement are met.
- 8.6.5 The Chief Fire Officer / Chief Executive, in conjunction with the Commissioner's Chief Executive and Monitoring Officer, shall ensure that key conditions of the funding any statutory requirements are complied with and that the responsibilities of the accountable body are clearly understood. They shall all ensure that any conditions placed on the Commissioner are in accordance with approved policies. If there is a conflict, this needs to be taken to the Commissioner for resolution.

8.7 Work for third parties

- 8.7.1 Legislation enables the fire and rescue service to provide a range of services to other bodies. Such work may enable a unit to maintain economies of scale and existing expertise. Arrangements should be in place to ensure that any risks associated with this work are minimised and that such work is intra vires.

- 8.7.2 Principal Officers shall maintain a register of all contracts entered into with third parties and ensure (in conjunction with the Chief Financial Officer) that appropriate insurance arrangements are made.

9 Financial Limits

9.1 Review Period

The purpose of this section is to set out the limits approved by the Commissioner, which should be reviewed annually as part of the Financial and Procurement Regulations.

9.2 Budget Virements

Limits	Virement to be approved by			
	Principal Officer	Chief Fire Officer	Chief Financial Officer	Commissioner
Up to £50,000	✓			
£50,000 to £250,000	✓	✓	✓	
Over £250,000	✓	✓	✓	✓

- 9.2.1 The cumulative value of virements agreed by Chief Fire Officer / Chief Executive in a financial year to a single budget head shall be reported to the Commissioner via the Performance and Resources Board if it exceeds £250,000. Virement is not permitted in relation to financing items such as asset charges or to the estimate heads where a proposal would adversely affect the long-term revenue commitments of the Commissioner.
- 9.2.2 Commissioner approval is not required when the virement is between an income estimate head and an expenditure estimate head, which are directly related and is approved by the Chief Financial Officer. Commissioner approval is not required for virements between accounting periods, or between cost centres when the account is unchanged.

9.3 Revenue and Capital Contract Overspends

- 9.3.1 Where it appears that the final cost of a revenue or capital contract will exceed the contract sum by more than both 5% and £12,000 (except by the operation of a fluctuating cost clause), a report shall be made to and approval sought of the Commissioner as soon as possible.

9.4 Revenue Budget Monitoring

- 9.4.1 Major projects need not be referred back to the Commissioner for further approval unless, when negotiating contract details, amendments to the nature of the scheme are sought or the cost of the scheme exceeds the limits shown below:

Cost of project varies from approved estimate by the lesser of 10% or £250,000

9.5 Capital Programme

9.5.1 Approval for capital expenditure and disposal

Capital expenditure (and any subsequent changes to the capital budget) are considered by the Strategic Board, which in turn makes a recommendation to the Commissioner. Any capital project, property disposal, or property lease renewal with a value in excess of £250,000 shall be subject to the Commissioner's approval. The Chief Financial Officer will require notification before any such commitment is made.

9.5.2 Approval of leases and other credit arrangements

The Chief Fire Officer / Chief Executive shall notify the Chief Financial Officer of all proposed leases, or other credit arrangements before any agreement is made. Any lease or other credit arrangement with a value in excess of the limit shown below shall be subject to the Commissioner's approval:

£10,000 pa in lease payment

9.6 Annual Capital Programme

9.6.1 Schemes exceeding approved estimates in the Capital Programme

Detailed estimates for each scheme in the approved Capital Programme shall be prepared by the responsible officer before tenders are sought or commitments made. Schemes need not be referred back to the Commissioner for further approval unless the cost of the scheme exceeds the limit shown below:

Cost in excess of £250,000 or for a lease if the lease payments exceed £10,000 p.a.

9.7 Leasing

9.7.1 Officers will consult the Chief Financial Officer before entering into any leasing agreement. Where the annual lease payments exceed £10,000, this will be subject to the Commissioner's approval.

9.8 Write-offs

9.8.1 The Chief Financial Officer shall have the authority to write off a debt, deficiencies of stocks or stores, and an item in an inventory or to declare equipment and materials surplus to the fire service's requirements, subject to a limit of £10,000 in any one case. Amounts above this are to be reported to the Commissioner.

9.8.2 The Chief Financial Officer shall issue procedures for the authorisation and recording of the debts to be written off.

9.9 Assets

9.9.1 The Chief Fire Officer / Chief Executive shall maintain an asset register for all fixed assets with an individual value in excess of the limits shown below:

Land & Buildings - £10,000

Vehicles – £7,500

Computers - £10,000

Plant & Equipment - £10,000

This covers equipment items which are individually below the de-minimis, but when aggregated exceed the limit, e.g. IT hardware

9.9.2 High value asset disposals

Items above the estimated value shown below shall be disposed of by public auction or sealed bids after advertisement:

Lane & Buildings £500,000
Equipment £25,000
Non-Operational Vehicles £20,000

In cases where it is deemed to be cost effective to action a sale of land or buildings through an estate agent, prior approval of the Chief Fire Officer / Chief Executive or Chief Financial Officer must be obtained.

9.10 Income

9.10.1 The Chief Financial Officer may approve the write-off of bad debts, pension and payroll overpayments up to £10,000. Amounts for write-off above this value must be referred to the Commissioner for approval, supported by a written report explaining the reasons for write off.

9.11 Ex Gratia Payments

9.11.1 The Chief Fire Officer / Chief Executive shall have the authority to make, having regard to the particular circumstances of each case, ex gratia payments not exceeding £10,000 in any one case, subject to consultation with the Chief Financial Officer.

9.11.2 Amounts greater than £10,000 must be referred to the Commissioner for approval. The circumstances of the proposed payment must not have the effect of circumventing other fire and rescue service pay and allowance, policies, rates and rules.

9.12 Declaring Land Surplus to Requirements

9.12.1 The Chief Fire Officer / Chief Executive shall have the authority to declare surplus to the Commissioner's requirements, land of a minor nature and a value not exceeding £100,000.

9.13 Contract Standing Orders

9.13.1 The Commissioner is advised in writing of the intention to enter into the contract at least seven days in advance for contracts over £150,000. On receipt of the written notice, the Commissioner may withdraw consent to enter into the contract notified. The Commissioner shall receive a monthly report of other contracts let by the organisation.

9.14 Single Source Justification (also referred to as Single Tender Action)

9.14.1 Requests for Single Source Justification shall be required when estimated expenditure in any procurement is likely to exceed £5,000 and no competitive process has been undertaken. Approval shall be subject to the provision of sufficient evidence being

presented to support the application, agreement from the budget holder and sign off in accordance with financial approval levels.

9.14.2 A register detailing Single Source Justifications is maintained and shall be reviewed monthly by the Head of Purchasing & Supply and the Chief Financial Officer.

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Schedule 16 – Terms of Reference of the Essex Police, Fire and Crime Panel

1. Introduction

1.1.1. The Police Reform and Social Responsibility Act 2011 brought in the responsibility for local authorities to create a Police and Crime Panel. This panel would be made up of local elected councillors and independent members with the responsibility to scrutinise and support the work of the Police and Crime Commissioner (PCC).

1.1.2. The Policing and Crime Act 2017 introduced new powers for a PCC to make a local business case to the Secretary of State to take on the governance of fire and rescue services for their area. The Secretary of state approved the business case for a change in governance for Essex.

1.1.3. The Police, Fire and Crime Commissioner for Essex (Fire and Rescue Authority) Order 2017 created a new fire and rescue authority, under section 4A of the Fire and Rescue Services Act 2004, for the areas covered by Southend-on-Sea Borough Council, Thurrock Council and Essex County Council. The new order came into effect from the 1st October 2017.

1.1.4. Within that order it sets out that the person who is the Police and Crime Commissioner for Essex is also the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority (“the Commissioner”). They will be known as the Police, Fire and Crime Commissioner for Essex (“the PFCC”).

1.1.5. The Policing and Crime Act 2017 also amended section 28 (Powers of Police and Crime Panels) of the Police Reform and Social Responsibility Act 2011 to include the responsibilities of the new fire and rescue authority.

1.1.6. In summary, the functions of the Police and Crime Panel which must be exercised with a view to support the effective exercise of the functions of the PCC now include the Commissioner’s functions in respect of the governance of the Fire and Rescue Service. Following the introduction of the additional responsibility the panel is now known as the Essex Police, Fire and Crime Panel (“the Panel”).

2. Functions of the Panel

2.1. Key Functions

2.1.1. The functions of the Panel are:

- a) Scrutiny of the Police and Crime Plan and the Fire and Rescue Plan.
- b) Scrutiny of the Annual Report and the Fire and Rescue Statement.
- c) Scrutiny of the appointment of a Deputy PFCC, the PCC’s Chief Executive and the PCC’s Treasurer.

- d) Scrutiny of the appointment of the Commissioner's Chief Financial Officer.
- e) Scrutiny of the appointment and dismissal of the Chief Constable and the Chief Fire Officer.
- f) To review the precept which the PFCC is proposing to issue for both Police and Fire and Rescue, for each financial year with the power to veto the precept.
- g) To deal with certain complaints against the PFCC or Deputy PFCC.

2.1.2. The Panel must also review or scrutinise decisions made, or other actions taken by the PFCC in connection with the discharge of their functions in relation to Policing and Fire and Rescue.

2.1.3. Further details of what the functions of the Panel mean is included below:

2.2. Scrutiny of Police and Crime Plan and the Fire and Rescue Plan

2.2.1. The Panel is a statutory consultee on the development or variation of the Police and Crime Plan and Fire and Rescue Plan. The Panel will receive a copy of the draft Plan, or a draft of any variation to it, from the Commissioner.

2.2.2. The Panel must:

Hold a public meeting to review the draft Police and Crime Plan or Fire and Rescue Plan (or a variation to it), and

Report or make recommendations on the draft Plans which the PFCC must take into account when finalising the documents.

2.3. Scrutiny of the Annual Report and Fire and Rescue Statement

2.3.1. The PFCC must produce an Annual Report and Fire and Rescue Statement about the exercise of their functions in the financial year and progress in delivering on the priorities set out in the Police and Crime Plan, and the Fire and Rescue Plan.

2.3.2. The Annual Report and Fire and Rescue Statement must be sent to the Panel for their consideration.

2.3.3. The Panel must comment upon the Annual Report and Fire and Rescue Statement, and for that purpose must:

- a) Arrange for a public meeting of the Panel to be held as soon as practicable after the Panel receives the Annual Report or Fire and Rescue Statement;
- b) Require the PFCC to attend the meeting to present the reports to the Panel, and answer such questions about the Annual Report and the Fire and Rescue Statement as the Panel think appropriate;
- c) Make a report or recommendations on the Annual Report and Fire and Rescue Statement to the PFCC.

2.4. Senior Appointments

2.4.1. The Panel has powers to review the PFCC's proposed appointments of Chief Constable, Chief Fire Officer, Chief Executive of the Office of the PFCC, Chief Finance Officer of the PCC and Commissioner and the Deputy PFCC.

2.4.2. There is a process which is required to be followed for the appointment of Senior Appointments which includes a public confirmatory hearing for these posts.

2.4.3. The Panel will be notified of the need for a confirmatory hearing in respect of proposed senior appointments made by the PFCC. This will be held at the next available meeting of the Panel unless the appointment timescale requires an earlier hearing, in which case an extraordinary meeting will be arranged.

2.4.4. With regard to the appointment of the Chief Constable and Chief Fire Officer, the Panel is required to hold a meeting within the period of three weeks from the day on which the Panel receives notification from the Police and Crime Commissioner which will include:

- a) The name of the candidate.
- b) The criteria used to assess the suitability of the candidate for the appointment.
- c) Why the candidate satisfies those criteria.
- d) The terms and conditions on which the candidate is to be appointed.

2.4.5. Confirmatory hearings will be held in public, where the candidate is requested to appear for the purpose of answering questions relating to the appointment. Following this hearing, the Panel is required to review the proposed appointment and make a report to the PFCC on the appointment.

2.4.6. For a confirmatory hearing for the proposed appointment of the Chief Constable and Chief Fire Officer, in addition to the requirement to review and report, the Panel has the requirement to make a recommendation on the appointment and the power to veto the appointment.

2.4.7. Having considered the appointment, the Panel will be asked either:

- a) To support the appointment without qualification or comment.
- b) To support the appointment with associated recommendations.
- c) To veto the appointment of the Chief Constable (by the required majority of at least two thirds of the persons who are members of the Panel at the time when the decision is made).

2.4.8. If the Panel vetoes the appointment of the candidate, the report to the PFCC must include a statement that the Panel has vetoed the appointment with reasons.

2.5. Suspension and Removal of the Chief Constable or Chief Fire Officer

2.5.1. If the PFCC suspends the Chief Constable or Chief Fire Officer from duty they must notify the Panel of the suspension.

2.5.2. A Commissioner must not call upon a Chief Constable to retire or the Chief Fire Officer to resign until the end of the scrutiny process which will occur:

a) At the end of six weeks from the Panel having received notification if the Panel has not by then given the PFCC a recommendation as to whether or not they should call for the retirement or resignation; or

b) The PFCC notifies the Panel of a decision as to whether they accept the Panel's recommendations in relation to resignation or retirement.

2.5.3. The PFCC must notify the Panel in writing of their proposal to call upon the Chief Constable or Chief Fire Officer to retire or resign together with a copy of the reasons given to the Chief Constable/Chief Fire Office and any representation from the Chief Constable/Chief Fire Officer in relation to that proposal.

2.5.4. Within six weeks from the date of receiving the further notification, the Panel must make a recommendation in writing to PFCC as to whether or not they should call for the retirement or resignation. Before making any recommendation, the Panel may consult the chief inspector of constabulary/fire and rescue, and must hold a scrutiny meeting.

2.5.5. The scrutiny hearing which must be held by the Panel is a Panel meeting in private to which the PFCC and Chief Constable/Chief Fire Officer are entitled to attend to make representations in relation to the proposal to call upon them to retire or resign. Appearance at the scrutiny hearing can be by attending in person, or participating by telephone or video link.

2.5.6. The Panel must publish the recommendation it makes by sending copies to each of the councils, and by any other means the Panel considers appropriate.

2.5.7. The Commissioner must consider the Panel's recommendation and may accept or reject it, notifying the Panel accordingly.

2.6. Appointment of an Acting Police, Fire and Crime Commissioner

2.6.1. The Panel must appoint a person to act as PFCC if:

a) No person holds the office of PFCC.

b) The PFCC is incapacitated.

c) The Police, Fire and Crime Commissioner is suspended.

2.6.2. The Panel may appoint a person as acting commissioner only if the person is a member of the PFCC's staff at the time of the appointment.

2.6.3. In appointing a person as acting commissioner in a case where the PFCC is incapacitated, the Panel must have regard to any representations made by the PFCC in relation to the appointment.

2.6.4. The appointment of an acting PFCC ceases to have effect upon the occurrence of the earliest of these events:

- a) The election of a person as PFCC.
- b) The termination by the Panel, or by the acting PFCC, of the appointment of the acting PFCC.
- c) In a case where the acting PFCC is appointed because the PFCC is incapacitated, the PFCC ceasing to be incapacitated, or
- d) In a case where the acting PFCC is appointed because the PFCC is suspended, the PFCC ceases to be suspended.

2.7. Proposed Precept

2.7.1. The PFCC will notify the Panel of the precept which they are proposing to issue for the financial year for Policing and Fire and Rescue Services. The Panel must review the proposed precept and make a report including recommendations for both.

2.7.2. Having considered the precept, the Panel will either:

- a) Support the precepts without qualification or comment;
- b) Support the precepts and make recommendations, or
- c) Veto the proposed precepts (by the required majority of at least two thirds of the persons who are members of the panel at the time when the decision is made).

2.7.2. If the Panel vetoes the proposed precept, the report to the PFCC must include a statement that the Panel has vetoed the proposed precept with reasons. The Panel will require a response to the report and any recommendations.

2.8. Complaints

2.8.1. Non-criminal complaints in relation to the PFCC or other office holders can be considered by the Panel through a hearing. The Panel can examine this through a sub-committee following the procedure rules at 10 above.

2.8.2. A Panel may suspend the PFCC if it appears to the Panel that:

- a) The PFCC has been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence, and
- b) The offence is one which carries a maximum term of imprisonment exceeding two years.

2.8.3. The suspension of the PFCC ceases to have effect upon the occurrence of the earliest of these events:

- a) The charge being dropped.
- b) The PFCC being acquitted of the offence.
- c) The PFCC being convicted of the offence but not being disqualified under Section 66 of the Police Reform and Social Responsibility Act by virtue of the conviction.
- d) The termination of the suspension by the Panel.

2.8.4. In this section references to an offence which carries a maximum term of imprisonment exceeding two years are references to:

- a) An offence which carries such a maximum term in the case of a person who has attained the age of 18 years, or
- b) An offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

3. Operating Arrangements

3.1. Administration of the Panel

3.1.1. In line with Home Office guidance, Essex County Council shall act as the lead authority in establishing the Police, Fire and Crime Panel and provide the necessary officer support.

3.1.2. The lead authority will provide such administrative and other support as will be necessary to enable the Panel to undertake its functions. Home Office funding is provided to support the administration of the Panel. If no funds are provided by the Home Office, or if those funds are insufficient to cover the costs of running the Panel, the Lead Authority will defray and recover from the other members the costs of administrative support. The budget for the Panel will be agreed annually and the Panel will operate within the allocated budget.

3.1.3. In the event of the Panel being wound up, the Lead Authority will defray and recover from the other member authorities any associated costs exceeding the funding provided by the Home Office.

3.1.4. Any dedicated staff employed to support the Panel will be employed by the Lead Authority, and their terms and conditions will be that of the Lead Authority.

3.2. Membership

3.2.1. The Panel shall comprise a minimum of 15 councillors (one from each of the twelve Essex districts, one from the County Council and one from each of the two Unitaries) and two independent members.

3.2.2. Additional members may be co-opted onto the Panel, as long as the two independent members are also included, the size of the Panel does not exceed 20 and the Secretary of State approves the membership arrangements.

3.2.3. Any Councillor on the 15 appointing Councils is eligible for membership of the Panel.

3.2.4. All members of the Panel may vote in proceedings of the Panel.

3.2.5. The appointment of elected members to the Panel shall be made by each of the appointing councils in accordance with their own procedures provided that the balanced appointment objective is met. The balanced appointment objective requires that the local authority members of the Panel should:

- a) Represent all parts of the police force and fire and rescue service area;

- b) Represent the political make-up of the councils taken together; and
- c) Have the skills, knowledge and experience necessary to enable the Panel to discharge its functions effectively.

3.2.6. The councils shall each appoint an elected Member to be a Member of the Panel. Additional nominations will be invited to positions for co-opted members in line with the composition agreed by the Panel to reflect better the Political balance across the Police Force and Fire and Rescue Service area and subject to approval by the Secretary of State.

3.2.7. Named substitutes may also be appointed by the 15 appointing Councils and notified to the Secretary to the Panel.

3.2.8. In the event that a council does not appoint a Member in accordance with these requirements, the Secretary of State must appoint a member to the Panel from the defaulting council in accordance with the provisions in the Act.

3.3. District Council Vacancies

3.3.1. A vacancy on the Panel arises when a member resigns from the Panel.

3.3.2. Each council will fill vacancies for elected members in accordance with the arrangements in their Constitution. Vacancies for independent members will be filled in accordance with the selection process outlined in section 3.4 below.

3.4. Independent Members

3.4.1. The Police, Fire and Crime Panel shall co-opt two independent members onto the panel for a term of four years, starting in 2012.

3.4.2. The selection process for co-opting independent members should include a reasonable period of advertising for the positions. A closing date for the receipt of applications should be given of at least two weeks from the date the advert is first placed.

3.4.3. Information packs should be prepared and sent to those requesting application forms.

3.4.4. The applications will be considered against an agreed eligibility criteria and then an Appointments Sub-Committee will be established to consider applications and interview candidates.

3.4.5. Following the interviews, the Appointments Sub-Committee will make recommendations to the Panel about membership.

3.4.6. The Panel may decide to change either Independent Member at any point and on doing so shall give notice to the Secretary to the Panel.

3.4.7. Where the appointed Independent Member is an expert, the nominating body may change its nominee at any point and on doing so shall give notice to the Secretary to the Panel.

3.5. Term of Office

3.5.1. A council may decide in accordance with its procedures to remove their appointed member from the Panel at any point and on doing so shall give notice in writing to the Secretary to the Panel.

3.5.2. An appointed member may resign from the Panel by giving notice in writing to the Secretary to the Panel and to their council.

3.5.3. In the event that any appointed member resigns from the Panel, or is removed by a council, the council shall immediately take steps to nominate and appoint an alternative member. Each Council should give notice in writing to the Secretary to the Panel that their member has been changed.

3.5.4. Members appointed to the Panel may be re-appointed for a further term provided that the balanced appointment objective is met by their reappointment. The term of office shall be for one year, with each council selecting its representative at its annual general meeting each year. There is no maximum number of terms that a member may serve.

3.5.5. The term of office of a member co-opted to the Panel to reflect better the Political balance across the Police Force and Fire and Rescue Service area shall be for one year. The member may be co-opted for a further term provided that the balanced appointment objective is still met by their co-option.

3.6. Allowances

3.6.1. Each council has the discretion to pay allowances to its representatives on the Panel. Any allowances payable to elected Members shall be determined and borne by the appointing councils.

3.6.2. The Lead Authority, on behalf of the Panel, may pay an allowance to the Independent Members and co-optees if this is agreed as part of the annual budget approved by the Panel.

3.6.3. The independent and co-opted members may claim allowances from the lead authority in accordance with the provisions contained within the lead authority's Members Allowances Scheme relating to "Co-opted Members of Committees Allowances" current at the time the duty was undertaken to which the claim relates.

3.7. Promotion of the Panel

3.7.1. The Panel shall be promoted and supported by the Lead Authority through:
a) The issuing of regular press releases in consultation with the Chairman about the Panel and its work.

b) The inclusion of dedicated web pages on the work of the Panel, with the publication of Agendas and minutes. All reports and recommendations made, with responses from the PFCC will be published.

3.8. Validity of proceedings

3.8.1. The validity of the proceedings of the Panel is not affected by a vacancy in the membership or a defect in the appointment of a member.

3.9. Amendments to Terms of Reference, Panel Arrangements and Procedure Rules

3.9.1. Any proposed amendments to the Terms of Reference, Panel Arrangements or the Procedure Rules of the Panel should be submitted to the Panel for its approval and may be submitted as and when required. In addition, the Panel will review and re-confirm its Terms of Reference and Procedure Rules annually.

4. Procedure Rules

4.1. Chairman and Vice-Chairman

4.1.1. The Chairman will be elected during the Panel's first meeting, and then every year, and will be drawn from amongst the councillors sitting on the Panel.

4.1.2. The Vice-Chairman will be appointed during the Panel's first meeting, and then every year, and will be drawn from amongst the councillors sitting on the Panel.

4.1.3. In the event of the resignation of the Chairman or removal of the Chairman, a new Chairman will be appointed at the next meeting and will be drawn from amongst the councillors sitting on the Panel.

4.2. Meetings

4.2.1. There shall be a minimum of four ordinary meetings held in each municipal year to carry out the functions of the Panel. These meetings shall be open to the public except where such attendance is excluded by virtue of Part I of Schedule 12A of the Local Government Act 1972. In addition, extraordinary meetings may be called from time to time, as required.

4.2.2. An extraordinary meeting may be called by the Chairman, by a group of five members of the Panel or by the Monitoring Officer of the PFCC.

4.2.3. In exceptional circumstances the Chairman may cancel or rearrange a meeting.

4.3. Quorum

4.3.1. A meeting of the Panel cannot take place unless one third of the whole number of its members is present. Under normal circumstances this would be five of the 15 council appointed members.

4.4. Voting

4.4.1. All members of the Panel may vote in proceedings of the Panel subject to the rules on declarations of interest.

4.4.2. One-third of the voting members present may require that the way all members cast their vote or abstained shall be recorded in the Minutes; such a request must be made before the vote is taken.

4.5. Work Programme

4.5.1. The Panel will be responsible for setting its own work programme taking into account the priorities defined by the PFCC in terms of policing and crime, and fire and rescue. In setting the work programme the Panel will also take into account the wishes of its members.

4.5.2. The work programme must include the functions set out in the Panel's terms of reference.

4.6. Agenda items

4.6.1. Any member of the Panel shall be entitled to give notice to the Secretary to the Panel that he or she wishes an item relevant to the functions of the Panel to be included on the agenda for the next available meeting.

4.7. Reports from Police, Fire and Crime Panels

4.7.1. Where the Panel makes a report to the PFCC, it may publish the report or recommendations.

4.7.2. The Panel must by notice in writing require the PFCC, as appropriate, within one month of the date on which they receive the report or recommendations:

- a) To consider the report or recommendations.
- b) To respond to the Panel indicating what (if any) action the PFCC proposes to take.
- c) Where the Panel has published the report or recommendations, publish the response.

4.7.3. Where the Panel has provided a copy of the report or recommendations to a member, provide a copy of the response to the member.

4.7.4. The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the rules on access to information in the Local Government Act 1972 (as amended).

4.7.5. If the Panel cannot unanimously agree on one single final report to the PFCC then one separate report may be prepared and submitted for consideration along with the majority report.

4.8. Police, Fire and Crime Commissioner and Officers Giving Account

4.8.1. The Panel may scrutinise and review decisions made or actions taken in connection with the PFCC's role. As well as reviewing documentation, in fulfilling its scrutiny role it may require the PFCC, and members of the PFCC's staff, to attend before the Panel (at reasonable notice) to answer any questions which appear to the Panel to be necessary in order to carry out its functions.

4.8.2. Where the PFCC, or a member of the PFCC's staff, is required to attend the Panel under this provision the Chairman will inform them in writing giving, where practical, 15 days' notice of the meeting. The notice will state the nature of the item on which he or she is required to attend to give account and whether any papers are required for production for the Panel. Where it is necessary to produce a report, sufficient time will be given to allow preparation of that report.

4.8.3. Where, in exceptional circumstances, the PFCC is unable to attend on the required date, then an alternative date for attendance may be arranged following consultation with the Chairman of the Panel.

4.8.4. If the Panel require the PFCC to attend before the Panel, the Panel may (at reasonable notice) request the Chief Constable of the Chief Fire Officer to attend before the Panel on the same occasion to answer any questions which appear to the Panel to be necessary in order for it to carry out its functions.

4.9. Attendance by Others

4.9.1. The Panel may invite people other than those referred to above to address it, discuss issues of local concern and/or answer questions. It may, for example, wish to hear from residents, stakeholders, councillors who are not members of the Panel and officers in other parts of the public sector and may invite such people to attend.

4.10. Sub-Committees and Task Groups

4.10.1. The Panel may from time to time establish time-limited task groups to undertake specific task-based work.

4.10.2. The "special functions" of the Panel may not be discharged by a sub-committee of the Panel or a task group.

4.10.3. In this paragraph "special functions" means the following functions conferred on the Panel by the Police Reform and Social Responsibility Act 2011:

- a) Scrutiny of Police and Crime Plan and Fire and Rescue Plan.
- b) Scrutiny of annual report, and Fire and Rescue Statement.
- c) Review of senior appointments.
- d) Issuing precepts).
- e) Scrutiny of appointment of the Chief Constable or Chief Fire Officer.

4.10.4. The work undertaken by a sub-committee or task group will be scoped and defined beforehand, together with the timeframe within which the work is to be completed and the reporting time for the outcome of the work.

4.10.5. Where it is not possible to reach a consensus, attempts will be made to reflect minority views within the report but there is no provision for minority reports.

4.10.6. Sub-Committee and Task Group reports shall be reviewed by the Panel which will decide whether to ratify the findings and / or recommendations.

4.10.7. Section 4.8 (Police, Fire and Crime Commissioner and Officers giving account) and 4.9 (Attendance by Others) shall apply to Sub-Committees and Task Groups in the same way as they apply to the Panel.

4.11. Carrying out “Special Functions”

4.11.1. Reports and recommendations made in relation to the functions outlined in the terms of reference will be carried out in accordance with the procedure outlined at 4.7.

Schedule 17 –

Police, Fire and Crime Panel for Essex

Procedure to be Followed when Considering Complaints About the Police, Fire and Crime Commissioner or Deputy Police, Fire and Crime Commissioner

1. Introduction

1.1 The Police, Fire and Crime Panel for Essex ('the Panel') has responsibility for the initial handling of complaints made about the conduct of the Police, Fire and Crime Commissioner for Essex ('the PFCC') or the Deputy Police, Fire and Crime Commissioner ('the Deputy PFCC'). Complaints are governed by a statutory complaints procedure¹. The panel is required to refer criminal complaints to the Independent Office of Police Conduct (IOPC).

1.2 The Panel has authorised the Monitoring Officer of Essex County Council (or another authorised officer of ECC) to make some decisions about complaints under the complaints procedure. Unless the context otherwise requires, any reference to the Monitoring Officer in this policy includes a reference to an officer of ECC authorised by the Monitoring Officer.

1.3 The Panel has also created a Complaints Sub-Committee which is authorised to take any action under the Complaints Procedure.

1.4 Any decision or action which may be taken by the Monitoring Officer may also be taken by the Panel or by a Complaints Sub-Committee in an appropriate case.

1.5 A complaint is about the 'conduct' of the PFCC if it includes an allegation which relates to any act, omission, statement or decision of the PFCC or his Deputy (whether actual, alleged or inferred).

1.6 When following this procedure the Panel and those working on its behalf will ensure that they make such adjustments as it is reasonable to have to take in order to accommodate needs arising from the disability of a person involved.

2. Stage 1: Recording the Complaint

2.1 When a complaint is received the Monitoring Officer will consider the following questions:

(a) Does the complaint relate to the conduct of an office holder (either a PFCC or a Deputy PFCC)?

(b) Is the Police, Fire and Crime Panel for Essex the correct panel for the complaint (ie does the complaint relate to the Essex PFCC or Deputy PFCC)? If the Panel is not the correct Panel then the Monitoring Officer will refer the complaint to the correct panel.

(c) Has the complaint been withdrawn?

¹ The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

(d) Does the complaint relate to a new matter which is a matter which has not been or is not already the subject of criminal proceedings against the office holder?

2.2 If the answer to all four questions is 'yes' then the Monitoring Officer will record the complaint.

3. Stage 2: Determining whether the complaint should be referred to the IOPC

3.1 The Monitoring Officer will consider whether the complaint includes any allegation which, if proved, would indicate that either the PFCC or the Deputy PFCC is likely to have committed any criminal offence. If the Monitoring Officer, after consulting the Chairman of the PFCP, considers that it does include such an allegation then the matter must be referred to the Independent Office of Police Conduct (IOPC) and the Monitoring Officer will make the referral.

3.2 The IOPC may investigate - in which case the Panel has no further involvement - or it may decline to investigate and refer the complaint back to the Panel, in which case the complaint will move to stage 3.

3.3 In the remainder of this document a reference to the PFCC is to be read as a reference to the Deputy PFCC if the complaint is about that officer.

4. Stage 3: Determining the Statutory route to be followed

4.1 If the complaint is not required to be referred to the IOPC - or if the IOPC refers the complaint back to the PFCP - then the next step is for the Monitoring Officer to consider whether or not to disapply the statutory process.

4.2 If the statutory process is disappplied then the Panel can respond to the complaint in whatever way it feels fit. This would include deciding not to respond to it.

4.3 The Monitoring Officer is not required to disapply the statutory process, but may do so - after consulting the Chairman of the PFCP- if and to the extent that one or more of the following criteria apply:

(a) The complaint is concerned with the conduct of a relevant office holder in relation to a person who was working in his capacity as a member of the office holder's staff at the time when the conduct is supposed to have taken place. Complaints relating to the PFCC's alleged behaviour towards his staff will not normally be considered. Complaints about the activities of the PFCC's staff cannot be considered directly. The Panel can consider complaints that the PFCC has failed to respond adequately to complaints he has received about his staff may be considered if the PFCC's response is so inadequate as to amount to misconduct.

(b) More than 12 months have elapsed between the incident, or the latest incident giving rise to the complaint and the making of the complaint **and** either—

(i) no good reason for the delay has been shown, or

(ii) injustice would be likely to be caused by the delay;

(c) The matter is already the subject of a complaint. Note that the complaint does not have to be from the same complainant.

(d) The complaint discloses neither the name and address of the complainant nor that of any other interested person and it is not reasonably practicable to ascertain such a name or address.

- (e) The complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints;
- (f) The complaint is repetitious. A complaint can only be regarded as repetitious if all of (a)-(d) below apply:
 - (a) it is substantially the same as a previous complaint (whether made by or on behalf of the same or a different complainant), or it concerns substantially the same conduct as a previous conduct matter;
 - (b) it contains no fresh allegations which significantly affect the account of the conduct complained of;
 - (c) no fresh evidence, being evidence which was not reasonably available at the time the previous complaint was made, is tendered in support of it; and
 - (d) as regards the previous complaint, either-
 - (i) the IOPC dealt with the complaint;
 - (ii) the Panel resolved the complaint in accordance with this process;
 - (iii) the complainant withdrew the complaint; or
 - (iv) the statutory complaint process was disapplied.

4.4 If the Monitoring Officer considers that the statutory process should be disapplied, the Monitoring Officer should, before finally deciding to do so, write to the complainant to explain

- (a) why the Monitoring Officer is considers that the statutory process should be disapplied;
- (b) how it is proposed to deal with the complaint if the procedure is disapplied; and
- (c) that before making a decision the Monitoring Officer will consider any representations made by the complainant within 14 days from the date of the letter.

4.5 If, having considered any representations received in response to the letter, the Monitoring Officer then disapplies the process then the Monitoring Officer must write to the complainant and explain why the procedure has been disapplied and how the complaint is to be dealt with (which may include taking no further action). Any such action is beyond the scope of this policy.

4.6 There is no right of appeal against any decision to disapply the complaints process although the complainant may ask the Local Government and Social Care Ombudsman to look at whether an appropriate process has been followed.

5. Stage 4: Informal Resolution

5.1 At this stage the Panel is required to arrange for the complaint to be subjected to informal resolution. The Monitoring Officer will write to the Complainant and the PFCC (and the Deputy PFCC if the complaint is about the Deputy PFCC) with proposals for informal resolution.

5.2 There are four possible approaches as set out below. Two of them encourage the parties to reach agreement and two of them involve an opinion being reached by the Panel; Unless agreed otherwise by the parties, informal resolution will follow one or more of the following:

- (a) **Period for local settlement:** The PFCC (or Deputy PFCC) is invited to consider the complaint and respond to it (for example by apologising or providing the complainant with a detailed explanation of the issues). This is likely to be suitable where the parties

have a constructive relationship or where the complaint is minor. This process is unlikely to be suitable where positions have become entrenched or where the PFCC (or Deputy PFCC) does not believe that such a process is likely to resolve the complaint. If this route is followed then the PFCC (or Deputy PFCC) will be given a fixed period of time (usually a month) to resolve the complaint. At the end of the fixed period the Monitoring Officer will contact both parties and ask if the matter has been resolved. If both parties agree that the complaint has been resolved then the complaint will be closed and the matter recorded as resolved.

(b) **Mediation:** The Monitoring Officer (either in person or via another person appointed for this purpose) attempts to facilitate a mediation. This is also likely to be appropriate for less serious complaints. It is not suitable unless both parties agree. Any information disclosed by either party to the mediator may be used in any subsequent resolution. At the end of the mediation the Monitoring Officer will contact both parties and ask if the matter has been resolved. If both parties agree that the complaint has been resolved then the complaint will be closed and the matter recorded as resolved.

(c) **Resolution by Monitoring Officer, after Consulting the Chairman of the PFCP:** The Monitoring Officer may come to a conclusion about the complaint. As part of this conclusion the Monitoring Officer may, after consulting the Chairman of the PFCP, make recommendations about action the Monitoring Officer considers should be taken by the PFCC (or Deputy PFCC). This is only suitable for less serious complaints where the Monitoring Officer believes that it may be helpful for a person independent of OPFCC and complainant to express a view without convening a meeting of the Complaints Sub-Committee. It may also be suitable for less serious complaints where either of the previous processes have failed to resolve the complaint.

(d) **Resolution by the Complaints Sub Committee:** The Monitoring Officer may, after consulting the Chairman of the PFCP, decide that a complaint should be referred to the Complaints Sub-Committee. The Complaints Sub-Committee will receive a report of the Monitoring Officer and will hold a meeting. This is suitable for more serious complaints, regardless of whether or not any other process has been followed. The basic process for this is set out at appendix 1 (although this may be varied in any particular case by the Monitoring Officer or by a Complaints Sub-Committee).

5.3 The resolution of the complaint must be informal. The parties may agree to follow an approach which is different to those set out in 5.2. The Monitoring Officer will write to the Complainant and the PFCC (or Deputy PFCC) and explain a preliminary view as to how the complaint ought to be subjected to informal resolution. Each party will be given a period of time to respond.

5.4 If a period for local settlement or mediation is allowed but does not resolve the complaint to the satisfaction of all parties then the Monitoring Officer will, after consulting the Chairman of the PFCP, adopt one of the processes in 5.2(c) or 5.2(d) instead.

6. Recording and Publishing the Outcome

6.1 When a complaint has been subject to informal resolution (whether or not to the satisfaction of both parties) then the Monitoring Officer must make a record of the outcome of the resolution and send a copy to both parties and to the monitoring officer of the Office of the Police, Fire and Crime Commissioner.

6.2 The Panel or a Complaints Sub-Committee may, after consulting the complainant and the subject of the complaint, publish part or all of the record referred to in 6.1 (subject to any alterations or redactions which they consider appropriate). Publication will be considered if:

- (a) Either party asks for the record to be published; or
- (b) The Sub-Committee considers that the response of the PFCC (or Deputy PFCC) to any recommendations made has not, in their opinion, been adequate and that it is in the public interest for the record to be published.

6.3 Publication may take the form of publishing the record or a written summary and may include a press release.

6.4 Publication of the outcome is entirely at the discretion of the Sub Committee.

Appendix 1

1. Process for the Sub-Committee to Review Complaints

1.1 The Monitoring Officer may appoint a Reviewing Officer whose role will be:

- to gather information about the complaint; and
- to write a report on the Complaint and make recommendations about whether there is any merit in the complaint and, if so, what action the PFCC should take.

2. Process to be followed by the Reviewing Officer

2.1 The Reviewing Officer is not permitted to investigate the Complaint, although they may ask for information. The Reviewing Officer will:

- (a) Send a copy of the complaint to the person complained about and allow them a reasonable opportunity to provide a response and any supporting documents.
- (b) Send a copy of the response to the complainant to give the complainant a reasonable opportunity to provide any information or documents in response to the evidence.

2.2 Further steps may be necessary depending on how the review progresses.

2.3 The Reviewing Officer may ask for any further information they consider helpful in order to provide the Sub-Committee with full details about the matters complained of. No party can be required to provide any information if it would be unlawful for them to provide that information.

2.4 Any material sent to the Reviewing Officer will normally be shared with all other parties and the Sub-Committee.

2.5 Notwithstanding 2.4 a party may apply to the reviewing officer with an application not to share a document or documents, if there are exceptional reasons not to do so.

2.6 An application under paragraph 2.5 should clearly set out the nature of the material and why the party does not want it to be shared.

2.7 A decision on the application will then be taken by the Reviewing Officer or the Monitoring Officer.

2.8 If a party is dissatisfied with the decision under paragraph 2.7 they may appeal to the Sub-Committee.

2.9 Other than as agreed in paragraph 2.7 or 2.8 above, material submitted to the Reviewing Officer should not be redacted or altered in any way.

2.10 Once the Reviewing Officer is satisfied that all parties have had a fair opportunity to comment on the material submitted by the other party they will produce a report. The report will normally include all material submitted by parties to the complaint.

3. Before the Meeting

3.1 The Monitoring Officer will send the parties the final report. The version of the report sent to the parties will not include material where it has been agreed that it will not be shared. The parties may comment on the final report and any comments received by the Reviewing Officer or the Monitoring Officer will be circulated by him or her to the Sub-Committee and to the other party.

3.2 The Monitoring Officer, in consultation with the Chairman of the Sub-Committee, will decide whether or not the parties should be invited to attend the meeting. As a general rule the parties will not be invited to attend.

3.3 The Reviewing Officer's report will be considered by a Committee of the Panel, comprising the Chairman and Vice-Chairman of the Panel and one other member. The Monitoring Officer may wish to submit a separate covering report clarifying or highlighting certain aspects of the Reviewing Officer's report.

4. Procedure at the meeting

4.1 The Chairman will welcome those attending the meeting and introduce everyone. The Chairman will remind everyone that the purpose of the meeting is for the complaint to be informally resolved.

4.2 The Committee will consider excluding the press and public.

4.3 The Monitoring Officer will present the findings and recommendations of the Reviewing Officer's report and may ask the Reviewing Officer to present all or highlight certain aspects of his or her report.

4.4 Members of the Sub-Committee may ask questions of the Monitoring Officer or the Reviewing Officer.

4.5 If present, the complainant (or their representative) will be invited to address the Sub-Committee for up to 10 minutes. No new matters may be raised and no new material may be introduced without the permission of the Chairman.

4.6 The Sub-Committee may ask questions of the Complainant (if present) to clarify any part of the complaint.

4.7 The PFCC or Deputy PFCC (or their representative) will, if present, be invited to address the Sub-Committee for up to 10 minutes. No new material may be introduced without the permission of the Chairman.

4.8 The Sub-Committee may ask questions to clarify any information provided by the PFCC (if present).

4.9 No witnesses may be called by any person without the prior permission of the Chairman. If permission is given then the other party and the Sub-Committee will each be given the opportunity to ask questions of the witness. Any witness will be heard as part of the address and an extension of time will be given.

4.10 The Monitoring Officer will summarise the issues.

4.11 If the parties are present they will be asked to leave while the members deliberate.

4.12 The Committee may adjourn a meeting at any time for as long as they think appropriate.

4.13 The Sub-Committee will make a decision on the complaint and on how they think that the Complaint should be resolved. This may or may not include expressing a view as to whether there has been misconduct by the PFCC (or Deputy PFCC) and making a recommendation as to whether or not the PFCC should take any action to provide redress. If the Sub-Committee expresses the view that there has been misconduct then it will give reasons for this.

4.14 The Sub-Committee may:

(a) Make recommendations about any action which the Sub Committee should be taken by the PFCC.

(b) Ask the Monitoring Officer to provide an explanation to the complainant if it considers that this may assist to clear up or settle the matter directly with the complainant.

4.15 There is no right of appeal or review of the Sub-Committee's decision although the complainant may ask the Local Government and Social Care Ombudsman to look at whether an appropriate process has been followed.

5. After the Meeting

5.1 The Monitoring Officer will inform the parties of the outcome of the meeting.

5.2 Where the Sub-Committee has made recommendations to the PFCC the Monitoring Officer will ask the PFCC to consider the recommendations and to respond (usually within fourteen days) to say whether or not the PFCC accepts the recommendations and

(a) what action the PFCC has taken (or proposes to take); and

(b) if the PFCC does not propose to accept any recommendation then to provide detailed reasons as to why this is the case.

5.3 The Monitoring Officer may seek clarification of the PFCC's response and may make suggestions as to further actions which may assist with informal resolution of the complaint.

5.4 The Monitoring Officer will inform the Sub-Committee of the response to the recommendations received from the PFCC.

5.5 Having considered the PFCC's response, the Sub-Committee may make further recommendations to the PFCC on how it feels the complaint may be resolved informally or ask the PFCC to consider his response.

Record of Outcome

The Monitoring Officer will prepare a record of the outcome of the procedure and will ask the parties whether they would want the record to be published.

The Monitoring Officer will submit the record of the outcome to the members of the Sub-Committee for approval.

The Sub-Committee will consider whether to publish the record of the outcome of the procedure, taking account of the views of the parties if any views were received.

If so determined by the Sub-Committee, the Monitoring Officer will arrange for the record of the outcome so approved by the Sub-Committee to be published on the Council's website and anywhere else which the Sub-Committee directs

Schedule 18 – Government Security Classifications

1 Introduction

1.1 HM Government classifies information assets to:

- a) ensure they are appropriately protected
- b) support Public Sector business and the effective exploitation of information, and
- c) meet the requirements of relevant legislation and international / bilateral agreements and obligations.

1.2 The classifications applies to all information that government collects, stores, processes, generates or shares to deliver services and conduct business, including information received from or exchanged with external partners.

1.3 The Government Security Classifications came into force in April 2014 and now contain three different levels:



2 Approach

2.1 In summary the Commissioner's approach to protecting information is:

- a) There is no need to mark OFFICIAL information under this scheme. This will cover nearly all information created or handled within the Fire and Rescue Service.
- b) The only information that will need to be marked is SECRET and TOP SECRET. This information will be restricted to small number of people within the Service who will have clearance to handle it.
- c) OFFICIAL – SENSITIVE can also be used to identify specifically sensitive information (e.g. confidential data, personal information).
- d) The Commissioner has chosen not to adopt any further descriptors, as these may not necessarily be recognised outside of government and public sector organisations.

- e) Irrespective of the markings on the document, responsibility is placed upon the individual to handle the data contained within a document according to its sensitivity.

2.2 Further guidance can be found in '[Government Security Classifications – April 2014](#)' (published by the Cabinet Office), which contains more specific guidance on the definitions of the security classifications and how they should be stored, used, moved and shared.

Schedule 19 – Decision Report Template

Essex Police, Fire and Crime Commissioner Fire and Rescue Authority

Decision Report

Please ensure all sections below are completed

Report reference number: <i>(Please contact Office of the Police, Fire and Crime Commissioner for a reference number)</i>
Government security classification (e.g. Not protectively marked/Official - Sensitive):
Title of report:
Area of county / stakeholders affected:
Report by : Date of report: Enquiries to:

- 1. Purpose of the report**
(Set out the purpose of the report)
- 2. Recommendations**
(Set out the decision and recommendation which is to be made as a part of the proposal)
- 3. Benefits of the proposal**
(Specify the benefits of the proposal including financial or operational benefits. Highlight whether this proposal is linked to another decision or earlier paper. Also specify the consequences of not proceeding)

4. Background and proposal

(Set out the background, chronological history and relevant contextual information to support the proposal including what has happened so far and what is being proposed)

5. Alternative options considered and rejected

(Set out any alternative options considered and rejected in favour of the recommendation(s) made. In some instances (e.g. where the recommendation is made to fulfil a statutory requirement), there may be no viable alternative. However, in most cases, there will be at least one alternative option, this being to do nothing / maintain the status quo).

6. Strategic priorities

(Demonstrate how the issue is relevant to the strategic priorities of the Commissioner, as set out in the Fire and Rescue Plan, and/or the Integrated Risk Management Plan)

7. Operational implications

(Outline any operational fire and rescue implications and how Essex County Fire and Rescue Service staff and officers, including unions and staff representative bodies, have been engaged or consulted in respect of the operational implications.)

8. Financial implications

(This section should set out the key revenue and capital finance issues arising from the report. Report authors, working with the CFO, will need to demonstrate that the decision is within existing financial and other resources and if not identify the source of any additional resources.)

9. Legal implications

(This section should set out the key legal issues arising from the report and include any legal advice if received)

10. Staffing implications

(This section should set out any staffing or other resource implications. It needs to demonstrate that the decision complies with relevant employment legislation and / or policies.)

11. Equality and Diversity implications

(This section should describe the equality and diversity implications of the proposal and should attach and address any findings from the equality impact assessment if one has been carried out.)

12. Risks

(This section should describe the key risks relating to the proposal, and what would be undertaken to mitigate those risks.)

13. Governance Boards

(This section should describe the meetings that this proposal has been discussed at prior to the decision being presented to the Commissioner for decision)

14. Background papers

(Please list sources of information e.g. documents that are not readily available to the public and that were used in the writing of the report. If key to the understanding of this decision add as an appendix to this report.)

Decision Process

Step 1A - Chief Fire Officer Comments

(The Chief Fire Officer is asked in their capacity as the Head of Paid Service to comment on the proposal.)

.....
.....
.....

Sign:

Date:.....

Step 1B – Consultation with representative bodies

(The Chief Fire Officer is to set out the consultation that has been undertaken with the representative bodies)

.....

Step 2 - Statutory Officer Review

The report will be reviewed by the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority's ("the Commissioner's") Monitoring Officer and Chief Finance Officer prior to review and sign off by the Commissioner or their Deputy.

Monitoring Officer Sign:

Print:

Date:

Chief Finance Officer Sign:

Print:

Date:

Step 3 - Publication

Is the report for publication? YES/NO

If 'NO', please give reasons for non-publication *(Where relevant, cite the security classification of the document(s). State 'none' if applicable)*

.....
.....

If the report is not for publication, the Monitoring Officer will decide if and how the public can be informed of the decision.

Step 4 - Redaction

If the report is for publication, is redaction required:

1 Of Decision Sheet YES/NO

2 Of Appendix YES/NO

If 'YES', please provide details of required redaction:

.....
.....

Date redaction carried out:

If redaction is required, the Chief Finance Officer or the Monitoring Officer are to sign off that redaction has been completed.

Sign:

Print:

Date signed:

Step 5 - Decision by the Police, Fire and Crime Commissioner or Deputy Police, Fire and Crime Commissioner

I agree the recommendations to this report:

Sign: (PFCC / DPFCC)

Print:

Date signed:

I do not agree the recommendations to this report because:

.....
.....

Sign: (PFCC / DPFCC)

Print:

Date signed:

Report title: PFCC Decisions	
Report to: Essex Police, Fire and Crime Panel	
Report author: Police, Fire and Crime Commissioner for Essex	
Date: 13 February 2020	For: Noting and Comment
Enquiries to: Abbey Gough (Acting Section 151 Officer) Email: abbey.gough@essex.police.uk	
County Divisions affected: All Essex	

1. Purpose of Report

- 1.1 The purpose of this report is to provide the Panel with information about financial and strategic decisions made by the PFCC.

2. Recommendations

- 2.1 The Panel is invited to note the content of the report, identifying any areas that require further clarification or comment.

3. Context / Summary

- 3.1 This report contains information on decisions made from the last submission date for the previous PFCP meeting of 5th December 2019, up to and including 31st January 2020 – the final submission date ahead of the PFCP meeting on 13th February 2020.

4. Appendices

- 4.1 Appendix A: PFCP Meeting 13th February 2020: PFCC Decisions Detailed
- 4.2 Appendix B: PFCP Meeting 13th February 2020: PFCCFRA Decisions Detailed

Ref	Decision On	Value	Outline	Date approved
121/19	Record Retention and Disposal Schedule	N/A	To agree the PFCC's Records Retention and Disposal Policy for adoption and publication	13 th December 2019
122/19	Data Protection Policy	N/A	To approve the PFCC's Data Protection Policy for adoption and publication	9 th December 2019
153/19	Essex drill instruction team	£1,000	To approve a contribution to the equipment costs of the Essex Police Drill Instruction Team from the Community Safety Fund	9 th December 2019
155/19	Community Safety Development Funds - Round 2	£99,623	To approve grant funding to a number of organisations following a successful bidding process to the Community Safety Development Fund	11 th December 2019
157/19	Safer Places contract exit costs	£11,963	To approve the allocation to Essex County Council as a proportionate contribution to the exit arrangements to transition from the previous contract to the new consortium arrangement.	20 th December 2019
160/19	R&D Team OTR Bid	£94,533	To approve the use of the Operational Transformation Reserve to fund the Research and Development Team, which will carry out initial scoping processes for new technology projects	3 rd December 2019
161/19	MyRJ case management system	£23,985	To approve the renewal of the myRJ case management system	20 th December 2019
162/19	Quarter 2 Virements 2019-20	N/A	To approve quarter 2 budget virements	3 rd December 2019
163/19	Re-appointment and appointment of LQCs	Approx. £4,000	To approve the appointment and re-appointment of legally qualified chairs to manage and chair police misconduct hearings	27 th December 2019

166/19	Equality, Diversity and Inclusion	£9,750	To agree a proposal from Essex County Council to support the PFCC's office to develop and enhance its Equality, Diversity and Inclusion strategy and practice	24 th December 2019
167/19	Interim Appointment – PFCC's Section 151 Officer	£1,973.97 per month	To extend the interim appointment of the PFCC's Section 151 Officer	24 th December 2019
171/19	Neighbourhood Watch	£2,316	To approve funding to support the production of Essex County Neighbourhood Watch Members Guides	24 th December 2019
172/19	Stop Hate UK support line 2020	£22,500	To approve funding to support the hate crime support service	24 th December 2019
173/19	Emergency Services Collaboration Carol Service	£100	To provide a contribution to support the Emergency Services Carol Service	24 th December 2019
175/19	Sexual Abuse Support Contract	£5,281,657	To approve the allocation of funding from the Victims' Commissioning Fund to Synergy to deliver support services to victims of sexual violence and abuse, which include Independent Sexual Violence Advisers (ISVAs)	24 th December 2019
176/19	Open Road Southend Mini Bus	£1,000	To approve the allocation of funding to support the upgrade of the SOS mini bus provided by Open Road	24 th December 2019

177/19	National Police Collaboration Agreement	N/A	To enter into an operational collaboration agreement of which details are operationally sensitive	13 th December 2019
178/19	Domestic Abuse Strategy design	£2,500	To support the design of the 2020 partnership Domestic Abuse Strategy	24 th December 2019
180/19	Women's Leadership Development Forum (WLDF) conference 2020	£1,500	To approve funding to support the 2020 International Women's Day Conference to be held in March	9 th January 2020
182/19	VRU phase 3	£170,054	To approve the allocation of funding to multiple organisations to deliver against the objectives set out in the Violence Reduction Unit bid	6 th January 2020
184/19	Violence and Vulnerability Joint Budget phase 2	£589,624.80	To approve the allocation of funding from the Essex 'Violence and Vulnerability Joint Budget' to multiple organisations to deliver against the Essex Violence and Vulnerability Work Programme.	6 th January 2020
187/19	Back Record Conversion of historic files	£*	To approve funding for historic file conversion	24 th December 2019
188/19	Section 60 Agreement for Mutual Aid to PSNI	N/A	To approve the Section 60 agreement for Mutual Aid to the Police Service of Northern Ireland	6 th January 2020
189/19	Equipment Replacement	£*	Relates to the purchase of operational equipment, the details of which are commercially sensitive	24 th December 2019

190/19	Section 22a Agreement - Seven Force Programme Budget	£1,200,000 across all 7 Forces	To approve the fourth collaboration agreement in relation to the Seven Force Strategic Collaboration Programme	24 th December 2019
156/19	Sale of Southminster Police Station	£*	Relates to the sale of Police estate	23 rd January 2020
186/19	2019/20 Budget Virements for reporting period Month 8	N/A	To approve budget virements required in the month 8 reporting period	21 st January 2020
2/20	Sale of the former Shrub End Police Station	£*	Relates to the sale of Police estate	23 rd January 2020
3/20	Sale of the former Wickford Police Station	£*	Relates to the sale of Police estate	23 rd January 2020
4/20	2019/20 Treasury Management - Half Year Review	N/A	To note the six month treasury management review for 2019/20 and approve amendments to the use of money market funds	23 rd January 2020
5/20	S22a Modern Slavery Agreement (extension)	N/A	To seek approval to sign an extension to the Modern Slavery Police Transformation Programme Section 22 Agreement	23 rd January 2020

10/20	Complaints and Expression of Dissatisfaction Policy	N/A	To approve the updated Complaints and Expression of Dissatisfaction Policy, Selection of Misconduct and Police Appeals Tribunal Policy and a revision to the Scheme of Delegation	31 st January 2020
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*Denotes decision sheet which is pending publication due the commercially sensitive information or not published in full due to sensitive information. Commercial decisions will be published upon completion of the contract.

For detailed information on each decision, go to the PFCC website at:

Police - <http://www.essex.pfcc.police.uk/decision-making/>

Fire - <http://www.essex.pfcc.police.uk/finance-reporting/decision-making-fire-rescue/>

Decisions can be sorted by reference number and date on the PFCC website.

Please note: This report contains PFCC decisions made following the last PFCC meeting of 5th December 2019 up to and including 31st January 2020 (ahead of submission for the PFCC meeting of 13th February 2020)

Ref	Decision On	Value	Outline	Date approved
034/19	PFCCFRA Treasury Management Strategy	N/A	To agree the updated Treasury Management Strategy 2019/20	30 th December 2019
110/19	PFCCFRA SLT and Strategic Level Talent Pool	N/A	To agree to the development of the strategic level talent pool and updated SLT structure	28 th November 2019
147/19	ICT Transformation and Optimisation Programme	£4,439,000	To approval the initiation of the ICT Transformation and Optimisation Programme and associated investments outlined in the report	24 th October 2019
154/19	PFCCFRA Complaints and Whistleblowing Policies	N/A	To seek approval of the Whistleblowing Policy and Comments, Compliments and Complaints Policy	20 th November 2019
159/19	PFCCFRA Virement - Operational Training Reserve	£400,000	To seek approval to vire £400,000 from the Innovation and Transformation reserve to the Operational Training reserve and then into the Operational Training budget.	23 rd December 2019
170/19	PFCCFRA Ongar Fire Station	£36,000	To note and seek approval for an increase in capital spend in regards to the refurbishment of Ongar Fire Station	23 rd December 2019
181/19	PFCCFRA Reserves Statement 2019-20	N/A	Approve the 2019/20 reserves strategy for publication.	24 th December 2019
01/20	Acting Chief Fire Officer	£1,500 per month	To approve the appointment of an Acting Chief Fire Officer, backdated to 27 th November 2019 until such time as the substantive post holder resumes full time duties following sickness absence.	31 st January 2020

*Denotes decision sheet which is pending publication due the commercially sensitive information or not published in full due to sensitive information. Commercial decisions will be published upon completion of contract.

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Police - <http://www.essex.pfcc.police.uk/decision-making/>

Fire - <http://www.essex.pfcc.police.uk/finance-reporting/decision-making-fire-rescue/>

Decisions can be sorted by reference number and date on the PFCC website.

Please note: This report contains PFCC decisions made following the last PFCCP meeting of 5th December 2019 up to and including 31st January 2020 (ahead of submission for the PFCCP meeting of 13th February 2020)

Agenda Item 9

Reference number: EPFCP/13/20

Report title: National Association of Police, Fire and Crime Panels Update	
Report to: Essex Police, Fire and Crime Panel	
Report author: Victoria Freeman, Senior Democratic Services Officer	
Date: 13 February 2020	For: Noting
Enquiries to: Victoria Freeman, Senior Democratic Services Officer victoria.freeman3@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of report and background

To receive an update from John Gili-Ross, Chairman of the National Association of Police, Fire and Crime Panels.

2. Recommendation

To note the update of the Chairman of the National Association of Police, Fire and Crime Panels attached.

National Association of Police Fire & Crime Panels

February 2020 Activity Report

This report provides a brief update of the association's activities between December 2019 and February 2020.

Executive Committee Membership

Following the National Conference in November 2019 and the resolution agreed by members to move to a non-subscription operating model the next item of business was to appoint committee members to the two vacant positions one of which was for the vice-chairman position.

Qualifying applications were received for the vacant vice chair and exec. member positions;

Appointed as NAPFCP Vice Chairman - Evan Morris MBE (Chairman Cheshire PCP)

Appointed to the committee - Cllr David Reilly (Chairman Warwickshire PCP)

The Executive Committee is made up of a mixture of co-opted and councillor members, as well as chairman, vice chairman and ordinary members as follows;

Chairman – John Gili-Ross (Essex Police, Fire and Crime Panel)

Vice Chairman – Cllr Stuart Sansome (Vice Chair South Yorkshire PCP)

Vice Chairman – Evan Morris MBE (Chair Cheshire PCP)

Cllr Barry Young (Lincolnshire PCP)

Cllr Richard Britton (Wiltshire PCP)

Cllr Mohammed Iqbal (West Yorkshire PCP)

Cllr Gill Mercer (Chairman Northamptonshire PFCP)

Suma Harding (Nottinghamshire PCP)

Cllr Joyce Welsh (Northumbria PCP)

Cllr David Reilly (Chairman Warwickshire PCP)

Activities

The association provided a response to the Review of Policing - Call for Evidence in December 2019. The review has been launched by the Police Foundation with the stated overall aim being to “set the long-term strategic vision for English and Welsh Policing for a modern service capable of meeting the challenges of the 21st century”. The review consists of two parts with the first call for evidence submission date in December 2019 and the second planned for summer of 2020.

The association intends to respond and provide a panel perspective of why Police (Fire) & Crime Commissions are meeting public demands for policing within their respective areas, by work successfully with the Chief Constable. The panels role in area policing being to “Challenge” and as appropriate “Support” Commissioners in their role.

The associations submission only addressed those questions within the Call for Evidence document that were specifically relevant to Police and Crime Panels engagement in policing. A copy of the association’s submission is available from Emma Tombs.

Activities and Actions

The executive committee met on Monday 3rd February and had a comprehensive agenda including items relating to membership updates, Executive member skill sets, Review of Policing – Call for Evidence timetable, PCP/PFCP Regional Meetings, LGA Workshop program, PCC Elections and Co-opted Member Appointments.

The full meeting minutes will be available in due course through Emma Tombs, with the summary discussion outcomes from the above agenda being;

- 1 None of the members have the appropriate skills to populate the Police and Crime Panels web site and this will function remains with JGR. SH is a serving magistrate and has offered her CJ experience as required. There is extensive experience in operational policing and the FRS from retired officers – EM, DR
- 2 The associations submission to the call for evidence was submitted in December 2019. Cheshire PCP made a submission in January 2020. The association will review the findings of the first call for evidence and comment at that time, or wait until the second call for evidence is released in the summer.
- 3 Regional training days are being arranged by Frontline Consulting and a list was provided. Frontline has not been able to generate training interest in the South or South western PCP’s including Hampshire, IOW, Dorset, Devon, Cornwall, or Somerset. Only Wiltshire has shown interest in taking part in regional events. The NA to consider how best to promote regional training in these panel areas.
- 4 The LGA annual workshop has been moved forward from its usual position in June/July to March. The NA were not consulted on this date which, considering its status as a SIG , appears strange. The reasons given for the change was to accommodate the PCC elections in May. Exec members believe that holding the event after the May elections would have been more appropriate, particularly as some councils have elections in May with the potential for panel membership changes.
- 5 There are expected to be a number of PCC’s that will not be standing for election in May including, Dorset, Durham (Deceased), Nottinghamshire and Wiltshire.
- 6 Co-opted panel member appointments were discussed wrt the term of office that panels have been taking above the initial term of 4 years. This was particularly relevant where co-opted members are panel chairman or vice-chairman. Exec member panels had either extended the term after the initial term (but only for a defined period) or had opened up the co-opted positions for other candidates. In all

cases the sitting co-opted members were invited to reapply for positions. Essex PFCP will therefore be following best practice by formally reviewing its co-opted positions in June/July 2020.

The Home Office has asked the NA whether Panels may require further information on the range of reforms to the police discipline and complaints system introduced by the HO on 1st February. They have published a new set of regulations and the NA has asked if a revised summary report is available other than the one the NA reviewed 2019. Explanatory documents have been received from the HO but these have not yet been reviewed

Conduct Regulations, Performance Regulations, PAT Rules

http://www.legislation.gov.uk/ukxi/2020/4/pdfs/ukxiem_20200004_en.pdf

Complaints Regulations

http://www.legislation.gov.uk/ukxi/2020/2/pdfs/ukxiem_20200002_en.pdf

The NA will attempt to influence the southern regional panels into taking part in cross sector training sessions. The Wiltshire Exec Member together with the Chair and Vice Chair will formulate and agree an engagement plan to promote the above objective.

The timetable and preliminary agenda for the Frontline Annual Conference has been set for 23rd and 24th November in Scarman House, Warwick Conference Centre. The NA will hold its AGM on the main conference day.

John Gili-Ross
Chairman NAPFCP

Report title: Forward Look	
Report to: Essex Police, Fire and Crime Panel	
Report author: Victoria Freeman, Senior Democratic Services Officer	
Date: 13 February 2020	For: Consideration
Enquiries to: Victoria Freeman, Senior Democratic Services Officer victoria.freeman3@essex.gov.uk	
County Divisions affected: All Essex	

1. Purpose of report and background

- 1.1 To plan the business of the Panel.
- 1.2 The next Meeting of the Panel is scheduled for **Thursday 4 June 2020**.
- 1.3 Business proposed to be taken to the meetings is as follows:

Date	Business
4 June 2020	<ul style="list-style-type: none"> • Police and Crime Plan Performance Measures • Fire Service Performance Measures • Essex PFCP Budget Outturn Report 2019/20 • Ethics and Integrity Sub-Committee Update
23 July 2020	<ul style="list-style-type: none"> • Overview of Integrated Risk Management Plan • Budget Setting Process
22 October 2020	<ul style="list-style-type: none"> • Police and Crime Budget Scene Setting • Fire and Rescue Service Budget Scene Setting • PFCC Decisions Report • Annual Report and the Fire and Rescue Statement • Report on Annual Complaints
December 2020	<ul style="list-style-type: none"> • Police and Crime Plan Performance Measures • Fire Service Performance Measures • Essex PFCP 2020/21 Budget (Half-year Outturn)

2. Recommendation

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

Report title: Dates of Future Meetings	
Report to: Essex Police, Fire and Crime Panel	
Report author: Victoria Freeman, Senior Democratic Services Officer	
Date: 13 February 2020	For: Noting
Enquiries to: Victoria Freeman, Senior Democratic Services Officer victoria.freeman3@essex.gov.uk	
County Divisions affected: All Essex	

1. PURPOSE OF THE ITEM

To inform Members of the meeting dates for 2020.

2. MEETING DATES

Thursday 4 June
Thursday 23 July
Thursday 22 October
Thursday 10 December

All meetings scheduled for 2:00pm with a pre-meeting for Committee Members beforehand, commencing at 1.00pm.