



Essex County Council

## Essex Police, Fire and Crime Panel

<b>16:00</b>	<b>Thursday, 17 June 2021</b>	<b>Council Chamber County Hall, Chelmsford, CM1 1QH</b>
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**For information about the meeting please ask for:**

Sophie Campion, Senior Democratic Services Officer

**Telephone:** 03330 131642

**Email:** democratic.services@essex.gov.uk

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			Pages
1	<b>Membership, Apologies, Substitutions and Declarations of Interest</b>		4 - 4
2	<b>Urgent Business</b> 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.		
3	<b>Proposed Re-Appointment of the Deputy Police, Fire and Crime Commissioner</b> Report EPFCP/16/21		5 - 13

## 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.**

**4 Confirmation Hearing for the Proposed Re-Appointment of the Deputy Police, Fire and Crime Commissioner**

The Panel will discuss the outcome of the hearing and agree the content of its report to the Commissioner, which must include a recommendation as to whether the proposed candidate should be appointed. The Panel's decision, and the reasons for it, will be released into the public domain in due course.

**5 Urgent Exempt Business**

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

## Agenda item 1

**Committee:** Essex Police, Fire and Crime Panel

**Enquiries to:** Sophie Campion, 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 Baggott  
Councillor F Ricci  
Councillor C Hossack  
Councillor G Isaacs  
Councillor J Lager  
Vacancy  
Councillor A Patel  
Councillor R Playle  
Councillor M Garnett  
Councillor M Heard  
Councillor A Williams  
Councillor I Shead  
Councillor L McWilliams  
Councillor G Collins  
Councillor C Day  
John Gili-Ross  
Sheila Murphy

#### **Representing**

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

<b>Report title:</b> Proposed Re-Appointment of the Deputy Police, Fire and Crime Commissioner	
<b>Report to:</b> Essex Police, Fire and Crime Panel	
<b>Report author:</b> Roger Hirst (Police, Fire and Crime Commissioner for Essex)	
<b>Date:</b> 17 June 2021	<b>For:</b> Recommendation by the Panel
<b>Enquiries to:</b> Pippa Brent-Isherwood (Chief Executive and Monitoring Officer) 01245 291613 <a href="mailto:pippa.brent-isherwood@essex.police.uk">pippa.brent-isherwood@essex.police.uk</a>	
<b>County Divisions affected:</b> All Essex	

## **1. Purpose of Report**

A principal role for the Essex Police, Fire and Crime Panel (“the Panel”) is to conduct confirmation hearings for certain senior staff before they are confirmed in their posts. Under Schedule 1 to the Police Reform and Social Responsibility Act 2011 (“the Act”), the Police, Fire and Crime Commissioner (“PFCC”) must notify the Panel of such proposed senior appointments, including the proposed appointment of a Deputy PFCC. The Panel is required to review the proposed appointment via a confirmation hearing and to make a report to the PFCC in this regard, including a recommendation as to whether the candidate should be appointed. The purpose of this report is to assist the Panel in this process.

Both the PFCC and the candidate will be attending the confirmation hearing to answer any questions posed of them by the Panel.

## **2. Recommendations**

That the Panel:

- Reviews the proposed re-appointment of Jane Gardner (“the candidate”) as the Deputy Police, Fire and Crime Commissioner for the PFCC’s current term of office, and
- Makes a report to the PFCC on the proposed appointment, including a recommendation as to whether the candidate should be re-appointed.

## **3. Context / Summary**

The Act provides that the PFCC may, subject to certain limitations, appoint a Deputy PFCC and arrange for them to exercise their functions. The candidate was initially appointed to the role of Deputy Commissioner in 2016 through the due process set out

in the Act.

The Act requires the Deputy to be appointed on terms providing that their appointment shall end no later than the day on which the term of office of the appointing Commissioner ends. Following their re-election on 6 May 2021, the PFCC has notified the Panel of their intention to re-appoint the candidate as their Deputy PFCC for the new term. Though a new selection process has not been carried out, a further confirmation hearing of the Panel is required before such re-appointment can be confirmed. It should be noted, however, that the PFCC may either accept or reject the Panel's recommendation (and must notify the Panel of their decision). In reviewing the proposed appointment, it should also be noted that, under Schedule 1 to the Act, the appointment of a Deputy PFCC is not (unlike other members of the PFCC's staff) subject to the requirement to be based on merit.

### The candidate

The PFCC proposes to re-appoint Jane Gardner as their Deputy PFCC.

### The criteria used to assess the suitability of the candidate for the appointment

The PFCC carried out an open, competitive process to select a Deputy in May / June 2016 which was described to the Essex Police and Crime Panel during a previous confirmation hearing on 25 July 2016. The Panel was able to explore fully the reasons for the appointment at that time and has a further opportunity to do so now.

The criteria used to assess the suitability of candidates is set out in the job profile attached at Appendix 1. The advert posted via Guardian Jobs, the Telegraph Online, the East Anglian Daily Times and the Commissioner's website in May 2016 is attached for the Panel's information at Appendix 2. The advert attracted extremely strong interest. 30 applications were received, with seven candidates invited to interview for the role.

The formal selection process was held on 21 June 2016 and included a presentation exercise and a competency-based interview. For the presentation, candidates were asked to respond to the question "The PCC, Roger Hirst, has published his manifesto commitments and will develop these into his first Police and Crime Plan. If you were successful in becoming the Deputy PCC, how would you build on and develop the manifesto pledges to shape and inform the new Police and Crime Plan?" The interview questions tested the candidate's behaviours against those from the College of Policing's Competency and Values Framework (CVF) set out in the job profile, and covered areas including:

- The candidates' motivation for applying for the role and the skills and experience they would bring to it
- What they considered to be the biggest strategic challenges facing Essex Police and how they considered that the Commissioner and other strategic partners could help to address them
- How they would go about engaging with the diverse communities of Essex and their experience of undertaking effective programmes of engagement
- An example of a leadership challenge they had encountered, how they handled this and what they learned from it

- What they would like to achieve over their four-year term if appointed.

The assessment panel consisted of the Police, Fire and Crime Commissioner and their then Chief Executive and Monitoring Officer; Rebecca Harris MP and John Gili-Ross as the then Chairman of the Essex Association of Local Councils (EALC).

#### Why the candidate satisfies the criteria

As well as performing to a high standard in all elements of the selection process, Ms. Gardner has nearly 40 years' experience of working in the public sector in Essex across a number of relevant disciplines (including service provision, commissioning, policy and strategy), and particularly in the fields of community safety and resilience. Immediately prior to joining the PFCC's office, Ms. Gardner was Head of Commissioning – Growing Essex Communities for Essex County Council, a role which included strategic leadership of community safety commissioning activity across the county. Prior to this, she was the Senior Policy and Strategy Manager (People) for Essex County Council, a role in which (amongst many other achievements) she led the development of the Community Safety Commissioning Strategy.

Between 2007 and 2014, Ms. Gardner also worked in a voluntary capacity in Essex Police's Special Constabulary, reaching the rank of Special Superintendent before having to resign her office due to injury.

In terms of professional qualifications, Ms. Gardner has a Certificate in Management Studies (CMS) from Anglia Polytechnic and a Master of Science (MSc) degree in Applied Organisational Development in Public Services awarded by Nottingham Trent University. She has also completed Essex County Council's Emerging Leaders Programme at Cambridge University Business School.

Having been appointed in 2016, Ms. Gardner has performed successfully in the role of Deputy PFCC for the past four years and has made a significant contribution to the work of the PFCC during this time. She has proven herself to be extremely visible, accessible and credible as the Deputy PFCC and is well regarded by partners and stakeholders across Southend, Essex and Thurrock as well as within the PFCC's own office. Throughout her career, including during her first term in this role, she has built strong and productive networks, relationships and partnerships across the public, private and voluntary sectors within the county, and currently chairs a number of key partnerships including the Southend, Essex and Thurrock Domestic Abuse Board (SETDAB) and the Reducing Reoffending Board. She is especially talented and adds tremendous value in terms of facilitating community involvement and engaging with the public. She is a key member of the PFCC's Senior Management Team (SMT) and has played an integral role in the development and delivery of key strategic documents including the Police and Crime Plan, the Local Business Case for joint governance of policing and fire and rescue services in Essex (which led to the Essex PCC becoming the country's first Police, Fire and Crime Commissioner) and the country's first Fire and Rescue Plan, as well as leading on the production of the multi-agency Violence and Vulnerability Framework, which led to the establishment of the Violence and Vulnerability Unit. She has also made a particularly significant contribution to the design and delivery of the cultural change programme within the Essex County Fire and Rescue Service.

Taking all of the above into account, as well as the fact that Ms. Gardner is now well

experienced and embedded in the role, the PFCC is of the view that there is no good reason to go through a new selection process and proposes to appoint Jane Gardner as their Deputy PFCC.

#### The terms and conditions on which the candidate is to be appointed

This is a full-time role attracting a salary of £75,000 per annum. If appointed, the candidate will be contracted on terms and conditions largely aligned to those of police staff, with two notable variations:

- As stated earlier in this report, the Act requires the Deputy PFCC to be appointed on terms providing that their appointment shall end no later than the day on which the term of office of the appointing PFCC ends, and
- Unlike all other roles within the PFCC's office, this post is not designated as politically restricted in accordance with the provisions of the Local Government (Political Restrictions) Regulations 1990 and as set out in Schedule 16 of the Police Reform and Social Responsibility Act 2011.

Ms. Gardner will be required to abide by the Code of Conduct attached as a Schedule to the PFCC's Constitution, and which the Panel has previously been consulted on.

Vetting clearance is a prerequisite of employment within the PFCC's office and, if re-appointed, the candidate will be subject to a vetting assessment every 12 months. National security vetting clearances are reviewed every five years.

#### **4. Appendices**

Appendix 1 – Job Profile

Appendix 2 – Advert text



<b>Job title:</b>	Deputy Police Fire & Crime Commissioner	<b>Main purpose of the role:</b>
<b>Role code:</b>	EOPCC0109	To support the Police Fire and Crime Commissioner (PFCC) for Essex in his role and responsibilities, delivering against the vision and priorities set out in the Police and Crime Plan. To support the PFCC in the development of policy and strategy regarding policing, crime and victims of crime. To help the PFCC maintain an effective and efficient police service and deliver crime reduction initiatives across Essex. To support the PFCC in his programme of public engagement, meeting and engaging with the public of Essex to listen to their views, respond to their concerns and engage them in policing and community safety. To support the PFCC in an ambitious programme of police transformation, including greater collaboration with Fire and Rescue services. The Deputy PFCC will share the PFCC's vision and values in relation to effectiveness and efficiency, value for money, innovation and ethics and integrity.
<b>Status:</b>	Police Staff	
<b>Home Office code:</b>	Organisational Support	

#### **Main responsibilities:**

- To support the PFCC and his office in the development and delivery of a public facing, outcomes based Police and Crime Plan, and in achieving his statutory obligations under the Police Reform & Social Responsibility Act 2011
- To support the PFCC in holding the Chief Constable to account through the implementation of a robust scrutiny programme, offering both challenge and support to Essex Police to enable sustainable improvement.
- To represent and deputise for the PFCC in a wide-ranging programme of public engagement, meeting with and engaging local communities, vulnerable groups and victims of crime in order to understand their concerns and ensure that they have a voice in local policing services.
- To support the PFCC in providing strong and effective oversight of the strategic finances of Essex Police and the OPFCC including the programme of commissioning and grant funding allocated by the PFCC; the efficiency of Essex Police and value for money in crime reduction initiatives
- To engage with wider criminal justice and community safety partners, supporting a systems wide approach to community safety and using the office of the PFCC to influence strategic change both locally and nationally.
- To effectively represent the views of the PFCC to all relevant stakeholders, including local and national media, strategic partners and politicians.
- Develop and promote strong and effective working relationships with key internal and external partners, seeking to influence and engage with them in order to further the aims and objectives of the PFCC.
- Support the PFCC with the on-development of his strategy for policing and community safety across the county, including furthering collaborative opportunities with Blue Light Services, public service transformation and the delivery of the Essex Police Transformation Programme.

- Undertake any delegated duties and deputise for the PFCC as required.

- Updated March 2018

**Vetting level:**

Management Vetting required.

**Necessary experience:**

This is not a politically restricted post.

Essential requirements:

Educated to degree level or equivalent

Excellent interpersonal and communication skills

Experience of and achievement in managing complex programmes and working across a wide range of senior stakeholders to deliver results.

Strategic management experience in the public, not for profit or commercial sectors.

Political awareness

Desirable requirements:

Experience of working with safeguarding, community safety, criminal justice and / or blue light partners and organisations.

General:

The post holder must be passionate, self - motivated and demonstrate drive and commitment to achieving the policy and vision of the Police, Fire & Crime Commissioner.

The post holder must have high levels of integrity and share the values of the PFCC in delivering an ethical and transparent service to the public of Essex, as set out in the PFCCs Ethics and Integrity Framework.

This post is deemed to be a designated post.

Vetting clearance is a pre-requisite of employment in designated posts and the post holder will be subject to management vetting assessment every 7 years. National security vetting clearances are reviewed every 10 years.

**Behaviours:**

Analyse Critically (Level 3)

I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios. I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial. I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations. I use my knowledge of the wider external environment and long-term situations to inform effective decision making. I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

Collaborative (Level 3)

I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures. I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private). I take the lead in partnerships

when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities. I create an environment where partnership working flourishes and creates tangible benefits for all.

#### **Deliver, Support and Inspire (Level 3)**

I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made. I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals. I ensure that everyone understands their role in helping the police service to achieve this vision. I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these. I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes. I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment. I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners. I motivate and inspire others to deliver challenging goals.

#### **Emotionally Aware (Level 3)**

I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate. I actively ensure a supportive organisational culture that recognises and values diversity and well being and challenges intolerance. I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed. I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions. I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

#### **Innovative and Open-minded (Level 3)**

I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance. I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements. I work to create an innovative learning culture, recognising and promoting innovative activities. I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere. I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

#### **Take Ownership (Level 3)**

I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame. I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities. I define and enforce the standards and processes that will help this to happen. I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance. I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance. I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

#### **Values:**

##### **Impartiality (Accredited)**

I take into account individual needs and requirements in all of my actions. I understand that treating everyone fairly does not mean everyone is treated the same. I always give people an equal opportunity to express their views. I communicate with everyone, making sure the most relevant message is provided to all. I value everyone's views and opinions by actively listening to understand their perspective. I make fair and objective decisions using the best available evidence. I enable everyone to have equal access to services and information, where appropriate.

##### **Integrity (Accredited)**

I always act in line with the values of the police service and the Code of Ethics for the benefit of the public. I demonstrate courage in doing the right thing, even in challenging situations. I enhance the reputation of my organisation and the wider police service through my actions and behaviours. I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations. I am open

and responsive to challenge about my actions and words. I declare any conflicts of interest at the earliest opportunity. I am respectful of the authority and influence my position gives me. I use resources effectively and efficiently and not for personal benefit.

#### Public Service (Accredited)

I act in the interest of the public, first and foremost. I am motivated by serving the public, ensuring that I provide the best service possible at all times. I seek to understand the needs of others to act in their best interests. I adapt to address the needs and concerns of different communities. I tailor my communication to be appropriate and respectful to my audience. I take into consideration how others want to be treated when interacting with them. I treat people respectfully regardless of the circumstances. I share credit with everyone involved in delivering services.

#### Transparency (Accredited)

I ensure that my decision-making rationale is clear and considered so that it is easily understood by others. I am clear and comprehensive when communicating with others. I am open and honest about my areas for development and I strive to improve. I give an accurate representation of my actions and records. I recognise the value of feedback and act on it. I give constructive and accurate feedback. I represent the opinions of others accurately and consistently. I am consistent and truthful in my communications. I maintain confidentiality appropriately.

#### Technical skills:

#### National Occupational Standards:

#### Job family:

#### PPP codes:

## Job Advert

# Deputy Police and Crime Commissioner for Essex

Roger Hirst, the Police and Crime Commissioner (PCC) for Essex, is seeking an exceptional individual to be his new Deputy. The Deputy PCC will support the PCC in his ambitious programme of police transformation, support to victims and public engagement. He or she will deputise for the PCC in a wide range of events, support the PCC in holding the Chief Constable to account, and will work with local partners to help deliver a step change to local policing and community safety across Essex.

This is an exciting opportunity to make a real difference to the communities of Essex. You will be driven, politically aware and have clear commitment to public service. You will share the values of the PCC in relation to openness, integrity and transforming local services.

To arrange an informal discussion on the role, contact Susannah Hancock, Chief Executive to the PCC on 01245 291 600 or by email [susannah.hancock@essex.pnn.police.uk](mailto:susannah.hancock@essex.pnn.police.uk)

It was advertised in the:

- Guardian on-line
- Telegraph on-line
- East Anglian Daily Times
- OPCC website