

# Local Business Case for Joint Governance of Police and Fire & Rescue in Essex

## Public consultation results and evaluation

19<sup>th</sup> May 2017

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**Responsible Officer:** Susannah Hancock, Chief Executive

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### F1. Introduction

To improve emergency services and facilitate collaboration, the Policing and Crime Act 2017 sets out three alternative options to the status quo (the “do nothing” option). These are:

- The “representation option”, whereby Police and Crime Commissioners (PCC) would join the local Fire and Rescue Authority (FRA) as a member with full voting rights.
- The “governance option”, whereby PCCs would take on the role of the FRA but would maintain separate organisations of Fire and Rescue and Police.
- The “single employer option”, which would go a step further by combining the Police and Fire and Rescue services under the leadership of a single Chief Officer.

Where the PCC wishes to change governance arrangements, the Policing and Crime Act 2017 requires the PCC to undertake a consultation with the public on the options.

The public consultation conducted by the Essex Office of Police and Crime Commissioner (OPCC) consulted on the options for change (representation, governance and single employer). It aimed to clearly communicate the three governance options set out in the Local Business Case (LBC). It sought views on these options from a range of stakeholders and the public.

A communications and engagement plan (see Appendix F1), which set out the planned approach to the consultation, underwent review and sign off by key stakeholders, including the Emergency Services Collaboration Strategic Governance Board (SGB) and Essex Fire Authority (EFA).

In advance of the consultation launch and throughout the process, the OPCC took independent, professional consultation quality assurance advice from The Consultation Institute in order to ensure that the consultation process was transparent, accessible and fair. At the same time a Communications Working Group was established across the OPCC, Essex County Fire and Rescue Service (ECFRS) and Essex Police (EP) to put coordinated plans in place to communicate with officers, staff, unions and staff associations.

It was agreed that communications spend would be largely digital by design, with some spend allocation on printed materials to ensure information was accessible and delivered through a range of channels.

It was also agreed that activity would capture both quantitative and qualitative data collected via the methods set out in the communications and engagement plan.

## F2. Delivering the engagement plan – the activity

The LBC public consultation ran for 12 weeks, from the 16th February 2017 – 10th May 2017.

Effective communications and stakeholder engagement were executed using a range of materials and channels, consisting of:

- the full local business case.
- a dedicated consultation website.
- a concise leaflet.
- a consultation questionnaire with pre-paid envelopes.
- a four minute film.
- an easy to read, large text, plain English document.
- a process timeline.
- frequently asked questions.

All materials that were produced can be found in section F4.

## F3. Summary of 12 week consultation activity

Consultation and engagement activity was carried out through three phases. These were:

- **Phase 1** - involved the launch of the survey and engagement activity to seek the public’s response to consultation questions.

- **Phase 2** - enabled further discussion and engagement with harder to reach groups. In the case of this consultation, activity focused largely on the under 25 age group.
- **Phase 3** - assessed the results, produced this evaluation report and sought sign off from a sub group of the Police and Crime Panel and The Consultation Institute.

A summary of the key activity that was undertaken during Phases 1, 2 & 3 is included in Table F1.

**Table F1: Consultation Activity**

PHASE 1 (20/2 – 31/3)	<ul style="list-style-type: none"> <li>• Launched and distributed consultation, using a range of materials.</li> <li>• Printed materials including leaflets questionnaires and pre-paid envelopes were distributed to all Essex libraries and Police Stations.</li> <li>• Communicated all consultations materials to the public and media through print, digital, public meetings, media interviews and social media.</li> <li>• Communicated with top tier local authorities and key stakeholders via letters, telephone calls, face to face meetings, presentations and formal decision making processes.</li> <li>• A Communications Working Group comprising of the OPCC Lead Communications Officer, Head of Communications for ECFRS and Head of Communications for Essex Police was formed. Fortnightly meetings were held to ensure both ECFRS and Essex Police received internal briefings, face to face briefings and all materials via established communications channels. All staff had access to printed and online materials.</li> <li>• All fire and police unions/staff associations were invited to discuss the consultation via phone or face to face. Meetings were carried out and discussions will continue as business as usual engagement.</li> <li>• PCC and DPCC utilised existing engagement events to promote the consultation and answer questions on the LBC.</li> </ul>
PHASE 2 (01/4 – 10/5)	<ul style="list-style-type: none"> <li>• Continued to engage with the public using Phase 1 channels and approach.</li> <li>• Conducted events/focus groups and public meetings to drive up awareness and gather qualitative data.</li> <li>• Continued to support and ensure meetings with staff and unions/staff associations are made available on request.</li> <li>• Respond to media enquiries.</li> <li>• Scored all responses and views.</li> <li>• Presented findings and methods to external scrutiny panel.</li> </ul>
PHASE 3 (10/5/19/5)	<ul style="list-style-type: none"> <li>• Completed scoring responses and views.</li> <li>• Gathered all information needed for post formal consultation evaluation.</li> <li>• Received final review and assurance mark from The Consultation Institute.</li> <li>• Communicate close and next step to staff, the public and media.</li> <li>• Incorporate consultation responses in the LBC, submit to Home Office and Publish final version online.</li> </ul>


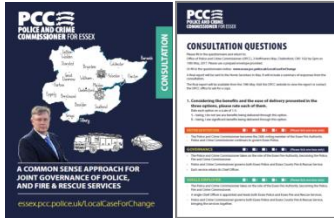


## F4. Communications channels, content and materials

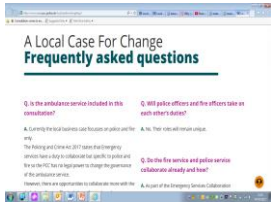


There was a range of material developed to support the consultation and make it as accessible as possible. A summary of all the materials and where they can be accessed in full is included in Table F2.

All materials and reference documents are available on the consultation website which will remain live until the end of October 2017.

Where the provider has subsequently removed the content, it may not be possible to view all of the example links.

**Table F2: Communication channels, content and materials**

Channel	Material
Website:	 <p><a href="http://www.essex.pcc.police.uk/localcaseforchange/">http://www.essex.pcc.police.uk/localcaseforchange/</a></p>
Printed and online: Leaflet, questionnaires, pre-paid envelopes	 <p><a href="https://www.essex.pcc.police.uk/wp-content/uploads/2017/02/PCC-Consultation-leaflet-WEB-edit.pdf">https://www.essex.pcc.police.uk/wp-content/uploads/2017/02/PCC-Consultation-leaflet-WEB-edit.pdf</a></p>
Four minute film providing a summary of the options and the benefits	 <p><a href="https://www.youtube.com/watch?v=w6m4fPcVmQ4">https://www.youtube.com/watch?v=w6m4fPcVmQ4</a></p>
Online and printable plain English 'easy to read' document	<p>Awarded Plain English standard quality mark.</p>  <p><a href="https://www.essex.pcc.police.uk/wp-content/uploads/2017/02/25838-PCC-easy-public-consultation-document-highlighted-revised-21-February-2017-GB-Final.pdf">https://www.essex.pcc.police.uk/wp-content/uploads/2017/02/25838-PCC-easy-public-consultation-document-highlighted-revised-21-February-2017-GB-Final.pdf</a></p>

Channel	Material
Online frequently asked questions	 <p><a href="http://www.essex.pcc.police.uk/localcaseforchange/faqs/">http://www.essex.pcc.police.uk/localcaseforchange/faqs/</a></p>
Online timeline:	 <p><a href="https://www.essex.pcc.police.uk/wp-content/uploads/2017/02/Police-and-Fire-Collaboration-Timeline-170216.pdf">https://www.essex.pcc.police.uk/wp-content/uploads/2017/02/Police-and-Fire-Collaboration-Timeline-170216.pdf</a></p>
Notice for parish and town council noticeboards:	

## F5. Engagement and reach

The following provides a summary of stakeholders consulted with, consisting of three key groups:

### Key stakeholders

Key stakeholders are organisations, Chief Officers and elected representatives who can affect or be affected by the proposed options in the LBC.

- Essex Fire Authority (EFA)
- Essex County Fire and Rescue Service (ECFRS) senior leaders
- Essex Police (EP) senior leaders
- Essex County Council
- Southend-on-Sea Borough Council
- Thurrock Council
- Chief Executives of other Essex local authorities
- Members of Parliament

### Public and media

- Essex residents; a range of ages and demographics
- National and local media

### Staff and unions/representative bodies

- ECFRS staff
- EP staff and officers
- Unions and representative bodies (Fire and Rescue and Police)

The following table provides a summary of the stakeholder engagement. A comprehensive engagement tracker details all engagement and reach see Appendix F2. Example links provided may no longer work.

**Table F3: Communication channels, content and materials.**

<b>Face to face reach (via meetings, focus groups)</b>	870 people
<b>Media reach (*TV, print, radio, social media)</b>	Over 1.3 million potential viewers/listeners. This figure was estimated using audience figures of programmes that provided the coverage.

**TV/Radio coverage included:**

- **BBC Look East Interview:** <http://www.bbc.co.uk/iplayer/episode/b08dwm5x/look-east-evening-news-16022017>
- **ITV Anglia interview:** <http://www.itv.com/news/anglia/2017-02-16/essex-police-and-crime-commissioner-could-control-fire-service-as-well-as-police/>
- **Heart FM interview:** <http://www.heart.co.uk/essex/news/local/last-week-for-essex-fire-consultation/#IACsRp2A2mEjltFP.97>
- **BBC Radio Essex interview**

**Examples of print/online:**

- **Police Professionals:** <http://www.policeprofessional.com/news.aspx?id=28509>
- **Policing Insights:** <https://policinginsight.com/opinion/start-race-become-first-police-fire-crime-commissioner/> (Registration required to view article)
- **Essex Live:** <http://www.essexlive.news/how-will-changes-to-essex-police-and-essex-county-fire-and-rescue-service-impact-you/story-30141016-detail/story.html>
- **Colchester Gazette:** [http://www.gazette-news.co.uk/news/local/colchester/15097024.Police\\_and\\_fire\\_service\\_governance\\_could\\_merge\\_and\\_police\\_want\\_your\\_views/](http://www.gazette-news.co.uk/news/local/colchester/15097024.Police_and_fire_service_governance_could_merge_and_police_want_your_views/)
- **Halstead Gazette:** [http://www.halsteadgazette.co.uk/news/15098123.New\\_fire\\_commissioner\\_could\\_be\\_nation\\_s\\_first/?ref=RSS](http://www.halsteadgazette.co.uk/news/15098123.New_fire_commissioner_could_be_nation_s_first/?ref=RSS)
- **Dedham Parish Council website:** <http://www.essexinfo.net/dedhamparishcouncil/news/police-and-crime-commissioner/>
- **Henham Parish Council website:** [http://www.henham.org/police\\_public\\_consultation.html](http://www.henham.org/police_public_consultation.html)
- **Leigh Times:** <http://bit.ly/2q8FQqs>
- **Ongar News:** printed article which sells approximately 2,500 copies
- **Primary Times:** Advert in publication which is distributed to 96,000 primary school parents

**Ongar News article:**

**ONGAR NEWS**

The new Policing and Crime Act 2017 places duty on police and crime commissioners to develop further collaboration between emergency services to improve the way they respond to incidents. Under the authority of Police, Fire & Crime Commissioner James A. Lock has this been made.

Working closely with partners, PCC James will be developing a consultation on the possible governance options and on the 27<sup>th</sup> February launched a 12 week public consultation, seeing the views of the people of Essex.

Commenting on the consultation, Mr Lock said: "There is no opportunity here to discuss the better collaboration will mean a better response to public safety issues across the county."

"Reasons considered about fire and police governance as a better or effective collaboration. Delivering this ambitious programme for Essex would require a strategic approach."

"The proposed joint governance of both services is not a merger, both services will remain distinct. A Police Officer will continue to lead Essex Police and the Chief Fire Officer will continue to lead the Essex Fire and Rescue Service. The consultation will explore the benefits and costs of both. Some areas where we may be able to see closer collaboration include the recruitment, training, safety, vehicle, purchasing, equipment together and sharing support functions."

"It won't change what officers are doing on the ground and it won't change their terms and conditions, but it will mean a different way for us to work together to make sure we're effectively responding."

Mr Lock said: "There is an opportunity to work better together, to ensure the maximum benefit from, such as missing persons, supporting vulnerable people and effective youth programmes such as FireRed."

The consultation asks you to consider three options.

The Representation Model is the PCC becomes the 22nd voting member of the Essex Fire Authority and continues to govern Essex Police, leaving the Essex Fire Authority to govern Essex Fire and Rescue. It will be easier to achieve new collaboration.

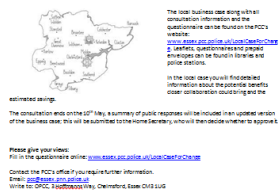
The Joint Governance Model is the PCC being in control of both the Fire Authority and Essex Police, Fire and Crime Commissioner. The consultation will explore the benefits and costs of both, while both organisations continue to remain separate entities which still face to account.

The Single Employer Model is the PCC being in the role of the Essex Fire Authority, leaving Essex Police, Fire and Crime Commissioner, but a single employer responsible for both services. This option has the potential to be the most effective model, impacting the biggest in the emergency response.

If the joint governance option is agreed, Mr Lock will be able to save £20 million however, the budget of Essex Fire Authority remains separate.

Commenting on the consultation, Mr Lock said: "I've been looking for joint governance. I believe this option will ensure the best use to be most effectively aligned and will speed up collaboration in working and sharing of knowledge and resources. The consultation will explore the benefits and costs of both, while both organisations continue to remain separate entities which still face to account."

So far there have been over 20,000 views of the consultation form exploring the options and responses to change. In the first 10 days over 700 people have submitted their views, either online or by post. However, the majority of the responses have come from white, British men over the age of 50. The PCC would like to hear representatives from a range of age groups and from both genders as well as listening engagement sessions with youth groups and from those responses throughout Essex and Anglia.



**Primary Times advert:**

**PCC POLICE AND CRIME COMMISSIONER FOR ESSEX**

**HELP KEEP ESSEX SAFER**

The Police and Crime Commissioner wants your views. Essex Police and Fire & Rescue, your local emergency services could be run differently in the future.

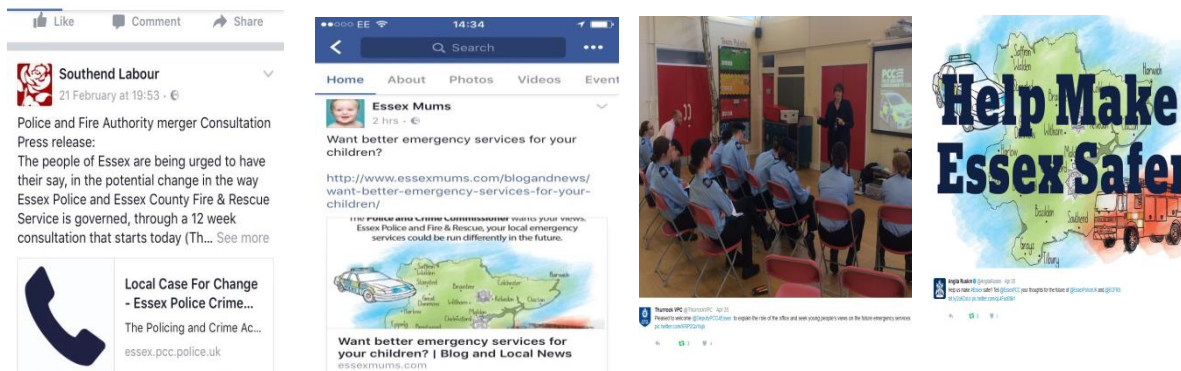
Find out how and have your say.  
Respond now. Don't delay. Closes 10th May.  
[www.essex.pcc.police.uk/LocalCaseForChange](http://www.essex.pcc.police.uk/LocalCaseForChange)

**Examples of events:**

- 1 Local Government Association’s Fire Conference 2017
- 1 OPCC Annual Conference - 230 attendees and key note address from MP Brandon Lewis.
- 5 public engagement events across the county
- 2 Universities – pop up cinema events
- 2 volunteer police cadets group focus groups
- 6 Fire station visits and an ECFRS managers briefing

**Examples of social media:**

- Essex Community Messaging, YouTube, Facebook and Twitter and LinkedIn:



## F6. Consultation budget allocation and actual spend

The aim of the consultation was to provide a comprehensive consultation that delivered value for money. Although the PCC and OPCC utilised existing channels where possible, there was a financial implication of the work undertaken. The PCC allocated a budget of £40k to cover the cost of the consultation, including the professional advice and assurance.

A summary of the actual spend is included in Table F4.

**Table F4: Consultation expenditure**

Area of expenditure	£'000
Printed leaflet, questionnaire, pre-paid envelopes and business cards	7.7
Animation	5
Seeding of animation via YouTube	2.5
Advertising in The Primary Times	0.6
Landing page and online survey	0.4
Briefings	0
Events	0
Quality Assurance and advice	20
Plain English standards	0.3
Focus Groups	1
<b>Total Costs</b>	<b>37.5</b>

## F7. The results – consultation responses from individuals

### F7.1 How many responses were received?

The vast majority of all the responses to the consultation questions were received through postal and online submissions. There were a small number of organisations who submitted their views through letters to the PCC.

Throughout the 12 week consultation a total of **1,708** public responses were received to the consultation questions. Table F5 provides a summary of the response method.

**Table F5: Summary of how the public responded**

Response format	Number received
Online questionnaires	1,213
By post questionnaires	495
Total	1,708

### F7.2 What were the Consultation Questions?

The following questions were set out in both the online and paper questionnaire:

1. *Considering the benefits and the ease of delivery presented in the three options, please rate each of them.*  
*Rate each option on a scale of 1-5:*  
**1** – *Being, I do not see any benefits being delivered through this option.*  
**5** – *Being, I see significant benefits being delivered through this option.*
2. *Please add any additional comments.*

These two questions were supplemented with a number of questions about the individual. The purpose of this was to enable us to understand the demographics of the individuals who responded.

### F7.3 What were the quantitative results of the consultation questions?

The following data is extracted from Survey Monkey<sup>1</sup>, showing the results at the close of the consultation on the 10th May 2017.

The following table present how each governance option has been scored by respondents in terms of the potential benefit and ease of delivery.

We believe that scores 3-5 present the view that there is 'some to significant benefits' shown in each of the options. On that basis the results show that Joint Governance received the most support.

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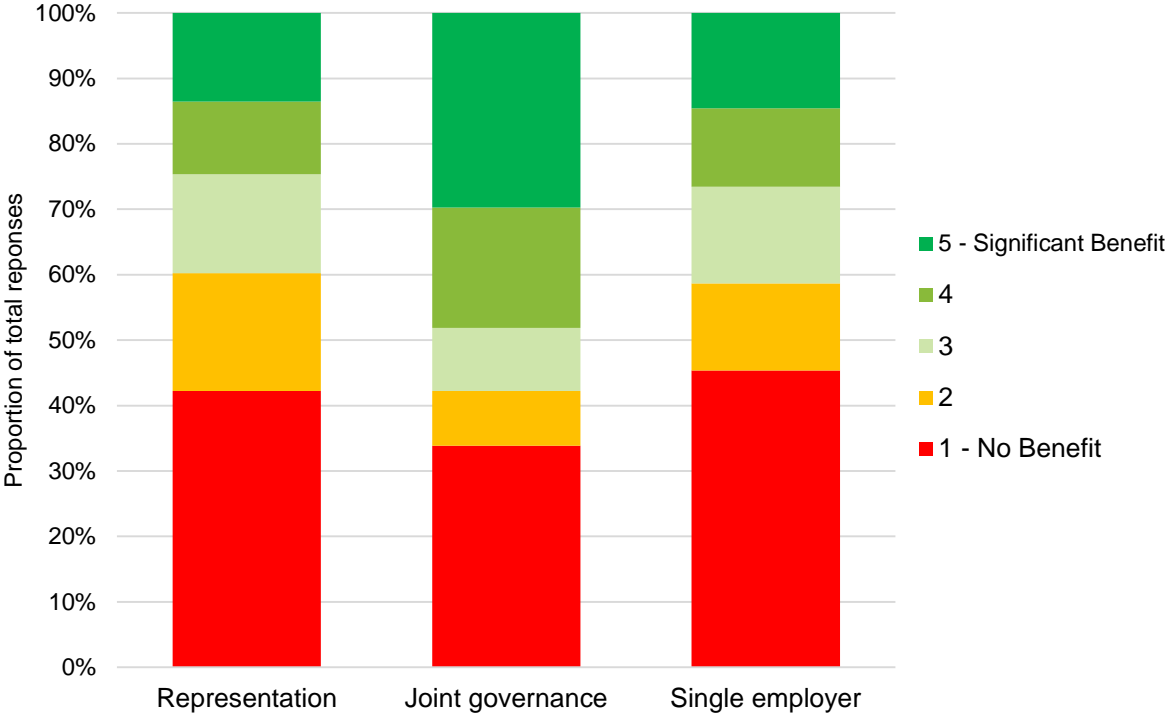
<sup>1</sup> Survey Monkey is a web based survey tool, [www.surveymonkey.com](http://www.surveymonkey.com)



**Table F6: Summary of the public responses**

	1 - No Benefit	2	3	4	5 - Significant Benefit
Representation	721	308	258	190	231
Joint governance	578	143	165	314	508
Single employer	775	227	252	205	249

**Graph F1: Proportion of total responses by level of benefit**



**F7.4 What type of individual completed the consultation questions?**

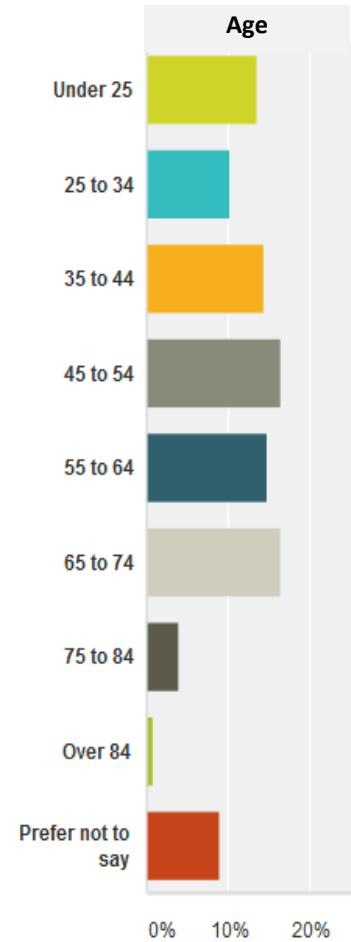
The following evaluation details the consultation results drilled down into demographic data sets captured via Survey Monkey. All the results were extracted on the 10/05/2017.

The following key points relate to the results shown in the demographics information Table F7 below:

- The data shows that responses were submitted by more males than females. This result could be impacted by the number of ‘prefer not say responses’.
- 60% of emergency services staff scored the Joint Governance option 3, 4 or 5, this shows they are slightly more supportive of Joint Governance and slightly less support of Representation and Single employer.
- Less than 15% of respondents have a long standing illness or disability.
- The largest group of consultation responses came from white people over the age of 65.
- Throughout Phase 2 engagement events took place to increase the number of responses from younger age groups.
- The final result shows that there were responses from all age groups and a balanced number of responses from all ages up to 74.

**Table F7: Demographic Information**

Gender		
Male: 57%	Female: 33%	Prefer not to say: 10%
Emergency Services Staff		
Yes: 25.07%	No: 74.93%	
Long standing illness/disability		
Yes: 13.36%	No: 69.24%	Prefer not to say: 17.39%
Ethnicity		
White	80.66%	
Mixed/Multiple ethnicity	1.63%	
Asian/ Asian British	1.70%	
Black/ African	2.28%	
Other ethnic group	0.85%	
Prefer not to say	12.86%	



### F7.5 Qualitative Evaluation

Out of the total responses, 763 took the opportunity to use the free text box to provide additional detail.

The following table provides a summary of qualitative consultation response, topics and the number of responses which have comments relating to each of these. Some responses include comments which are marked under more than one topic.

**Table F8: Summary of qualitative evaluation**

Topic	Total	Comment given (Samples)	Recurring themes
Positive Comment about a change in governance but not specific to one of the proposed options	94	'Governance option is practical' 'Basically we have to rely on you...things change and we have to accept new practices...' '...Anything which makes it easier for the police and fire services is great by me, a big thank you to all.' 'Can work effectively if governed efficiently'	<ul style="list-style-type: none"> <li>Improved efficiency</li> <li>Saves money</li> <li>Practical, makes sense</li> </ul>

Topic	Total	Comment given (Samples)	Recurring themes
<p>Comment talks about the positive benefits of the Representation option</p>	<p>16</p>	<p>'...Preferred option is for the Police and Crime Commissioner to become the 26th voting member of the Essex Fire Authority.'</p> <p>'I do like the idea of representation but I think there should be equal number of PCCs to the Essex Fire Authority people...'</p> <p>'I feel representation is the better option as to have one person responsible for both reduce the effectiveness...'</p> <p>'The first option makes a lot of sense'</p>	<ul style="list-style-type: none"> <li>• Delegation of authority</li> <li>• Democratic process</li> <li>• Decision making</li> <li>• Minimal disruption</li> <li>• Better than the other two options.</li> </ul>
<p>Comment talks about the positive benefits of the Joint Governance option</p>	<p>43</p>	<p>'Faced with the three choices Joint Governance appears to be the only real option...'</p> <p>'The 'Governance' model is a brilliant idea (with a plan!): - Sharing of knowledge, experience and resources - Retaining the long-developed/improved hierarchy of both forces - Identified retained -Respect of the Fire Service accentuated -More resources free (in a well-considered strategy) for front line services...'</p> <p>'Good idea – the joint governance one.'</p> <p>'I feel that the Governance model would benefits as it would be easy to implement and does not involve the creation of a new role to employ someone to do. Silo working should not be happening in the emergency services, and a collaborative effort should be made where intelligence, communications and strategies are shared. Collaborative working will free up resource according to demand and priorities...'</p>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Improve culture</li> <li>• A bridge between separate services and fully merged.</li> <li>• Better than the other two options.</li> </ul>
<p>Comment talks about the positive benefits of the Single Employer option</p>	<p>12</p>	<p>'It's about time one person was in charge of both services and got a grip on the money being wasted, I believe a Single Employer would be the best option.' '...One chief officer makes sense especially since the amount a chief officer is paid could cover the recruitment and training of at least 20 officers...'</p> <p>'One chief officer would only need one chief officer team and this would also cut back on expenditure and provide more funds for bottom rank officers in both police and fire service.'</p>	<ul style="list-style-type: none"> <li>• Better than the other two options</li> <li>• Maximum disruption, least time</li> <li>• Cost saving</li> <li>• Maximise collaboration.</li> </ul>

Topic	Total	Comment given (Samples)	Recurring themes
		'I think no one person should have the final say on all things it should be voted on so I'm backing the single employer option.'	
Not supportive of a change in governance or the proposed business case	176	<p>'There is insufficient policing and crime solving as it is and the Police should not be taking on other areas when their current responsibilities are performed so very poorly.'</p> <p>'I am quite happy with the current system, why fix things that already function well?'</p> <p>'It concerns me greatly that the PCC is even considering taking on the Fire Service responsibility. Crime is rife regardless of statistics in Chelmsford. Teenagers are out of control, theft burglary and assault are common...focus on what the PCC is being paid for now, if this is delivered let's talk about further governance of the Fire Service.'</p>	<ul style="list-style-type: none"> <li>• Against change of any kind</li> <li>• Other concerns impact view in relation to policing.</li> <li>• Change of governance won't make a difference.</li> </ul>
Comments talks negatively about the Representation option	2	<p>'In terms of representation, with the negative publicity surrounding Essex Fire Authority I cannot see benefits to selecting this option.'</p> <p>'I see no benefit in the representation option as a single vote would not bring about any changes...'</p>	<ul style="list-style-type: none"> <li>• Existing Fire Authority</li> <li>• Little impact</li> </ul>
Comment talks negatively about the Joint Governance option	12	<p>'My experience of previous attempts to join together the governance of separate bodies is that it does not work The only beneficiaries appear to be the bureaucrats who have another reason to hold a meeting.'</p> <p>'While increased co-ordination between the two services may be desirable and beneficial the Governance option places too much authority in a single role/person and significantly reduce democratic accountability.'</p> <p>'This is clearly a money saving exercise. There is no reason why EP and ECFRS can't share knowledge and best practice without the PCC needing to take on both roles.'</p> <p>'I do not think the PCC should take control of the fire service or lead in the governance. The police and fire service are very different operations and require a different type of leadership and management...'</p>	<ul style="list-style-type: none"> <li>• Not democratic</li> <li>• Cost cutting exercise</li> <li>• One person should not take on governance of two services.</li> <li>• The roles of the two services differ greatly.</li> </ul>

Topic	Total	Comment given (Samples)	Recurring themes
Comments talks negatively about the Single Employer option	53	<p>'I believe that "Governance" - to have 1 person as the lead officer in both organisations is too much power! There is a need for other people to be involved.'</p> <p>'A single Chief Officer is appointed and leads both Essex Police and Essex Fire and Rescue Services. This should not happen; both Chiefs know what they are doing. Let's not mess it up by mixing it up'</p> <p>'My concern if the two were to merge then the government might see justification in cutting funding again to make further savings and effectively stretching not only the police but the fire service as well. '</p> <p>'The two Emergency services perform too much of a varied role, with different levels and natures of demand, to be led by one 'Executive'.</p>	<ul style="list-style-type: none"> <li>Totally different services.</li> <li>One chief can't lead both services.</li> <li>Too much cost cutting.</li> <li>Scrutiny of PFCC function.</li> </ul>
Talks about a general view of governance, and the two emergency services, however does not reflect being positive or negative	98	<p>'The police have very little or nothing in common, operationally with the Fire Service. No disrespect to the Fire Service but their work is very one dimensional within society, on the other hand the Police's role is very diverse...'</p> <p>'The cost of trying to integrate two distinct organisations is unlikely to deliver any significant benefits and deviate time, money and effort away from front line services. A collaborative approach to sharing resources, technical knowhow, and back office services is something that doesn't necessarily require a single organisational representation or governance but to work needs across the board support.'</p> <p>'It is best to take a long term view over this situation rather than take any shortcuts. The public is at risk if you do.'</p> <p>'The differing identities of the police/fire &amp; rescue in public facing roles should be retained at all costs. The fire and rescue personnel have better public perception in some areas and hence better access.'</p>	<ul style="list-style-type: none"> <li>Other emergency services</li> <li>Collaboration could be achieved without joint governance.</li> <li>One service being more important than the other.</li> </ul>
Out of Scope	80	N/a	N/a
Specific to PCC as a role, and not relevant	169	'This is a waste of time and money. We	<ul style="list-style-type: none"> <li>PCC role not necessary</li> </ul>

Topic	Total	Comment given (Samples)	Recurring themes
to the consultation questions		<p>don't want a Police Commissioner.</p> <p>'The role of the OPCC should be abolished rather than expanded...'</p> <p>'I never voted for the PCC post. It is not a post I agree with as I feel it is a political position and takes away from the Emergency Services performing their roles effectively...'</p> <p>'Too much power is already placed in the hands of the Police and Crime Commissioner.'</p>	<ul style="list-style-type: none"> <li>• Didn't vote for PCC</li> <li>• PCC on a power mission.</li> </ul>
Comments on the Consultation Process	44	<p>'The video was well presented and allowed me to weigh up the options...'</p> <p>'It is difficult to see how the savings are to be made from the film.'</p> <p>'Brilliant communication (immersive) by the way'</p> <p>'I do not agree with this written consultation. Why not meet with the public in a setting where people can voice their concerns publicly...'</p>	<ul style="list-style-type: none"> <li>• The materials</li> <li>• Level of detail, specifically the potential savings.</li> <li>• Information on 'how' things would change.</li> </ul>
Comment that is specific to detail in the LBC, or would inform a change	0	None	
<b>Total</b>	<b>799<sup>2</sup></b>		

## F7.6 Scrutiny of qualitative evaluation

The categorisation of the qualitative responses was undertaken in a methodical way, which included several members of staff at the OPCC. Although internal quality assurance was undertaken, it was considered important to obtain independent validation of the evaluation process.

To achieve this external validation a sub-group of the Police and Crime Panel (PCP) met on the 5<sup>th</sup> May to review the coding of responses. It was recognised that this review was undertaken before the closure of the consultation; however 1,661 responses had been received at this point. All subsequent comments have been coded and checked following the same internal process.

As a group they were satisfied that both the process and evaluation has been carried out in an appropriate and reasonable manner. They had no concerns with the scoring of the responses and acknowledged the comprehensive level of engagement with stakeholders throughout the 12 week period.

As a result, the group will report this at the next PCP meeting, being held in early June 2017.

<sup>2</sup> Some comments were scored under more than one category depending on the amount of detail given.

## **F8. The results – Key stakeholder or group consultation responses**

In addition to the responses received through the consultation questionnaire, there were 31 responses from organisations and key stakeholders.

### **F8.1 Letters of support for Joint Governance**

Separate to the public responses set out in Table 5 and in line with legislation guidelines, the consultation sought views from top tier local government authorities and MP's. The following responses were received, supporting the Joint Governance option:

- A letter was received from Thurrock Council in support of Joint Governance (Appendix F6).
- A letter was received from Southend-on-Sea Borough Council in support of Joint Governance (Appendix F5).
- A letter was received from Essex County Council in support of Joint Governance (Appendix F4)
- Letters were received signed by a total of 17 MPs of Essex in support for Joint Governance<sup>3</sup> (Appendix F3).

### **F8.2 Responses from unions and staff associations**

There was open dialogue and engagement with all the Unions and staff representative bodies whose members could be affected in the future by a change in governance. Formal responses were received from the following:

- Fire Brigade Union Essex – Letter received on the 10<sup>th</sup> May 2017 (Appendix F7)
- Unison Essex – Email was received on 10<sup>th</sup> May 2017. Their responses stated 'Unison would prefer the fire service to remain with the fire authority in governance.'

Having heard the feedback and reviewed the written responses some minor amendments have been made to the LBC.

### **F8.3 Other correspondence**

There were letters received from a number other local stakeholders. A summary of what was received, and their comments on the consultation are as follows:

- Maldon Town Council – Support for joint governance option
- Harwich Town Council – Opposed to any change in governance
- Witham Town Council – Support for joint governance option
- Braintree District Council – Support for joint governance option
- Coggeshall Parish Council – Support for representation option
- Canewdon Parish Council – Support for joint governance option
- Tiptree Parish Council – Opposed to any change in governance
- Responsible Authorities Group of Maldon Community Safety Partnership – Support for joint governance option
- Maldon District Council – Support for joint governance option

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<sup>3</sup> Letters were received before prorogation of Parliament.

## F9. Closing the consultation and onward communication

A press release, social media posts and messages to both Essex Police staff and Essex County Fire & Rescue Staff were distributed immediately after the close. All communications state that this evaluation report and the final business case will be published and available to view on the consultation website on the 19<sup>th</sup> May.

## F10. Quality assurance

Independent, professional quality assurance advice was sought from the Consultation Institute. They provided advice in terms of the scoping, the engagement plan, the communication materials (excluding the leaflet), and analysis and evaluation plan. The Institute has confirmed that the consultation is consistent with its good practice standards.

## F11. Conclusion

The 12 week public consultation provided a comprehensive range of materials using a mix of communication channels. At 5pm on the 10th May 2017, the consultation closed with a total of 1,708 individual response and 31 key stakeholder responses.

The Office of Police and Crime Commissioner for Essex did not receive any official complaints throughout the 12 weeks.

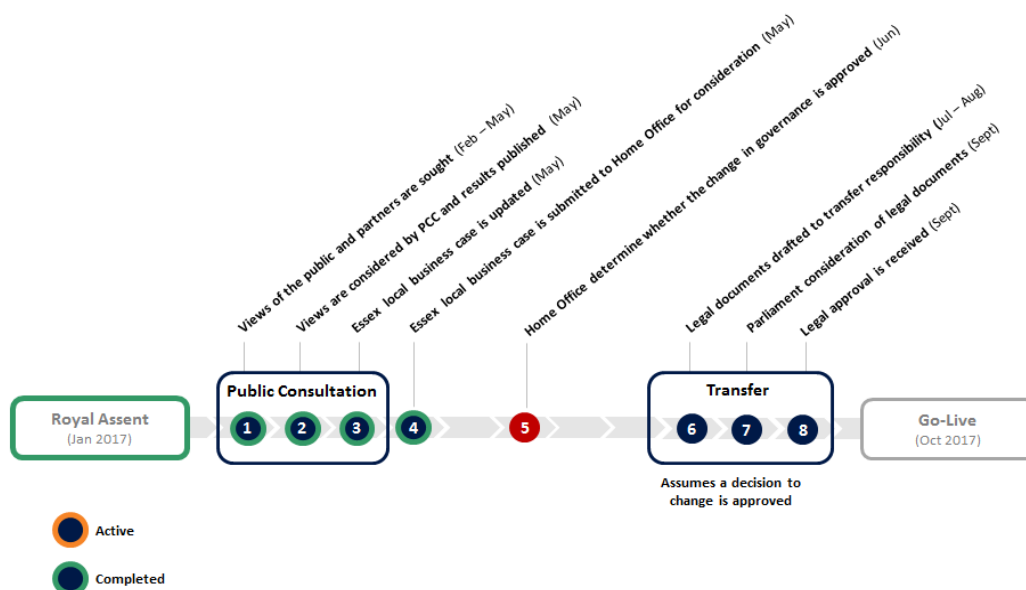
The consultation results show that the joint governance option scored the highest in terms of potential benefits and ease of delivery.

The Police and Crime Commissioner and Office of Police and Crime Commissioner have considered and reviewed the consultation responses and evaluation. The outcome of the consultation is a key piece of supporting evidence and therefore forms part of the LBC referenced as Appendix F.

Once submitted the local business case and consultation evaluation will undergo a period of review by the Home Office. The Home Secretary will make the final decision in the summer.

## F12. Next Steps

The following presents the desired timeline and key milestones the PCC is aiming to achieve: (the dates in this timeline are subject to the Home Office's decision).





# APPENDICES

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# APPENDIX F1 – CONSULTATION COMMUNICATIONS AND ENGAGEMENT PLAN

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The Consultation and Engagement Plan set out the approach to be undertaken during the 12 week consultation. A copy of the full document is included below.

**Paving the way for change**



Local business case for joint governance of police and fire  
Services in Essex

Public consultation - engagement strategy and tactical plan

Prepared by Georgina Button, Communications and Engagement, OPCC

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## Executive Summary

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The PCC, working with Essex Fire Authority, the Essex County Fire and Rescue Service (ECFRS) and Essex Police, has commissioned a Local Business Case (LBC) for a change in governance of Fire and Rescue.

This is in response to the provisions set out in the new Policing and Crime Act 2017, which states it *'places a duty on police, fire and ambulance services to work together and enable police and crime commissioners to take on responsibility for fire and rescue services where a local case is made.'*

The LBC has been developed in close discussion with the Fire Authority and shared in draft with key stakeholders including the Fire Authority the Home Office; it has also been published on the PCC's and ECFRS's websites.

Swift and effective change, and the consultation that sits around it, is driven by the PCC's desire to improve public safety and provide real, tangible benefits to the people of Essex. (This work does not exist in isolation - it is taking place against a backdrop of the extensive ECFRS Programme 2020 consultation; Essex Police's Transform Change programme, and the public of Essex demanding increased scrutiny of how their money is spent on emergency services).

All engagement activity will be geared towards delivering a successful public consultation process which has the confidence of key stakeholders in Essex and proactively seeks the views of public, staff and wider partners.

**This document sets out the communication and engagement approach and tactical activity for the Local Business Case consultation.**

## The Consultation

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### Summary:

This consultation seeks views on three options to change the governance of the Essex County Fire & Rescue Service, and Essex Police Service.

The consultation will run for 12 weeks from 16 February 2017 to 10 May 2017.

### The three options are:

Representation model - Police and Crime Commissioner becomes the 26<sup>th</sup> voting member of the Essex Fire Authority

Governance model - PCC takes on the role of the EFA and jointly governs both Essex Police and Essex County Fire & Rescue Service; a chief officer for each service remains

Single Employer model – PCC takes on role of the EFA; creating a single employer for both services, bringing Essex Police, and Essex County Fire & rescue Services together. A single chief officer will lead both services.

*(The Strategic Governance Board agreed to consult with the public for a 12 week period commencing on the 16<sup>th</sup> February, 2017).*

### Aim of the consultation

The consultation communications and engagement strategy is driven by the following aims (i.e. the PCC is seeking to achieve):

- Views from all stakeholder groups
- Capture a range of views and for all three options
- Raise awareness of the change in legislation and the potential benefits this offers.

Supported by the following principles and actions

- The consultation will:

- Produce informative communications
- Have a clear purpose and set clear questions
- Raise awareness
- Seek advice and assurance – to ensure an appropriate and effective consultation has been carried out
- Be delivered in a timely fashion

- Produce a clear evaluation of the feedback at the end of the formal consultation
- Use resources effectively
- Where appropriate procure third parties to design materials and to provide advice and assurance services.

## Objectives

The overall objectives will ensure that the consultation is compliant and effective. They aim to:

- Deliver an accessible consultation and engagement with key stakeholders, ensuring all materials are compliant and in line with legislation and Home Office guidance
- Deliver clear communication and explanation of the local business case and options for change using a range of communications channels
- Gather views and responses effectively; producing a clear evaluation for the local case submission to the Home Office.

## The approach

The consultation process will then run for a period of 12 weeks comprising of two phases, it will:

<b>PHASE 1 (20/2 – 31/3)</b>	<ul style="list-style-type: none"> <li>- Launch and distribute consultation materials <a href="#">(see materials)</a></li> <li>- Communicate all consultations materials to the public and media through print, digital, public meetings and media interviews</li> <li>- Focus on communicating with key strategic stakeholders, via letters, calls, meetings and minuted meetings seeking their views</li> <li>- Engage with staff (both fire &amp; rescue and police) via internal briefings, face to face briefings and established communications channels</li> <li>- Meet with both fire and police unions/staff associations. Letters and calls will support these meetings.</li> <li>- The Communications Working Group will produce action plans.</li> </ul>
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<b>PHASE 2</b> (01/4 – 12/5)	<p>Continue to engage with the public using phase 1 channels and approach</p> <p>Conduct interviews/focus groups with to gather qualitative data</p> <p>Continue to support and ensure meetings with staff and unions/staff associations are made available on request</p> <p>Respond to media enquiries</p> <p>Gather all information needed for post formal consultation evaluation.</p>
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## Governance

A Communications Working Group (CWG) has been set up. This group reports into the *Strategic Governance Board* with representation from communications professionals from the Police and Crime Commissioner for Essex, Essex County Fire and Rescue Service, and Essex Police. The PCC will lead this working group but seek advice from its members. The group will support tactical delivery, including assisting with some specific resourcing needs. The CWG ensures communications issues relating to staff engagement are escalated appropriately, and that ultimately delivery is across all established channels.

The Communication Working Group will assist in the planning and delivery of the formal consultation led by the PCC. It will:

- Offer advice on the approach
- Ensure staff are consulted effectively
- Identify and advise on any issues relating to the timeline
- Present back on activity throughout the time of the consultation
- Provide comment on the views expressed
- Meet fortnightly to track and review progress, identify risks and address additional needs.

## Legal and risks

- The PCC will seek legal advice as appropriate
- The consultation commences 16<sup>th</sup> February and will be in Phase 2 before the Purdah period starts
- There is a risk that the public will not want to engage with this type of consultation; however reasonable communications effort will be made to engage with the public; undertaking interviews to capture a number and range of views
- The CWG will demonstrate that it is following [Cabinet Office: consultation principles guidelines](#):

*The Home Office states that:*

1. *before submitting a section 4A proposal to the Secretary of State, a relevant police and crime commissioner must*
  - (a) *consult each relevant local authority about the proposal,*
  - (b) *consult people in the commissioner's police area about the proposal,*
  - (c) *consult each of the following about the proposal—*
    - i. *persons appearing to the commissioner to represent employees who may be affected by the proposal;*
    - ii. *persons appearing to the commissioner to represent members of a police force who may be so affected, and*
  - (d) *publish, in such manner as the commissioner thinks appropriate, the commissioner's response to the representations made or views expressed in response to those consultations.*
2. *Each consultation under sub-paragraph (1) is to be carried out in such manner as the relevant police and crime commissioner thinks appropriate.*

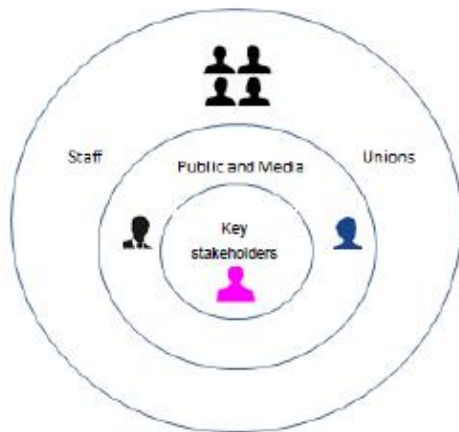
#### Resource to deliver

- Communications and engagement staff from OPCC, further supported by the Essex Fire and Rescue Service and Essex Police
- Use of partners' and communications network – channels and distribution
- PCC, Deputy PCC, Chief Executive and all PCC office support will actively deliver the consultation to all stakeholders
- A third party may be instructed to manage the dissemination of survey materials and the administration of the capture and feedback of responses
- Third party suppliers to produce the design and production of materials
- Scrutiny resource in the form of a quality assurance organisation
- An engagement tracker will record all completed activity, before, during and immediately after the consultation period has closed.



## Stakeholders

The stakeholders to be consulted with consist of three key groups, they are:



### Key Stakeholders

- Essex Fire and Rescue Authority
- Essex Fire and Rescue Service
- Essex Police
- Essex, Southend, Thurrock, Leaders
- Chief Execs of local authorities
- MPs
- Kent PCC and Kent Police
- Key strategic partnership boards

### Public and Media

- Essex residents; a range of ages and demographics
- National and local media

### Staff and unions/representative bodies

- Essex County Fire and Rescue Staff
- Essex Police staff and officers
- Unions and representative bodies (Fire and Police)

All stakeholders will be able to access consultation materials via printed and online channels.

## Script and key messages

Key messages and materials produced for the purpose of the consultation act as the foundation for all communication and engagement across all audiences and via all channels.

### Core Script

*The public rightly expect emergency services to be there when needed and to work together effectively to keep us all safe.*

*An elected Police, Fire and Crime Commissioner (PFCC), responsible for setting the strategy for both services, will ensure that closer working between Essex Police and Essex Fire and Rescue Service guarantees the best possible public safety.*

*By ensuring a more joined-up response to incidents, providing crime and fire prevention advice, creating community safety hubs, and sharing buildings and some enabling functions, an elected PFCC will both improve the provision of services and save money.*

*With accountability for both police and fire, the PFCC will be leading the way to a safer Essex; ensuring public safety is a priority, providing efficiency, effectiveness and enhancing safety for the people of Essex.*

## Key Messages

<i>The fundamental messages which underpin this core script, and on which the local business case rests are: Keeping the public safer and providing better value for public money</i>	
<b>Efficient</b>	The case for change is more efficient than it is today creating better ways of working between Police and Fire.
<b>Effective</b>	<p>The case for change is more effective than it is today, creating better outcomes for the public through Fire and Police working together</p> <p>Roger Hirst commented “There are opportunities for the services to work together to help the vulnerable and to keep people safe – for instance by improving the way we respond to the public online and on the phone, providing joint crime and fire prevention advice; opportunities for joint attendance at incidents.</p> <p>“Both Essex Police and ECFRS do a great job at protecting residents of Essex, making them safer and coming to their aid when they are in trouble. But there are opportunities to work smarter and to do more things together which I feel is in the interests of the public of Essex for us to explore.”</p>
<b>Economy</b>	<p>The case for change is better for the economy than it is today, creating better value for money and the public purse through Fire and Police working together.</p> <p>Roger Hirst said “This is not just about making financial savings. I believe the oversight by a joint commissioner would improve the provision of services while also saving money to reinvest back into both organisations. A directly elected commissioner would be accountable to the public for the delivery of both police and fire services in the county.”</p>
<b>The role of a fire officer</b>	<p>The Local Business Case proposes that the Police and Crime Commissioner would replace the Essex Fire Authority and take overall charge, but the two services (EP &amp; EFRS) would remain separate with individual chief officers</p> <p>Distinct Police and Fire functions will remain – each role will remain unique and carry out every day duties.</p> <p>The new proposed governance structure would look to share back-office functions and enable further collaborate. This includes IT &amp; HR, and buildings; protecting the vulnerable and working together more effectively to improve public safety particularly in relation to community safety and also reduce the pressure on the public purse.</p>
<b>Benefits to the public</b>	Roger Hirst commented “Both Essex Police and Essex County Fire and Rescue Service do a great job at protecting residents of Essex, making them safer and coming to their aid when they are in trouble. But there are opportunities to work smarter and to do more things together which I feel is in the interests of the public of Essex for us to explore.”

	Better collaboration between Essex Police and Essex fire and rescue services will help them integrate and share technology, coordinate operational activity and provide an easier and more effective way for people to engage with the services.
<b>EFRS Support</b>	Councillor Anthony Hedley, Chairman of Essex Fire Authority, said: "Essex Fire Authority has supported the development of a draft local business case, prepared by the Police and Crime Commissioner, to explore joint governance of police and fire services in Essex.

## Materials

The following materials will be produced and used to engage with all stakeholders, to capture their views and to understand the level of support for the Local Business Case:

Materials	Available when?
Media materials, press release, briefing pack	Media call 16 <sup>th</sup> Feb
Core script and key messages	In the Communications and Engagement plan.
Timeline	Available via website 16/2 and in local business case now
The full draft business case	Available now online. Anyone can contact PCC to obtain a copy in the post or via email
Leaflet Printed survey Prepaid envelopes	Libraries, police and fire stations for public and staff. Distribution commences 16/2 PDF version available online 16/2
Animation, via website, Facebook, twitter and YouTube	/LocalCaseForChange
Frequently asked questions (for public and separate for staff)	TBD 08/02
ECM (messaging platform)	From 16/2
Website landing page (including GISMO survey)	Available 16/2 <a href="http://www.essex.pcc.police.uk/LocalCaseForChange">www.essex.pcc.police.uk/LocalCaseForChange</a>
Business cards	Roger Hirst to use 16/2 – 10/5.
Plain English standard presentation – available online	Available 16/02 An online version for anyone who would like a version aimed at the reading ability of age 12 (or if English is not a primary language)

	Can also be sent out in the post.
Social media schedule and hashtag	16/2 onwards #LocalCaseForChange

**Further details relating to core materials**

**Build of consultation landing page:** This will be built w/c 6<sup>th</sup> February and used as an interactive consultation tool via the PCC's website. Essex Police, Essex County Fire and Rescue Service, and Kent Police (shared services) intranets will be able to link through to the site.

**Consultation leaflet:** The information in the Local Business Case will be presented to the public in a folded leaflet. The leaflet will include info graphic style evidence and statements which set out the three options and a link to the online survey.

**Short animation:** In a fast-paced, modern world people are ten times more likely to watch content than read it. To ensure Essex residents are given this opportunity, a short animation will bring the leaflet content to life – setting the scene; explaining the role of the PCC; the change in legislation, the local business case options, the benefits of the change in governance, and lastly the call to action – asking the viewer to give their views by completing the questionnaire.

## Consultation questions

A survey (printed and online) will ask two questions. These are:

1. **Considering the benefits and the ease of delivery presented in the three options, please rate each of them.**

Rate each option on a scale of 1-5: (People will be asked to tick one box numbered 1-5, against each option).

1 – being, I do not see any benefits being delivered through this option.

5 – being, I see significant benefits being delivered through this option.

### Representation

- The Police and Crime Commissioner becomes the 26<sup>th</sup> voting member of the Essex Fire Authority.
- The Police and Crime Commissioner continues to govern Essex Police.

### Governance of Police and Fire

- The Police and Crime Commissioner takes on the role of the Essex Fire Authority, becoming the Police, Fire and Crime Commissioner.
- The Police and Crime Commissioner governs both Essex Police and Essex County Fire & Rescue Service.
- Each service retains its Chief Officer.

### Single employer

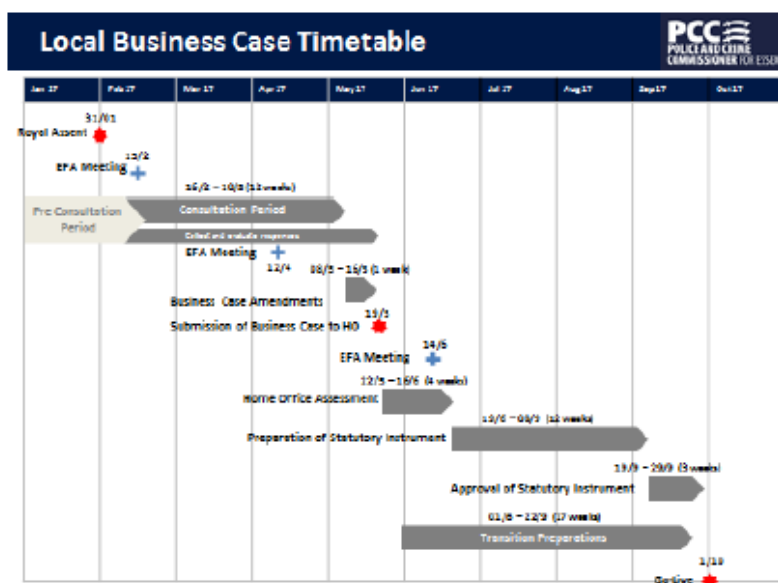
- The Police and Crime Commissioner takes on the role of the Essex Fire Authority, becoming the Police, Fire and Crime Commissioner.
- The Police and Crime Commissioner governs both Essex Police and Essex County Fire & Rescue Service; bringing the services together.
- A single Chief Officer is appointed and leads both Essex Police and Essex County Fire & Rescue Service.

2. **Please provide any other feedback (an A4 page will be provided)**

## Timeline

Since the publically elected appointment of the PCC in May 2016, Roger Hirst has produced the Police and Crime Plan. He has also engaged with many stakeholders about the proposal of the local business case. Pre consultation meetings have been carried out with a range of key stakeholders; examples include Fire and Rescue Authority meetings and workshops, Chiefs of Police and Fire, unions and staff association meetings and discussions with the Home Office.

The following timeline presents the three stages of pre, during and post formal consultation phase:



## Costs

Item	Cost in £
Printed leaflet	9,000 (print and distribution)
Printed questionnaire	Potential to spend remaining budget on focus groups.
Prepaid envelopes	
And business cards	
Letters	
Animation	
Seeding of animation via YouTube	2,000
Landing page and online survey	700.00 (Inc. £300 for any additional hours needed)
Briefings	0 (EP and EFRS will provide internal briefings)
Events	0 – events already have budget, survey and LBC will be shared at planned events (e.g. PCC conference).
Quality Assurance and advice To include interviews with public and collation of printed surveys	20,000
Plain English standard	295.00
Focus groups	TBC
<b>Total estimate of costs</b>	<b>37,995</b>



*For consideration to do/justification not to do*

Paid for advertising – We will not pay for adverts or paid articles to promote the consultation but will pay to promote and seed the animation. The £2,000 spent on seeding will achieve a reach of 21,500 views.

Focus groups - We plan to run focus group mid-April to mid-May. This is dependent on available budget remaining from the print costs. We will look to work with partners and local groups to run sessions aimed at different age groups.

Public stands / visits – We will not be spending money of physical points of distribution stands due to materials being available in libraries and police stations. We have an excellent relationship with both outlets to able to manage this process effectively and without the need for stands.

All leaflets will be displayed alongside questionnaires and prepaid envelopes.

#### After the formal consultation

Once the public consultation has come to a close, a summary of findings will be published.

Stakeholders will be informed of key milestones comprising of when the consultation process closes, and when the final business case is submitted to the Home Office. This will be done via the same channels as the engagement and consultation activity (e.g. OPCC website, social media, Chief Fire Officer's weekly blog, staff intranets etc.).

#### Assurance and evaluation

Evaluation of the consultation engagement will consist in the main of quantitative data - i.e. capturing volume and number of completed responses. Qualitative data will be captured via face to face meetings in Phase 1 and interviews carried out in Phase 2, capturing a range of views and any potential issues not already included in the Local Business Case.

The existing Police and Crime Panel (PCP) will act as the independent scrutiny for the consultation evaluation. The PCP will oversee the information gathered and review a summary of feedback (included in the final case to the Home Secretary).

Evaluation metrics include:

Quantitative metrics	Qualitative metrics
<ul style="list-style-type: none"><li>• Numbers of participants in public consultation</li><li>• Numbers of ALL stakeholder meetings and type of engagement (face to face, phone, email) using an engagement tracker</li><li>• Numbers of staff meetings</li><li>• Numbers reporting all social media activity</li><li>• Numbers of social media posts, tweets, analytics</li><li>• Numbers of press releases, interviews</li><li>• Numbers of media enquiries.</li></ul>	<ul style="list-style-type: none"><li>• The views captured and topics they relate to</li><li>• Insight from workshops/interviews- internal and external</li><li>• Interviews</li><li>• Views at public meetings</li><li>• Geographic, equality and diversity representation data.</li></ul>

## APPENDIX F2 - CONSULTATION ENGAGEMENT TRACKER

The consultation engagement tracker provides full details of the engagement activity which was undertaken during the consultation period.

Date	Meeting	Description	Attendee	Engagement Group	Was the LBC communicated?	What was shared/discussed?	Reach	How?
05/01/2017	<b>Police and Crime Panel Sub-Committee</b>	Meeting with a sub group of the Panel to review the latest version of the LBC	Susannah Hancock & Adam Kendall	Political	Yes	Review of the LBC, and respond to their previous questions	3	Face to Face
20/01/2017	<b>Essex Fire Authority workshop</b>	Meeting with a sub group of the Panel to review the latest version of the LBC	Roger Hirst	Political	Yes	Review of the LBC, and respond to their previous questions	7	Face to Face
30/01/2017	<b>ECC Political Leadership Team</b>	Short briefing provided to the Cabinet Members of ECC	Roger Hirst	Political	Yes	Presentation on overview of LBC and consultation	10	Face to Face
01/02/2017	<b>MP - Sir Alan Haselhurst</b>	Meeting to discuss local issues and introduce the LBC	Roger Hirst	Political	Yes	Principles and benefits of the LBC	1	Face to Face
01/02/2017	<b>MP - Rt Hon Bernard Jenkin</b>	Meeting to discuss local issues and introduce the LBC	Roger Hirst	Political	Yes	Principles and benefits of the LBC	1	Face to Face
01/02/2017	<b>MP - Sir David Amess</b>	Meeting to discuss local issues and introduce the LBC	Roger Hirst	Political	Yes	Principles and benefits of the LBC	1	Face to Face
01/02/2017	<b>MP - Rt Hon John Whittingdale OBE</b>	Meeting to discuss local issues and introduce the LBC	Roger Hirst	Political	Yes	Principles and benefits of the LBC	1	Face to Face
01/02/2017	<b>MP - Stephen Metcalf</b>	Meeting to discuss local issues and introduce the LBC	Roger Hirst	Political	Yes	Principles and benefits of the LBC	1	Face to Face
01/02/2017	<b>MP - Eleanor Laing</b>	Meeting to discuss local issues and introduce the LBC	Roger Hirst	Political	Yes	Principles and benefits of the LBC	1	Face to Face
01/02/2017	<b>MP - Will Quince</b>	Meeting to discuss local issues and introduce the LBC	Roger Hirst	Political	Yes	Principles and benefits of the LBC	1	Face to Face

Date	Meeting	Description	Attendee	Engagement Group	Was the LBC communicated?	What was shared/discussed?	Reach	How?
01/02/2017	<b>MP - Marion Little</b>	Meeting to discuss local issues and introduce the LBC	Roger Hirst	Political	Yes	Principles and benefits of the LBC	1	Face to Face
03/02/2017	<b>Basildon Fire Station</b>	Introduce to the watch and listen to their views	Roger Hirst	Staff/Representation Bodies/Unions	Yes	Seeking their views on LBC	10	Face to Face
06/02/2017	<b>Waltham Abbey Fire Station</b>	Introduce to the watch and listen to their views	Roger Hirst	Staff/Representation Bodies/Unions	Yes	Seeking their views on LBC	10	Face to Face
08/02/2017	<b>Clive Harris NFU Mutual (Farmers)</b>	Introduce the LBC and listen to their views	Roger Hirst	Public	Yes	Seeking their views on LBC	1	Face to Face
10/02/2017	<b>Sam Dunbobbin, Unison</b>	Introduce the LBC and listen to their views	Roger Hirst	Staff/Representation Bodies/Unions	Yes	Seeking their views on LBC	1	Face to Face
10/02/2017	<b>Steve Taylor rep for Essex Police Federation</b>	Introduce the LBC and listen to their views	Roger Hirst	Staff/Representation Bodies/Unions	Yes	Seeking their views on LBC	1	Face to Face
10/02/2017	<b>Brentwood Fire Station</b>	Introduce to the watch and listen to their views	Roger Hirst	Staff/Representation Bodies/Unions	Yes	Seeking their views on LBC	10	Face to Face
13/02/2017	<b>Cllr Lamb (Southend)</b>	Introduce the LBC and listen to their views	Roger Hirst	Political	Yes	Agreed that a full members briefing would be arranged	1	Phone
15/02/2017	<b>Essex Fire Authority</b>	FRA agreed that they would support the LBC going out to consultation, and noted the content.	Roger Hirst & Susannah Hancock	Political	Yes	LBC, Consultation Plan, and material	30	Face to Face
16/02/2017	<b>Police and Crime Panel</b>	PCP agreed that they would support the LBC going out to consultation, and noted the content.	Roger Hirst & Susannah Hancock	Political	Yes	LBC, Consultation Plan, and material	20	Face to Face
16/02/2017	<b>Media – press briefing</b>	Initial briefing on the key points of the LBC	Roger Hirst	Public	Yes	Details of Consultation, press release, and LBC	50	email/letter

Date	Meeting	Description	Attendee	Engagement Group	Was the LBC communicated?	What was shared/discussed?	Reach	How?
16/02/2017	<b>Epping public meeting</b>	Meeting to discuss local issues and introduce the LBC	Roger Hirst	Public	Yes	Principles and benefits of the LBC	45	Face to Face
16/02/2017	<b>MP - Robert Half</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Rebecca Harris</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Alan Haselhurst</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - John Baron</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Rt Hon Bernard Jenkin</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Sir David Amess</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Rt Hon John Whittingdale OBE</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Stephen Metcalf</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Eleanor Laing</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter

Date	Meeting	Description	Attendee	Engagement Group	Was the LBC communicated?	What was shared/discussed?	Reach	How?
16/02/2017	<b>MP - Will Quince</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Douglas Carswell</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Jackie Doyle-Price</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - James Cleverly</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Sir Simon Burns</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Sir Eric Pickles</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Mark Francois</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - James Duddridge</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>MP - Priti Patel</b>	Letter informing them that the consultation has commenced and we welcome their views	N/a	Political	Yes	Consultation Period, and Link to online material	1	email/letter
16/02/2017	<b>You Tube Video</b>	The video provides an overview of the options within the LBC	Other	Public	Yes	Video	42000	Social Media

Date	Meeting	Description	Attendee	Engagement Group	Was the LBC communicated?	What was shared/discussed?	Reach	How?
16/02/2017	<b>Facebook</b>	Video was shared and reshared on Facebook	Other	Public	Yes	Video	20,000	Social Media
16/02/2017	<b>Twitter</b>	Video was shared and reshared on Twitter	Other	Public	Yes	Video	50,000	Social Media
16/02/2017	<b>ITV Anglia News</b>	Local News broadcaster that covers an area including Essex	Roger Hirst	Public	Yes	Interview on the launch of the consultation	600000	Media
16/02/2017	<b>BBC Look East</b>	Local News broadcaster that covers an area including Essex	Roger Hirst	Public	Yes	Interview on the launch of the consultation	600000	Media
16/02/2017	<b>Heart Radio</b>	Local Radio Station that covers Essex	Roger Hirst	Public	Yes	Interview on the launch of the consultation	57000	Media
16/02/2017	<b>Essex Live (Chronicle)</b>	Local newspaper and website that focuses on Essex	Roger Hirst	Public	Yes	Interview on the launch of the consultation	23000	Media
16/02/2017	<b>Colchester Gazette</b>	Local newspaper and website that focuses on Essex	Roger Hirst	Public	Yes	Interview on the launch of the consultation	10000	Media
16/02/2017	<b>Halstead Gazette</b>	Local newspaper and website that focuses on Essex	Roger Hirst	Public	Yes	Interview on the launch of the consultation	3600	Media
20/02/2017	<b>Essex Police Staff</b>	All EP staff were provided with a copy of the leaflet	Other	Staff/Representation Bodies/Unions	Yes	Consultation Leaflet	4000	Leaflet
20/02/2017	<b>Essex County Fire and Rescue Staff</b>	All Fire staff were provided with a copy of the leaflet	Other	Staff/Representation Bodies/Unions	Yes	Consultation Leaflet	1600	Leaflet
20/02/2017	<b>All Essex Libraries</b>	Surveys and leaflets were set out to all libraries across Essex	Other	Public	Yes	Leaflet and survey were sent out	75	Leaflet
22/02/2017	<b>Essex Community Messaging</b>	Email sent out to all members of the public who sign up to ECM	Other	Public	Yes	email covering video and LBC	12,000	Social Media

Date	Meeting	Description	Attendee	Engagement Group	Was the LBC communicated?	What was shared/discussed?	Reach	How?
22/02/2017	<b>South Woodham Ferrers Fire station visit</b>	Introduce to the watch and listen to their views	Roger Hirst	Staff/Representation Bodies/Unions	Yes	Seeking their views on LBC	7	Face to Face
22/02/2017	<b>Council Comms Leads</b>	Press release was sent out to all Comms leads in Essex	Other	Public	Yes	Press Release	15	email/letter
27/02/2017	<b>Maldon Public Meeting</b>	Public meeting focusing on the closure of the Police Station	Roger Hirst	Public	Yes	LBC was discussed, leaflets and surveys were handed out	50	Face to Face
27/02/2017	<b>Essex County Council - Gavin's Blog</b>	Reference to the LBC was made in Gavin's Blog which is received by all ECC staff	Other	Public	Yes	Brief description of LBC and link to video	6000	email/letter
28/02/2017	<b>Chamber of Commerce Newsletter</b>	Reference to the LBC was made in their newsletter	Other	Public	Yes	Reference to consultation and how they respond	6650	email/letter
28/02/2017	<b>Institute of Directors Newsletter</b>	Reference to the LBC was made in their newsletter	Other	Public	Yes	Reference to consultation and how they respond	3930	email/letter
02/03/2017	<b>Public Engagement meeting South Woodham Ferrers</b>	Meeting to discuss local issues and introduce the LBC	Roger Hirst	Public	Yes	Principles and benefits of the LBC	45	Face to Face
07/03/2017	<b>LGA Fire Conference</b>	Roger is speaking on Police and Fire Collaboration at the conference is Gateshead	Roger Hirst	Public	Yes	Presented on Police and Fire to Senior Fire Chiefs	250	Face to Face
07/03/2017	<b>Ongar News</b>	Interview with RH around the LBC and consultation	Roger Hirst	Public	Yes	LBC and consultation	2500	Media
09/03/2017	<b>Essex Leaders and Chief Executives Meeting</b>	Meeting of all Essex Leaders and Chief Executives	Roger Hirst/Susannah Hancock	Partners	Yes	Presentation to the group on the consultation	25	Face to Face



Date	Meeting	Description	Attendee	Engagement Group	Was the LBC communicated?	What was shared/discussed?	Reach	How?
09/03/2017	<b>Rochford Public Meeting</b>	Public meeting focusing on local policing issues	Roger Hirst	Public	Yes	Leaflets and questionnaires were available at the meeting	26	Face to Face
10/03/2017	<b>Chelmsford Fire Station visit</b>	Visit to meet Red Watch	Roger Hirst	Staff/Representation Bodies/Unions	Yes	LBC and wider staffing issues	16	Face to Face
12/03/2017	<b>University of Essex Newsletter</b>	Newsletter sent out to students in Colchester and Southend (15,300 in total)	Other	Public	Yes	Consultation was included in the newsletter	15,300	Media
14/03/2017	<b>PCC Conference</b>	Meeting of partners across Essex	Roger Hirst	Partners		Consultation was raised, and video was running all day, with leaflets and questionnaires available	230	Face to Face
16/03/2017	<b>Clacton Public engagement meeting</b>	Public meeting focusing on local policing issues	Jane Gardner	Public	Yes	Consultation and its reach were discussed. Leaflets and questionnaires were available at the meeting	30	Face to Face
20/03/2017	<b>Primary Times</b>	Newsletter sent out to primary school children's parents	Other	Public	Yes	News article encourages people to look and respond to the survey	96,000	Media
21/03/2017	<b>Essex University Pop Up Cinema</b>	Pop up cinema on Wivenhoe campus, showing the video, and obtaining students views	Other	Public	Yes	Video and surveys were completed by the students	111	Face to Face
22/03/2017	<b>Tendring District Association of Local Councils</b>	Joint Parish Council	Jane Gardner & Roger Hirst	Public	Yes	Presentation on the LBC and consultation	20	Face to Face

Date	Meeting	Description	Attendee	Engagement Group	Was the LBC communicated?	What was shared/discussed?	Reach	How?
23/03/2017	<b>Southend Police Cadets</b>	Police Cadet evening	Jane Gardner	Public	Yes	Presentation on the LBC and consultation	22	Face to Face
28/03/2017	<b>One Chelmsford Strategic Partnership</b>	Chelmsford CSP Meeting	Adam Kendall	Partners	Yes	Presentation on the LBC and consultation	15	Face to Face
28/03/2017	<b>Southend Councillors Briefing on Local Business Case</b>	Briefing to the councillors of Southend	Roger Hirst & Susannah Hancock	Partners	Yes	Presentation on the LBC and consultation	6	Face to Face
29/03/2017	<b>Castle Point Full Council Meeting</b>	Briefing to the councillors of Castle Point	Roger Hirst & Susannah Hancock	Partners	Yes	Presentation on the LBC and consultation	50	Face to Face
30/03/2017	<b>Brightlingsea Town Council meeting</b>	Local Parish Council Meeting	Jane Gardner & Roger Hirst	Public	Yes	Discussed the consultation and shared the leaflet	11	Phone
04/04/2017	<b>Neighbourhood County Lead Meeting</b>	Meeting held between all the local neighbourhood watch leads	Darren Horsman	Public	Yes	Presentation on the LBC and consultation	18	Face to Face
05/04/2017	<b>Parish Assembly Little Baddow</b>	Annual parish council meeting	Jane Gardner	Public	Yes	Discussed the consultation and shared the leaflet	55	Face to Face
05/04/2017	<b>Grays fire station visit</b>	Visit to the fire station to meet one of the Watch's	Jane Gardner & Roger Hirst	Staff/Representation Bodies/Unions	Yes	Discussed the consultation	14	Phone
07/04/2017	<b>Fire Event – Water Rescue Training (with crews)</b>	Water training demonstration, where Jane and Roger discussed with individual officers	Jane Gardner & Roger Hirst	Public	Yes	Discussed informally during the course of the day	5	Face to Face
12/04/2017	<b>ECFRS Staff briefing</b>	Meeting where all Fire Managers were briefed and able to ask questions on the Fire Consultation	Roger Hirst	Staff/Representation Bodies/Unions	Yes	Full briefing and questions from staff on the LBC	35	Face to Face

Date	Meeting	Description	Attendee	Engagement Group	Was the LBC communicated?	What was shared/discussed?	Reach	How?
12/04/2017	<b>Thurrock Local Business Case public engagement event</b>	Public meeting to discuss the implications of the Local Business Case	Jane Gardner	Public	Yes	Presentation on the LBC and consultation	35	Face to Face
25/04/2017	<b>Thurrock Police Cadets</b>	Police Cadet evening	Jane Gardner & Georgina Button	Public	Yes	Presentation on the LBC and consultation	18	Face to Face
25/04/2017	<b>Anglia Ruskin University Pop Up Cinema</b>	Pop up cinema on Chelmsford campus, showing the video, and obtaining students views	Other	Public	Yes	Video and surveys were completed by the students	94	Face to Face
26/04/2017	<b>West Bergholt Annual Parish Council</b>	Annual parish council meeting	Jane Gardner	Public	Yes	Presentation on the LBC and consultation	65	Face to Face
28/04/2017	<b>South Hanningfield Parish Council AGM</b>	Annual parish council meeting	Roger Hirst	Public	Yes	Presentation on the LBC and consultation		Face to Face
28/04/2017	<b>Great Bardfield Parish Assembly</b>	Annual parish council meeting	Jane Gardner	Public	Yes	Presentation on the LBC and consultation	41	Face to Face
28/04/2017	<b>Firebreak Pass out Parade - Canvey Island Fire Station</b>	DPCC attended the event to support the pass out of the latest group of individuals who undertook the firebreak programme	Jane Gardner	Public	Yes	Discussed the consultation and shared the leaflet	6	Face to Face

# APPENDIX F3 - LETTERS FROM ESSEX MPS



HOUSE OF COMMONS  
LONDON SW1A 0AA

Mr Roger Hirst  
Police & Crime Commissioner for Essex  
Essex Police  
3 Hoffmanns Way  
Chelmsford  
Essex CM1 1GU

15<sup>th</sup> March 2017

Dear Roger,

Thank you for your letter of 16<sup>th</sup> February 2017.

We have read the consultation, viewed the video, reviewed the business case and we all feel strongly that your preferred option for the proposed changes of governance for the Fire Service is the right way forward.

It will increase the effectiveness of the Fire Service and consequently improve the safety of the public and the County.

Yours ever,

Rebecca Harris MP (Castle Point)

Will Quince MP (Colchester)

Rt Hon John Whittingdale MP (Maldon)

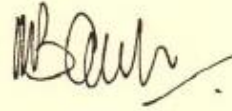
Rt Hon Sir Simon Burns MP (Chelmsford)

James Cleverly MP (Braintree)

Bernard Jenkin MP (Harwich & North Essex)

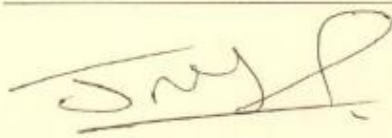
  


Sir David Amess MP (Southend West)

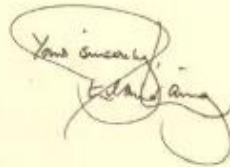


John Baron MP (Basildon & Billericay)

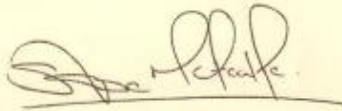
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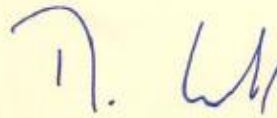
James Duddridge MP (Rochford & Southend East)



Eleanor Laing MP (Epping Forest)



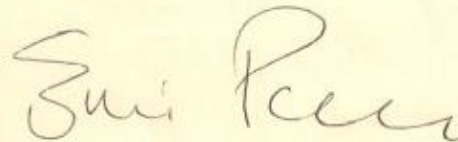
Stephen Metcalfe MP (South Basildon & East Thurrock)



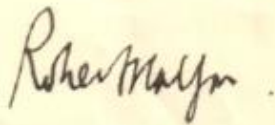
Douglas Carswell MP (Clacton)



Jackie Doyle Price MP (Thurrock)



Rt Hon Sir Eric Pickles MP (Brentwood & Ongar)



Robert Halfon MP (Harlow)

FROM: RT HON MARK FRANCOIS MEMBER OF PARLIAMENT FOR RAYLEIGH & WICKFORD



HOUSE OF COMMONS  
LONDON SW1A 0AA

Roger Hirst Esq.  
Police and Crime Commissioner for Essex  
3 Hoffmans Way  
Chelmsford  
Essex  
CM1 1GU



7 March 2017

PLEASE QUOTE ON CORRESPONDENCE  
Our ref: SBJ/Hirst/230217

*Dear Roger,*

**Public Consultation on the Proposed Joint Governance of Essex Police and Essex County Fire and Rescue Service**

Further to our recent telephone conversation, I am writing to you to place on record as one of the Essex Members of Parliament my support for your proposals to establish a joint governance model to take oversight of both the Essex Police and the Essex County Fire and Rescue Service.

When I was a Minister at DCLG I was involved in preparing the Act under which such mergers can take place and I think that your decision to go for the joint governance model is the right one. This allows for greater cooperation between the two services and for potential back office savings (you mentioned a figure of somewhere between £15-23 million to be re-invested in front line services).

This option also retains the two forces as distinct blue light services who can work closely together but will not seek to duplicate the work of each other. In simple terms police officers will not be asked to put out fires and firemen will not be asked to arrest members of the public. I think clarity such as this whilst allowing greater cooperation is helpful.

In summary, I believe that replacing the Essex Fire Authority (which we both know has had something of a chequered history in the past few years) with this combined new arrangement benefits the citizens of Essex and I hope that your proposal will come to fruition.

You have my support.

With kind regards,

**Rt Hon Mark Francois**  
Member of Parliament for Rayleigh and Wickford

Serving the communities of Ashingdon, Canewdon, Hawkwell, Hockley, Hullbridge, Nevendon, Paglesham, Rawreth, Rayleigh, Shotgate, South Fambridge, Stambridge & Wickford.





**THE RT. HON. SIR ALAN HASELHURST, M.P.**  
Member of Parliament for Saffron Walden

House of Commons  
London SW1A 0AA

Roger Hirst  
Police and Crime Commissioner for Essex  
3 Hoffmanns Way  
Chelmsford  
Essex  
CM1 1GU

**Police & Crime  
Commissioner**

13 MAR 2017

**for Essex**

13<sup>th</sup> March 2017

Joint Governance of Essex Police and Essex County Fire and Rescue Service

*Dear Roger,*

Thank you for your letter regarding the public consultation entitled *Essex Police and Essex County Fire and Rescue Service – A common sense approach to joint governance*. I have to agree with you that the Joint Governance model is the best way forward.

The implementation of Police and Crime Commissioners in 2012 has revolutionised the governance and accountability of the police service. Although not entirely flawless the new office has allowed a far more accountable and visible form of governance than under the previous local police authorities. Out of the three models put forward in the public consultation 'Representation', placing the PCC as a member on the Essex Fire Authority, is the least appealing. This would create a confused governance model which is neither effective at holding the fire service to account or providing the potential cost saving benefits provided by the other options.

The financial benefits to merging the governance of Essex Police and Essex Fire Service are substantial. Enabling shared back office functions such as IT and HR would not only have a financial saving but allow for easier service collaboration. Having a joint Headquarters not only provides significant savings in sharing estates but has the potential to increase public safety. A joint control room would enable a better service response to those emergency situations that require a multi-agency approach. This common sense approach although financially focused, would arguably create an environment that allows both agencies to better cooperate and better serve the public.

A joint governance approach does however present some challenges. The Police and Fire Service fulfil different duties and therefore have differing work practices and cultures. The work the police do is increasingly more *proactive*, from counter terrorism to offender management much police work is to pre-empt crime taking place. In contrast the work of the Fire Service is largely *reactive*. The resulting culture in both organisations is distinctly different. As a result both the Fire Brigades Union and the Police Federation are keen to protect and safeguard their members' interests and are naturally cautious about a joint governance model. It is therefore imperative to ensure that joint governance is not a 'one size fits all' model but rather tailor made to the unique policing and fire needs that Essex requires.

Joint governance also presents some exciting opportunities for further collaboration and integration for Essex Police and Essex County Fire and Rescue Service. The demands on the Police Service are ever growing and changing. Financial constraints although manageable have been challenging and

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Website: [www.siralanhaselhurst.net](http://www.siralanhaselhurst.net)



**THE RT. HON. SIR ALAN HASELHURST, M.P.**  
Member of Parliament for Saffron Walden

House of Commons  
London SW1A 0AA

have been a strain to front line services. The Single Employer model provides the opportunity for an inter-agency approach to many of the issues facing front line services. For example missing people provides a unique and significant challenge to policing. However, further integration with the Fire Service would perhaps allow, if operational resources would permit, Fire Officers to assist with the searching for missing persons. This would alleviate the pressure on front line policing and free up resources to assist with other police emergencies. The Joint Governance model goes some way to making this possible however does not force both services to integrate at a rate which is unmanageable.

The Joint Governance model provides an opportunity for significant savings to the Police and Fire services. The increased savings enable for further investment and enable integration in back office functions. The joint governance model also lays the foundation for a multi-agency approach to the constraints which both front line services encounter. Perhaps most importantly joint governance takes place under the supervision of an individual whom is directly accountable to the electorate that both organisations serve. This is conducted at a pace which is manageable, cost effective and keeps public safety as its key priority.

I am inclined to encourage you down the road of your first preference.

*Yours sincerely,*  
*Alan*



# APPENDIX F4 - LETTER FROM ESSEX COUNTY COUNCIL

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Essex County Council  
Leader of the Council  
PO Box 11, County Hall  
Chelmsford  
Essex CM1 1LX



Roger Hirst  
Police and Crime Commissioner for Essex 3  
Hoffmanns Way  
Chelmsford  
CM2 7LT

Date: 24 March 2017

Our Ref: DF/AC

Dear Roger

**Re: Joint Governance of Essex Police and Essex Fire & Rescue Service**

Thank you for your email of 16 February regarding the public consultation on the above.

I can confirm that Essex County Council are supportive of your preferred option of the Joint Governance model.

Yours sincerely

A handwritten signature in black ink, appearing to read "David Finch".

**Councillor David Finch  
Leader of the Council**

Email: [cllr.david.finch@essex.gov.uk](mailto:cllr.david.finch@essex.gov.uk)

# APPENDIX F5 - LETTER FROM SOUTHEND-ON-SEA BOROUGH COUNCIL

## Southend-on-Sea Borough Council

Department for People

Simon Leftley – Deputy Chief Executive (People)

Our ref:

Telephone: 01702 215000 ext 5106

Your ref:

Date: 5<sup>th</sup> May 2017

E-mail: [robertharris@southend.gov.uk](mailto:robertharris@southend.gov.uk)

Contact Name: Robert Harris

DX 2812 Southend



Mr R Hirst  
PCC for Essex  
3 Hoffmans Way,  
Chelmsford,  
Essex CM1 1GU

Dear Mr Hirst,

### Southend-on-Sea Borough Council's Formal Response to the Police and Fire & Rescue Collaboration Business Case Consultation

I am writing to confirm that on 20<sup>th</sup> April 2017 the Full Council supported your proposals for greater collaboration between the Police and Fire & Rescue Service in Essex through the Governance Model.

I have attached the extract of Minute 973 of the Policy & Resources Scrutiny Committee held on 12<sup>th</sup> April 2017. This minute was considered and agreed by the Full Council meeting held on 20<sup>th</sup> April 2017 under Minute 1008 which is also attached.

Thank you again for taking the time to attend the meetings of the Policy & Resources Scrutiny Committee and Full Council.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'S Leftley'.

**Simon Leftley**  
Deputy Chief Executive (People) & Acting Chief Executive

# APPENDIX F6 - LETTER FROM THURROCK COUNCIL



Thurrock Council, Civic Offices, New Road,  
Grays Thurrock, Essex RM17 6SL

**Councillor Robert Gledhill**  
**Little Thurrock Rectory Ward**

8 May 2017

Roger Hirst, Esq,  
Police and Crime Commissioner for Essex  
3, Hoffman's Way  
Chelmsford  
Essex  
CM1 1GU

Dear Roger

## **The Case for Change**

Thank you for the opportunity to respond to the proposed changes in the running of the Essex Fire and Rescue Service, as set out in The Case for Change.

May we begin by thanking you for the comprehensive documentation you have sent out, setting out the case for the four Options being proposed. May we also thank you for taking the trouble to come to Thurrock to speak to Members in person. This was very helpful and greatly appreciated by our Members.

Having now examined the business case and the evidence regarding each of the Options, we would like to confirm that Option 3 – The Governance Model, is the Option that we would favour. We would therefore be grateful if you would accept this letter as the formal response from Thurrock Council regarding this issue.

We would like also, on behalf of the Council to wish you a successful outcome to this process.

With all best wishes

Yours sincerely

Handwritten signature of Councillor Robert Gledhill.

**Councillor Robert Gledhill**  
**Conservative Group Leader**  
**Leader of the Council**

Handwritten signature of Councillor Graham Snell.

**Councillor Graham Snell**  
**UKIP Group Leader**  
**Leader of the Opposition**

Members Secretariat | 01375 366322  
Email | [rgledhill@thurrock.gov.uk](mailto:rgledhill@thurrock.gov.uk)  
Tel | 07920 819501




# APPENDIX F7 – FIRE BRIGADE UNION CONSULTATION RESPONSE

The formal response from the FBU Essex is included below.

Fire Brigades Union Essex

Alan Chinn-Shaw  
Essex Brigade Secretary  
28 Atlantic Square  
Witham  
Essex CM8 2TL  
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Susannah Hancock  
OPCC  
3 Hoffmanns Way  
Chelmsford  
Essex CM1 1GU

10th May 2017

Dear Susannah,

I am writing to you to provide the initial observations of the Fire Brigades Union (FBU) on the Local business Case for Joint Governance of Police and Fire and Rescue in Essex.

Firstly it is important to note the broader, more national concerns the FBU has, and continues to raise with the Westminster government about the role of Police and Crime Commissioners (PCCs).

It is well documented that firefighters hold a privileged position in our society having established good community relations and high levels of trust and confidence with the people living and working in our diverse communities. This trust and confidence has been earned over many years by local firefighters responding quickly to all emergency calls for help and providing a first class, humanitarian service. The public know and understand the role of their firefighters is primarily to save life and property. It should be recognised that whilst police officers can similarly be called upon to risk their lives to save others - sometimes in extremely challenging circumstances - due to the enforcement nature of the public service they provide, police officers are not always viewed by members of the public in the same light as firefighters. In terms of community relations, the “neutrality” of the fire and rescue service is a precious and treasured advantage. It allows local firefighters to access areas of society where the attendance of police officers has not always been so welcome. The FBU is resolute that the fire service should maintain its neutrality and should be publicly perceived to maintain its neutrality to ensure the standing of firefighters in their community is not adversely effected.

The FBU welcomes the acknowledgement within the local business case to *“the fire/EMS service typically enjoys a position of trust in the community that transcends fear of authority or reprisal. Law enforcement’s mission to prevent crime from different threats creates varied public opinion and re-action, including being perceived as a threat”*.

In considering closer collaboration going forward, there are a number of issues that the FBU believe need to be addressed to ensure the neutrality of the fire and rescue service is maintained including: ensuring the identity of fire service and police employees remains distinct and separate; ensuring the identity of service vehicles is clear and avoids joint ‘badging’; ensuring clear separation where joint operations are necessary; ensuring clear separation should the PCC expand the use of shared estates; ensuring fire service employees

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are not requested to undertake non-warranted policing activities; and maintaining operational separation of emergency control rooms.

Firefighters like many public sector workers are employed under nationally agreed terms and conditions. These national agreements are reached through the National Joint Council for Local Authority Fire and Rescue Services (NJC), a body that plays a wide and varied role including, but not exclusively, continuing good industrial relations, resolving local disputes and ensuring there is an opportunity for minority voices to be heard and briefed on developments. The FBU believe the NJC is essential to improving relationships between employers and the union and is invaluable in continually improving public and firefighter safety and, to this end should be supported by all employers of local authority firefighters.

#### **Local Business Case**

With regards the context and use of information within the local business case, I would like to highlight some areas where we believe the information may be misleading or requires additional supporting information to place the selected information in appropriate context.

The local business case makes reference to ECFRS 2020 programme as '*designed to deal with the operational and financial trends faced in Essex*' and '*The programme will include changes to the number and crewing system of fire engines (reducing some of the over-capacity)*'.

#### **Financial Context**

It is clear that due to the reduction in central government funding, ECFRS is facing a challenging time financially. However, this reduction must be taken in context and viewed against the overall financial position of the authority.

The reduction of £8M from central government funding represents a 5% reduction in budget through to 2020 (when the 2% precept increases agreed by Essex Fire Authority is taken in to account). The 2020 programme plans to reduce wholetime fire and rescue cover by approximately 33%. This equates to almost £6.5M of the £8M savings identified as necessary by the fire authority up to 2020. This saving is in addition to savings made previously since 2009 by removing dedicated wholetime firefighter crews from the 5 Aerial Ladder Platforms and removing 4 dedicated Rescue Tenders from service. This adds up to a reduction of approximately £11M in the operational firefighter budget and will mean a reduction of £17.5M from the operational fire and rescue response budget over a 10-year period.

#### **Operational Context**

The local business case appears to support the reduction in the fire and rescue response capability in Essex, directly linking the reduction to the 45% reduction in the number of incidents to which ECFRS has responded. The 45% reduction is in fact due to a reduction in mobilisations. This is in part due to the Service's decision not to respond to some categories of incident, for example the actuation of automatic fire alarms. However, it should be realised that such categories still represent actual risks and on occasions can still result in actual incidents requiring emergency response. So, the reduction in the demand on our operational response resources does not necessarily equate directly to a reduction in risk.

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The disposition of our fire and rescue response resources should be informed by the fire authority's Integrated Risk Management Plan (IRMP). The IRMP should be informed by the risks our communities face and the fire and rescue cover arranged accordingly, thus ensuring our service is provided against existing risk and not simply past demand. The primary risks to the people who live, work and travel through Essex are dwelling fires and Road Traffic Collisions (RTC). Government statistics continue to show that approximately 80% of fire related casualties occur in dwelling fires, consequently, to reduce the risk ECFRS needs to reduce dwelling fires and road traffic collisions. Despite the best efforts and large sums of money invested in fire and RTC prevention activities, ECFRS has been unable to reduce the number of dwelling fires and RTCs have increased by approximately 14%.

RTCs and dwelling fires represent real risks to the people and property involved. The people involved in RTCs and dwelling fires require the fastest possible emergency response to be ready and in place wherever the incidents occur and at whatever time of day they occur.

The real risks of dwelling fires and RTCs should be considered in the context upon which the local business case states: *'The programme will include changes to the number and crewing system of fire engines (reducing some of the over-capacity)'*. Returning to the 2020 programme, it is stated that the decision to reduce the operational response model was taken after a 2-stage public consultation. What the IRMP and local business case fail to mention is that Essex Fire Authority agreed after the first stage of the consultation to accept slower target attendance times - the time the public wait for fire appliances to arrive - by over 2 minutes. The decision to increase attendance times was taken to creatively engineer the new perception of 'over-capacity' in operational response.

It is also important to recognise the range of risks and emergency types to which the fire and rescue service must plan to respond is far wider than only dwelling fires and RTCs. The Incident Recording System for local authority fire and rescue services lists over 450 categories and sub categories of emergency types and the Chief Fire Officers Association have identified more than 400 fire and special incident types that should be planned for within a fire authority's IRMP. The OPCC will also be familiar with the significant role already identified for firefighters in responding to the range of risks within the Community Risk Register, such as flooding, severe weather, major incidents and terrorist attacks etc.

The Fire Brigades Union struggles to see any "over-capacity" in the frontline operational resources needed to train and equip firefighters sufficiently to respond safely and efficiently to the wide range of risks in Essex.

#### **Future Savings**

The local business case identifies £30M of saving through the period to 2027. Whilst the FBU has reservations on the achievability of realising this level of savings without compromising public and firefighter safety, we would welcome the OPCC only driving efficiency savings that will not adversely impact on the delivery of front line services and will not adversely affect the terms and conditions of employment of FBU members.

The FBU also welcomes the commitments made by the PCC regarding improving the service to the communities of Essex and would encourage the PCC to explore focussing the potential financial savings of collaboration into reversing the unnecessary reductions already made in fire and rescue operational response to assist in achieving quicker responses to all emergencies, including those emergency calls that require multi-agency response.

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Yours sincerely,

A handwritten signature in black ink, appearing to read "A. Chinn-Shaw", enclosed in a thin black rectangular box.

Alan Chinn-Shaw  
Essex FBU  
Brigade Secretary

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