

Police, Fire and Crime Commissioner Election

May 2024

Briefing Pack

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The Roles and Responsibilities of the Police, Fire and Crime Commissioner

This section sets out the main statutory responsibilities and powers of the Police, Fire and Crime Commissioner for Essex. It does not aim to set out the full range of all applicable legislation, but instead focuses on the key duties and powers conferred on the Commissioner.

Where are the PFCC's statutory duties set out?

There is no single piece of legislation or guidance where this is all set out. Police legislation, in particular, has evolved over many years, and some of the laws applicable to Commissioners go back several decades. Local government legislation also plays a part in regulating what the PFCC can do, particularly in relation to some aspects of finance. The key duties of the PFCC are set out in the following:

- The Police Act 1996
- The Fire and Rescue Services Act 2004
- The Civil Contingencies Act 2004
- The Policing Protocol Order 2023
- The Police Reform and Social Responsibility Act (PRSRA) 2011
- The Policing and Crime Act 2017
- The Police, Fire and Crime Commissioner for Essex (Fire and Rescue Authority) Order 2017
- The Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017
- The Fire and Rescue National Framework for England
- The Police (Complaints and Misconduct) Regulations 2020
- Police, Crime, Sentencing and Courts Act 2022

The PFCC's statutory functions and duties

The PFCC has a statutory duty and electoral mandate to hold the Chief Constable and the Chief Fire Officer / Chief Executive to account on behalf of the public. The PFCC's main functions and duties include:

- Securing the maintenance of an efficient and effective police force and fire and rescue service for Essex. This includes determining the total amount of the budget available to the Chief Constable and the Chief Fire Officer / Chief Executive and to set annual precepts to support the police force and the fire and rescue service.
- Setting the strategic direction and objectives of the police force through the Police and Crime Plan, and of the fire and rescue service through the Fire and Rescue Plan.
- Holding the Chief Constable and Chief Fire Officer / Chief Executive to account for the exercise of their functions and for the functions of persons under their direction and control. In relation to policing, this includes holding the Chief Constable to account for:
 - The exercise of the duty to have regard to the Police and Crime Plan under section 8(2) of the Police Reform and Social Responsibility Act 2011
 - The exercise of the duty to have regard to the Strategic Policing Requirement under section 37A(2) of the Police Act 1996
 - The exercise of the duty to have regard to codes of practice issued by the Secretary of State under section 39A(7) of the Police Act 1996

- The effectiveness and efficiency of the Chief Constable's arrangements for cooperating with other persons
- The effectiveness and efficiency of the Chief Constable's arrangements for engaging with local people under section 34 of the Police Reform and Social Responsibility Act 2011
- Achieving value for money
- The exercise of any statutory duties relating to equality and diversity
- The exercise of duties in relation to the safeguarding of children and the promotion of child welfare imposed on the Chief Constable by sections 10 and 11 of the Children Act 2004.

In relation to the fire and rescue service, this includes holding the Chief Fire Officer / Chief Executive to account for the delivery of the following key functions:

- Promoting fire safety
 - Firefighting
 - Rescuing people from road traffic incidents
 - Responding to other eventualities
 - Assessing, planning for, and advising on civil emergencies
 - Enforcing the Regulatory Reform (Fire Safety) Order 2005
 - Any other key functions conferred on the Police, Fire and Crime Commissioner Fire and Rescue Authority by any other enactment
- Providing the local link between police and fire and rescue services and local communities. This includes ensuring that the opinions of the public are collected and taken into consideration in the delivery of policing and fire and rescue services. This must specifically include the collection of the views of people who become victims of crime.
 - Scrutinising, supporting and challenging the overall performance of Essex Police and the Essex County Fire and Rescue Service, including against the priorities agreed within the Police and Crime Plan and the Fire and Rescue Plan.
 - Ensuring that information is published to enable the public to assess the performance of Essex Police force and the Essex County Fire and Rescue Service.
 - Appointing a new Chief Constable or Chief Fire Officer / Chief Executive or renewing the contract of an existing Chief Constable as required.
 - Suspending and calling for the resignation or retirement of a Chief Constable or dismissing a Chief Fire Officer / Chief Executive who has behaved in a manner that justifies their removal from office.
 - Arranging an Independent Custody Visiting (ICV) scheme covering any custody facilities controlled by the Chief Constable.
 - Holding the Chief Constable and Chief Fire Officer / Chief Executive to account for the handling of complaints against their respective services, whilst having direct responsibility for handling complaints against the Chief Constable and Chief Fire Officer / Chief Executive and for complaint reviews where the Local Policing Body is the Relevant Review Body.
 - Responding to the Home Secretary with their comments regarding any inspection report published by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) that affects the police force.
 - Bringing together community safety and criminal justice partners, with mutual duties to co-operate and to formulate and implement strategies across the police area.
 - Commissioning services and making crime and disorder reduction grants aimed at reducing / preventing crime and anti-social behaviour, and supporting victims and vulnerable people, or those otherwise affected by crime.
 - Ensuring that all collaboration agreements with other police forces, fire and rescue services and / or other emergency services deliver better value for money and / or enhance the effectiveness and resilience of local capabilities.
 - Assisting specified authorities under the Police, Crime, Sentencing and Courts Act 2022 (County Council, District Council, Probation Service) to collaborate with each other to prevent and reduce serious violence in the area.

These functions and duties are explained in more detail in the sections that follow.

In addition, the PFCC must produce, publish and periodically review:

- A Police and Crime Plan setting out the strategic objectives that the PFCC requires the Chief Constable to deliver during the PFCC's period in office
- A Fire and Rescue Plan setting out the PFCC's strategic vision, priorities and objectives for the fire and rescue service
- An Integrated Risk Management Plan (IRMP) (soon to be Community Risk Management Plan (CRMP)) outlining how the priorities for the fire and rescue service will be met
- An Annual Report demonstrating the exercise of the PFCC's functions with regard to policing within that financial year and the progress made towards the achievement of the objectives set out in the Police and Crime Plan
- An annual Fire and Rescue Statement providing assurance on financial, governance and operational matters and showing how the fire and rescue service has had due regard to any strategic plans prepared by the PFCC (including the Fire and Rescue Plan); the expectations set out in the IRMP (soon to be CRMP) and the requirements set out in the Fire and Rescue National Framework for England.

More detail regarding these documents is provided later in this section.

The PFCC's Relationships with the Chief Constable and Chief Fire Officer / Chief Executive

It is important to note that the elected representative referred to on a day-to-day basis as the PFCC is actually two separate legal entities. In respect of their role in relation to policing, they are the Police, Fire and Crime Commissioner (PFCC) for Essex. In respect of their role in relation to the fire and rescue service, their proper title is the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority (PFCCFRA).

The Police Reform and Social Responsibility Act 2011 created two distinct corporate entities in relation to policing: the Police and Crime Commissioner (the PCC) and the Chief Constable. The PCC (or, where there is joint governance of police and fire and rescue services, as in Essex, the PFCC) is responsible for the democratic oversight and strategic leadership of policing, whilst the Chief Constable is responsible for directing policing services in the force area.

The operational independence of the police force is a fundamental principle of British policing. As such, the PFCC must not fetter the operational independence of the Essex Police force and the Chief Constable who leads it. Likewise, the PFCC must not be fettered in fulfilling their statutory roles and responsibilities. Where differences occur between the PFCC and Chief Constable they should be resolved where possible locally between the PFCC and the Chief Constable, though professional advice may be offered by HMICFRS if required.

Both the PFCC and the Chief Constable are corporations sole; that is to say, all legal responsibilities are vested in the person holding the relevant office. The Police, Fire and Crime Commissioner is a political post, and the "office holder" has to be elected to hold this. For the police force, the "office holder" is whoever is appointed to hold the office of Chief Constable. The Chief Constable holds office under the Crown but is appointed by the PFCC.

All police officers fall under the direction and control of the Chief Constable. Police staff are employed by the Chief Constable. Police officers are Crown Servants and therefore not employees in the legal sense. Accordingly, employment legislation does not apply to them.

The PFCC's relationship with the Chief Fire Officer / Chief Executive is slightly different, in as much as

the PFCC and Chief Fire Officer / Chief Executive are not separate corporations sole – The PFCC is the Police, Fire and Crime Commissioner Fire and Rescue Authority and, as such, is the employer of all fire and rescue service staff.

Recruitment, Suspension and Removal of the Chief Constable and Chief Fire Officer / Chief Executive

The PFCC has powers relating to the appointment, suspension and removal from office of the Chief Constable and Chief Fire Officer / Chief Executive and, by law, must be consulted by the Chief Constable on the appointment of officers above the rank of Chief Superintendent and police staff equivalents.

The PFCC must notify the Police, Fire and Crime Panel when they propose to appoint a new Chief Constable or Chief Fire Officer / Chief Executive. The process to be followed and the Panel's responsibilities and powers in respect of these appointments are set out in Schedule 8 to the Police Reform and Social Responsibility Act 2011; the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012 and Chapter 1 of the Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017. In summary, the Panel is required to consider the PFCC's recommendations in relation to the appointment and to satisfy itself that the process was conducted properly; adhered to the principles of merit, fairness and openness, and that the preferred candidate meets the requirements of the role. If it is not satisfied that the process has been conducted appropriately and / or that the preferred candidate meets the requirements of the role, the Panel has a power of veto (by a majority of at least two-thirds of the total membership) over these appointments.

The PFCC may suspend the Chief Constable or Chief Fire Officer / Chief Executive or call upon them to resign or retire. If the PFCC suspends either Chief Officer from duty, they must notify the Police, Fire and Crime Panel of the suspension. If the PFCC proposes to call for the retirement or resignation of the Chief Constable, or to dismiss the Chief Fire Officer / Chief Executive, they must follow the procedure set out in Part 2 of Schedule 8 to the Police Reform and Social Responsibility Act 2011 or Chapter 3 of the Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017.

Other Statutory and Senior Appointments

The PFCC must also appoint or designate:

- A Chief Executive, who must also fulfil the statutory function of the Monitoring Officer to the PFCC
- A Monitoring Officer to the PFCCFRA. At present, the Chief Executive & Monitoring Officer to the PFCC is also designated as the Monitoring Officer to the PFCCFRA
- Chief Finance ("Section 151") Officers to the PFCC and the PFCCFRA
- Heads of Paid Service to the PFCC and the PFCCFRA. The Chief Executive is the Head of Paid Service to the PFCC and the Chief Fire Officer / Chief Executive is the Head of Paid Service to the PFCCFRA.

The Chief Executive supports and advises the PFCC in delivering their statutory duties and responsibilities and ensures the effective leadership of their staff team. In their capacity as the Monitoring Officer, the Chief Executive ensures that the PFCC, and anyone acting on their behalf, acts lawfully and in such a way as not to constitute maladministration. They must draw to the PFCC's and to the Police, Fire and Crime Panel's attention any actual or possible contravention of law, maladministration or injustice.

The Chief Finance Officers are responsible for the administration of the PFCC's financial affairs and for ensuring the maintenance of an efficient and effective internal audit function. They hold statutory responsibilities for ensuring that the PFCC sets a balanced budget and for advising them on the robustness of the budget and the adequacy of reserves. In conjunction with the Monitoring Officer, they will provide advice on the scope of the PFCC's powers and authority to take certain financial decisions and will put in place checks and balances to guard against financial impropriety. They must draw to the PFCC's and to the Police, Fire and Crime Panel's attention any actual or potentially unlawful expenditure, or unfinanced budgetary shortfalls. The Chief Finance Officers must be appropriately professionally qualified (as set out in legislation) and must keep their technical knowledge up to date through continuous professional development.

The Heads of Paid Service are responsible for determining the manner in which the discharge of the PFCC's functions is coordinated and the number and grades of staff required to do this, and for the organisation, appointment and proper management of those staff.

The PFCC may also appoint a single Deputy PFCC. A Deputy PFCC is a member of the PFCC's staff but is the only member of staff who is not politically restricted. Their appointment need not be on merit and their term of office must be aligned with that of the appointing PFCC.

New appointments to the Chief Executive & Monitoring Officer, Chief Finance Officer and Deputy PFCC roles are subject to confirmation hearings by the Police, Fire and Crime Panel, though the Panel does not have rights of veto over these appointments as it does in the case of the Chief Constable and Chief Fire Officer / Chief Executive. It should also be noted that, as the appointment of a Deputy PFCC is not based solely on merit, there is less scope for the Panel to test the process by which this appointment is made.

Budgets, Precepts and Grants

The PFCC is the recipient of all police funding and so must hold the police fund and all other grants made to the police force by central or local government. All of the PFCC's receipts relating to policing must be paid into the Police Fund and all the PFCC's expenditure relating to policing must be paid out of the Police Fund. Likewise, the PFCC must hold a Fire Fund, into which all receipts relating to the fire and rescue service are paid and out of which all the expenditure of the fire and rescue service must be paid.

The majority of the PFCC's funding comes from central government, which uses a funding formula to determine the amount to be allocated to each area. The remainder comes from the police and fire and rescue elements of the Council Tax, known as the precepts. The level of these precepts is determined annually by the PFCC and constitutes the amount of money to be paid by each household within their Council Tax bill. The PFCCs must obtain the views of local people and victims of crime before the policing precept is set.

It should be noted that the Police, Fire and Crime Panel has powers of veto over the precepts. More information on this is provided within the section headed "The Role of the Police, Fire and Crime Panel". It should also be noted that the Secretary of State has the power to direct the PFCC with regard to the PFCC's minimum budget requirement for any financial year, if they consider this to be necessary to prevent the safety of the people of Essex from being put at risk.

More detail on the process to be followed and the responsibilities of the Panel in respect of precept setting is set out in the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012.

The PFCC may also make from the Police Fund any grant which, in the opinion of the PFCC, will secure or contribute to securing crime and disorder reduction in Essex, and may make such a grant subject to any conditions (including conditions as to repayment) which the PFCC thinks appropriate. More detail regarding the PFCC's commissioning and grant making powers is included later in this document.

Holding Chief Officers to Account

As set out above, the PFCC is responsible for holding the Chief Constable and Chief Fire Officer / Chief Executive to account for the exercise of their functions and for the functions of persons under their direction and control, as well as for delivery of the Police and Crime Plan and Fire and Rescue Plan respectively. It is up to the PFCC to decide what accountability mechanisms to use to discharge this duty, however commonly used methods include:

- Public accountability meetings (either held in public or webcast so the public can view), where the public can see the PFCC hold their Chief Officers to account
- Private accountability or scrutiny meetings. These should be minuted to provide an audit trail, and papers may be published on the PFCC's website (unless restricted under the Government Security Classifications)
- Formal reports from Chief Officers on progress against the plan and / or other matters
- Advisory committees – The PFCC is required to establish an Audit Committee (more details of which are provided elsewhere in this pack) but may also stand up other advisory committees, for example to look at trends in particular areas of work
- Attendance by the PFCC or their staff at existing force or fire and rescue service performance meetings
- Private formal or informal meetings with their Chief Officers

Most Commissioners use a mixture of these approaches.

Consultation and Engagement

The PFCC has a statutory responsibility to ensure that the views of members of the public are collected and taken into consideration when policing and fire and rescue priorities are set. After consulting with the Chief Constable and the Chief Fire Officer / Chief Executive, the PFCC must make arrangements for obtaining the views of people in Essex about matters concerning fire and rescue services, the policing of the area and their cooperation with the police in preventing crime and anti-social behaviour in the county. The Police Reform and Social Responsibility Act 2011 also requires the PFCC to obtain the views of victims of crime in Essex about matters concerning the policing of the area.

The methods through which such consultation and engagement are to be carried out are not centrally prescribed. Commissioners commonly undertake regular engagement visits to local communities, hold consultation meetings to discuss proposals, and use social media and a variety of other online methods to listen to the views of local people.

Transparency

The PFCC must publish the information they consider necessary to enable residents of Essex to assess their performance and that of the Chief Constable and Chief Fire Officer / Chief Executive. The PFCC must also publish information specified by the Secretary of State in various Specified Information Orders which require the PFCC to make information available to the public relating to:

- Who they are and what they do
- What they spend and how they spend it
- What their priorities are and how they are performing against these
- How they make decisions
- The policies and procedures that govern their activities
- Various lists and registers, including of disclosable interests, gifts and hospitality

In addition, the PFCC must provide the Police, Fire and Crime Panel with any information that it may reasonably require in order to carry out its functions and may also provide the Panel with any other information that they think appropriate.

The PFCC's role in the complaints systems

Legislative reform set out in the Policing and Crime Act 2017 and implemented in February 2020 strengthened the role of the PFCC in the police complaints system. The reforms set out the following aims for the police complaints system:

- A more responsive, customer-focused police complaints system that focuses on resolving issues to the satisfaction of the complainant in a timely fashion and learning from mistakes, rather than apportioning blame
- A simpler, more transparent, independent and accountable police complaints system
- A system that enables Commissioners and Chief Constables to identify patterns of dissatisfaction and address any systemic issues

The PFCC has direct responsibility for handling complaints against the Chief Constable and the Chief Fire Officer / Chief Executive but, in some cases, must hand complaints against the Chief Constable to the Independent Office for Police Conduct (IOPC) to investigate. The PFCC also has a specific duty to hold the Chief Constable to account for the force's complaints handling and is responsible for hearing reviews of the outcomes of complaints against the police where the Local Policing Body is the Relevant Review Body.

Complaints against the PFCC's Chief Executive and Monitoring Officer will be dealt with by the PFCC. Complaints against the Deputy PFCC will be dealt with by the Police, Fire and Crime Panel and complaints against other members of the PFCC's staff will be dealt with by the Chief Executive and Monitoring Officer as the Head of Paid Service.

Finally, the PFCC has responsibility for appointing Legally Qualified Chairs (LQCs) and Independent Members to Police Misconduct Panels and Police Appeal Tribunals.

Commissioning Funds

The PFCC utilises a range of funds for their commissioning programme:

Ministry of Justice Core Victims Grant - £2,223,446 annual core funding to provide support for victims of crime.

Additional to the MoJ Core Victims Grant in 2023-24, the Ministry of Justice provided a General Victims' Grant. The value of this grant is £ 2,412,180. This fund is predominantly for support services for victims of domestic abuse and sexual abuse, including additional funding for Independent Domestic Violence Advisors (IDVAs) and Independent Sexual Violence Advisors (ISVAs).

These Victim Funds from the MoJ enable the PFCC to discharge their statutory duty to commission support services for victims of crime, enabling victims to cope and recover.

In Essex, we have three main contracted support services. All support services were successful following a competitive process managed by 7F Commercial.

- **Victim Support**

A contract for up to six years (3+1+1+1), which commenced in October 2023. The total contract value is £1.65m for the initial three-year term. In Year 1 of the new contract, the contact value is £578,293.

This contract provides non-specialist emotional and practical support for all victims of crime.

- **Domestic Abuse - Changing Pathways, Next Chapter and Safe Steps**

£2,465,000 MoJ funding over five years (with a two-year extension possibility) with a contract start date of 01/04/2019. The total value of the contract over five years is £14.875 million funded by the PFCC, Essex County Council, Southend-on-Sea City Council and Thurrock Council as part of a collaborative commissioning partnership.

The amount contributes to an integrated domestic abuse support service. This service includes Independent Domestic Violence Advisors (IDVAs), community-based support and refuge provision.

<https://www.essex.pfcc.police.uk/news/new-domestic-abuse-helpline/>

Commissioners are currently working towards a re-procurement of a whole domestic abuse support offer from April 2025. This will include a re-tender for this existing domestic abuse support service.

- **Sexual Violence – Synergy - Essex Rape Crisis Partnership**

£5,281,657 over three years with a contract start date of 01/04/2020. There is the opportunity to extend this contract for a further two years.

Essex Rape Crisis Partnership is made up of three rape crisis services (South Essex Rape and Incest Crisis Centre (SERICC), the Centre for Action on Rape and Abuse (CARA) and Southend-on-Sea Rape Crisis (SOSRC)). The services provided within the contract are Independent Sexual Violence Advisors (ISVAs), community-based support, therapy, advocacy, and counselling.

<https://www.essex.pfcc.police.uk/wp-content/uploads/2020/01/175-19-Sexual-Abuse-support-service-contract-2020-2025.pdf>

Essex is also a pilot area for devolved funding for the Rape Support Fund held by the Ministry of Justice. The PFCC is awaiting confirmation from MoJ about the future of this funding which currently forms an element of the annual general victims' grant referenced above. This devolved funding contributes to the Synergy contract.

Through the Victims Grant we also allocate funding to:

- The PFCC's in-house Essex Restorative and Mediation Service (ERMS)
- The PFCC's Commissioning Lead post
- The Essex Sexual Abuse Referral Centre (SARC), which provides forensic examinations of victims of sexual assault for the purposes of supporting criminal investigation. This service is delivered by Mountain Healthcare and was recently recommissioned for five years from April 2024.

As the PFCC has a responsibility to ensure that criminal justice organisations comply with the Code of Practice for Victims of Crime, this is a condition of the Victims Fund grant. This is currently monitored through a subsidiary group of the Essex Criminal Justice Board (the Victim and Witness Action Team).

Community Safety Fund - A Home Office grant of £1,407,158

This is top sliced from the Home Office Policing Grant and is utilised to fund programmes that support the Police and Crime Plan priorities by improving community safety across the county. Some of the core grants that are annually supported by this fund include contributions to Youth Justice Services, Safeguarding Boards and substance misuse services. As part of this fund, the PFCC also allocates £272k annually to the 14 Community Safety Partnerships (CSPs) across the county.

Community Safety Development Fund - £300,000

An annual fund of around £300,000 is made available via the PFCC's Community Safety Development Fund (CSDF). This fund is open to organisations from across Essex, but predominantly aimed at small community or voluntary groups whose activity supports delivery against the Police and Crime Plan priorities, improves community safety, reduces reoffending and / or supports victims. <https://www.essex.pfcc.police.uk/giving-you-a-voice/commissioning-services/>

Domestic Abuse Perpetrator Fund

In 2023-24, the PFCC successfully applied to Home Office for two-year grant funding to deliver projects aimed at domestic abuse perpetrators. The PFCC worked through the Southend, Essex and Thurrock Domestic Abuse Board to develop a programme of activities that seeks to reduce the incidence and severity of abuse, including an early intervention programme for those at risk of being in abusive relationships, a direct behaviour change programme, a stalking project and a conditional cautions pilot.

This 2-year grant is valued at £843,585 per year with local match funding of £211k (including £75k PFCC funding).

Statutory Documents

Police and Crime Plan

The PFCC is legally required to issue a Police and Crime Plan as soon as practicable after taking office (and in any event before the end of the financial year in which they assume office). The plan should cover the PFCC's full term of office but may be revised at any time within that period. It acts as both a planning tool and an important mechanism for communicating the PFCC's intentions to the public, police, partner agencies, Police, Fire and Crime Panel and other stakeholders. The plan also sets out a framework by which the Chief Constable's achievements in office can be judged. The plan must set out:

- The PFCC's policing and crime objectives for the Essex area, and the discharge by the Essex police force of its national and international functions;
- The financial and other resources the Chief Constable will be given to enable them to exercise their functions;
- The means by which the Chief Constable will report to the PFCC on their provision of policing;
- The means by which the Chief Constable's performance in providing policing will be measured;
- The services which the PFCC is to provide or arrange in order to support crime and disorder reduction and to help victims or witnesses of crime and anti-social behaviour, and
- Details of grants made to partners, any conditions attached to those grants, and how the recipients will be held to account.

The priorities and objectives outlined in the plan should be informed by:

- The PFCC's election manifesto
- The Strategic Policing Requirement (SPR) issued by the Secretary of State under section 37A of the Police Act 1996, which sets out current national threats and the national policing capabilities required to counter them
- A comprehensive understanding of needs, resources and local performance data
- The priorities of the police force
- The priorities of other partners and stakeholders

Before finalising or varying their Police and Crime Plan, the PFCC has a legal requirement to consider the views of:

- The electorate (including victims of crime)
- The Chief Constable
- Partners and stakeholders, including the Police, Fire and Crime Panel and local Community Safety Partnerships (CSPs)

When consulting, it is worth remembering that the Police, Fire and Crime Panel can examine how the PFCC has consulted on the plan and the degree to which opinions and comments have been taken on board. The views of the Chief Constable may be considered particularly critical, since the plan will prescribe the strategic direction that the Chief Constable must take.

A draft of the plan must be sent to the Police, Fire and Crime Panel, allowing a reasonable amount of time for it to be considered. The PFCC must have regard for, and provide and publish a response to, any report or recommendations made by the Panel about the draft plan.

Once approved, the PFCC must publish the plan and send a copy of it and any subsequent variations to the Chief Constable. Both the PFCC and the Chief Constable must have regard to the plan throughout its lifecycle.

Fire and Rescue Plan

Like the Police and Crime Plan, the Fire and Rescue Plan acts as both a planning tool and an important mechanism for communicating the PFCC's intentions to the public, fire and rescue service, partner agencies, the Police, Fire and Crime Panel and other stakeholders. The plan also sets out a framework by which the Chief Fire Officer / Chief Executive's achievements in office can be judged.

The Fire and Rescue Plan must have regard to the Fire and Rescue National Framework for England set by the Secretary of State. In developing the plan, the PFCC must make arrangements to obtain the views of the community and must also consult the Chief Fire Officer / Chief Executive. As with the Police and Crime Plan, a draft of the plan must be sent to the Police, Fire and Crime Panel, allowing a reasonable amount of time for it to be considered. The PFCC must have regard for, and provide and publish a response to, any report or recommendation made by the Panel about the draft plan.

Once approved, the plan may be amended as frequently as considered necessary. In particular, the Fire and Rescue Plan should be reviewed in light of any report or recommendations made to the PFCC by the Police, Fire and Crime Panel on the annual Fire and Rescue Statement. The Chief Fire Officer / Chief Executive and the Police, Fire and Crime Panel are to be consulted on any variations.

The PFCC must publish the Fire and Rescue Plan and send a copy of it and any subsequent variations to the Chief Fire Officer / Chief Executive. Both the PFCC and the Chief Fire Officer must have regard to the plan throughout its lifecycle.

Community Risk Management Plan (CRMP)

The Fire and Rescue Plan should inform the Community Risk Management Plan (previously the Integrated Risk Management Plan). The CRMP must:

- Utilise and share accurate data and business intelligence (from both internal and external sources) to support key activities such as evidenced-based decision making, horizon scanning, cross border risk identification and organisational learning;
- Ensure transparency in the community risk management planning process through implementing and / or supporting ongoing engagement and formal consultation processes, ensuring these are accessible and publicly available;
- Ensure that organisational decisions and the measures implemented support equality, diversity and inclusivity, are non-discriminatory and are people impact assessed;
- Meet legislative, framework and governance requirements linked to community risk management;
- Evidence its external and internal operating environment and the strategic objectives the Community Risk Management Plan is seeking to achieve;
- Identify and describe the existing and emerging local, regional and national hazards the community faces, the hazardous events that could arise and the risk groups (people, places, environments and economy) that could be harmed;
- Analyse risk, consider the service's risk appetite, determine the risk levels and prioritise risk accordingly;
- Make decisions about the deployment of resources based on the prioritised risk levels and planning assumptions involved. This should be carried out with consideration to internal and external resource availability (people, financial and physical) including collaborative, cross-border and national resilience assistance. Consideration should also be given to other strategic influences such as consultation feedback, stakeholder engagement and political objectives;

The service must:

- Continually evaluate the effectiveness, efficiency and delivery of the Community Risk Management Plan and the organisational impact of risk management decisions;

- Clearly define who has overall accountability for the Community Risk Management Plan and responsibility for the various components contained within it, and
- Provide training and / or support (where required) to all who are involved in the development, management and implementation of the Community Risk Management Plan.

PFCC's Annual Report and Annual Fire and Rescue Statement

Both of these documents must be sent to the Police, Fire and Crime Panel. The PFCC must attend a public meeting of the Panel to present the documents and respond to the Panel's questions and recommendations relating to them.

Restorative Justice

Under the [Victims' Code of Practice \(2020\)](#) victims are entitled to receive information on restorative justice, including how they can take part. The Essex Restorative and Mediation Service – provided directly by the PFCC's office utilising funding from the MoJ's Victims Fund - provides high quality, restorative outcomes for those involved in crime or conflict across the county.

The service is keen to ensure that anyone who is experiencing or has experienced crime or antisocial behaviour is able to explore resolution through a restorative approach and is therefore open to referrals for any offence from low-level to very serious, and even encourages referrals relating to early intervention work (such as neighbour disputes which show signs of escalating to criminal behaviour).

The team of employed staff includes a manager, 2 FTE coordinators and an administrator. This team is supported by a dedicated and passionate team of almost 40 volunteers across the county. By using a dedicated, in-house team the service is able to operate at a high level while maintaining value for money.

The service enjoys a very positive reputation which is demonstrated by receiving a quality mark accreditation in its second year of operation and maintaining a consistent participant satisfaction rating of over 90%.

For further information about the work of the Essex Restorative and Mediation Service, please visit www.restorativeessex.co.uk

Animal Welfare Scheme

The primary function of the scheme is to protect police dogs and ensure appropriate working conditions. An agreement is re-signed every year between Essex Police, the PFCC and the Dogs Trust to ensure the welfare of the police dogs is paramount. In doing so, Essex Police is being prioritised when adopting new dogs from the Dogs Trust. The in-house team of Animal Welfare Scheme Visitors inspects the working conditions of the dogs and provide reports to the office. Their visits are unannounced on random days to ensure impartiality. The AWS team is being managed by a 0.6 FTE Manager (who also oversees the Independent Custody Visiting Scheme – please see below) and currently consists of five volunteer visitors.

Independent Custody Visiting (ICV) Scheme

Under section 51 of the Police Reform Act 2002, the PFCC must make arrangements for Independent Custody Visitors (ICVs) to visit detainees in police cells in their area. A fuller briefing on the PFCC's duties in respect of independent custody visiting, prepared by the Independent Custody Visiting Association (ICVA), is provided below.

The team consists of 0.6 FTE ICV and AWS Manager and a Volunteer ICV Coordinator. Team is supported by a dedicated and passionate team of 17 volunteers across the county. Essex Police has seven custody suites: Chelmsford, Basildon, Colchester, Grays, Harlow, Southend and Clacton-on-Sea.

The current agreement between the PFCC and Chief Constable states that a minimum of 21 visits (three visits per custody suite) are to be completed by ICVs every month. The service has established a positive reputation which is demonstrated by retaining the Silver Quality Mark accreditation from ICVA in November 2023.

BRIEFING FOR POLICE & CRIME COMMISSIONER CANDIDATES 2024



A GUIDE TO PCCS' DUTIES TO RUN AN INDEPENDENT CUSTODY VISITING SCHEME



INDEPENDENT CUSTODY VISITING

Every PCC has a legal duty to run an Independent Custody Visiting scheme, in which local members of the public volunteer to serve as Independent Custody Visitors (ICVs) making regular, unannounced visits to police custody to check on the rights, entitlements and wellbeing of detainees as well as the conditions they are held in.

ICVs speak to detainees, review custody records and check custody suite conditions and essential stocks such as food, clothing and religious items. ICVs ask custody staff to resolve any immediate issues and complete visit reports, alerting the PCC to their findings.

Police custody is a high-pressure, high-risk environment. Staff working in custody suites interact with and care for people in difficult circumstances. People detained might be vulnerable, distressed or challenging. They may have complex needs, including drug and alcohol issues, mental illness or physical health problems.

ICVs provide a valuable safeguard for detainees and for police forces. ICV visits help to prevent ill-treatment and harm to detainees, and Custody Inspectors value the work of the ICVs in contributing to a safe environment and continuous improvement of custody.

Through the work of ICVs, PCCs are able to give assurance to the public that people detained by the police in their force area are being treated in a lawful, ethical and transparent way.

YOUR DUTIES AS A PCC

Custody visiting forms part of a UK-wide network to prevent torture and ill-treatment of detainees and is part of the National Preventive Mechanism (NPM) required under the UN convention to prevent torture.

The Code of Practice on Independent Custody Visiting sets out PCCs' responsibilities which are that:

- there is a robust and effective ICV scheme running in your area with appropriate resources and a member of staff responsible for the scheme;
- regular visits take place in all areas of police custody, including terrorism detention;
- your volunteers are trained and well-managed;
- your scheme manager gives you regular reports on issues within custody and that you can identify issues and trends;
- you have regular and formal opportunities to raise concerns with the police and that the police and partners deal with ICVs' concerns; and
- if you have a terrorism detention facility in your area, that ICVs submit their reports to the Independent Reviewer of Terrorism Legislation.

IMPACT OF CUSTODY VISITING

ICVs' reports regularly result in improvements throughout custody. Working together with partners throughout the police service, ICVA has used information gathered by ICVs and OPCC staff to impact meaningful changes such as a reduction in lighting levels to ensure detainees are able to get their legally entitled uninterrupted periods of rest, and the establishment of a new referral pathway for those who may be experiencing symptoms of the perimenopause/menopause in police custody.

THE INDEPENDENT CUSTODY VISITING ASSOCIATION (ICVA)

ICVA is a national organisation that leads, supports and represents custody visiting schemes.

PCCs in every policing region nominate a representative to ICVA's National Expert Forum to represent local schemes.

ICVA provides resources, support and representation that equip PCCs and their staff to deliver high-quality schemes.

This includes:

- Representation at national meetings with the Home Office, National Police Chiefs Council and National Preventive Mechanism.
- Policy briefings, updates, training and guidance.
- An active members' website that provides a library of resources and a forum for discussion.
- A Quality Assurance Framework.
- Regular events and network meetings to share good practice and resources.
- ICVA represents England and Wales at the National Preventive Mechanism for the UK, helping to meet to UK duties under OPCAT and to share learning across detention settings.

For further information, visit [icva.org.uk](https://www.icva.org.uk), follow us on X @CustodyVisiting or e-mail info@icva.org.uk.

The Police, Fire and Crime Commissioner's (PFCC's) Senior Management Team (SMT)

The PFCC's office was restructured in 2020 to ensure a sustainable and fit for purpose establishment to support the PFCC going forward. The current structure chart is provided below.

As well as the statutory and senior appointments described within the section headed "The Roles and Responsibilities of the Police, Fire and Crime Commissioner", the PFCC's Senior Management Team comprises of the following key roles:

Strategic Head of Performance and Resources

The Strategic Head of Performance and Resources provides strategic, professional advice and guidance to the PFCC covering all aspects of financial management and performance. They provide strategic oversight of finance across the PFCC's legal entities and oversee the performance and scrutiny function (including the Independent Custody Visiting and Animal Welfare Schemes), the complaints function, and the PFCC's commissioning and grant-making arrangements. They also lead on strategic risk management and business continuity planning. The post holder leads and manages monitoring of the delivery of the Police and Crime Plan and Fire and Rescue Plan and works closely with the respective chief officer teams to set and monitor clear metrics for success in delivering the PFCC's strategic priorities.

Strategic Head of Partnerships and Delivery

The Strategic Head of Partnerships and Delivery has responsibility for the Essex Restorative and Mediation Service as well as for the majority of the strategic partnership work undertaken within the PFCC's office, including the Violence and Vulnerability Unit. They represent the PFCC at a range of strategic partnerships; champion the entitlements of victims of crime and support the PFCC to hold local criminal justice partners to account for compliance with the requirements of the Victims Code of Practice.

This role also leads on overseeing and co-ordinating delivery of the emergency services collaboration agenda set out in the Local Business Case for Joint Governance of Police and Fire and Rescue Services in Essex. They therefore have a matrix management role in respect of staff and officers in the Collaboration Programme Team engaged on consultancy contracts and seconded by Essex Police and the Essex County Fire and Rescue Service. They support both these services, as well as the East of England Ambulance Service NHS Trust (EEAST), in the development and implementation of robust business cases to redesign services and to transition collaborative activity into "business as usual" at the appropriate time. They ensure that strong project governance arrangements are in place across all strands of work, in order that key activities are delivered on time, on budget and to the agreed quality standards. They also work with multi-agency partners to identify and address impediments to successful collaborative working, and with finance leads in the various organisations to track and ensure the realisation of cashable and non-cashable savings and benefits from the programme.

Strategic Head of Policy and Public Engagement

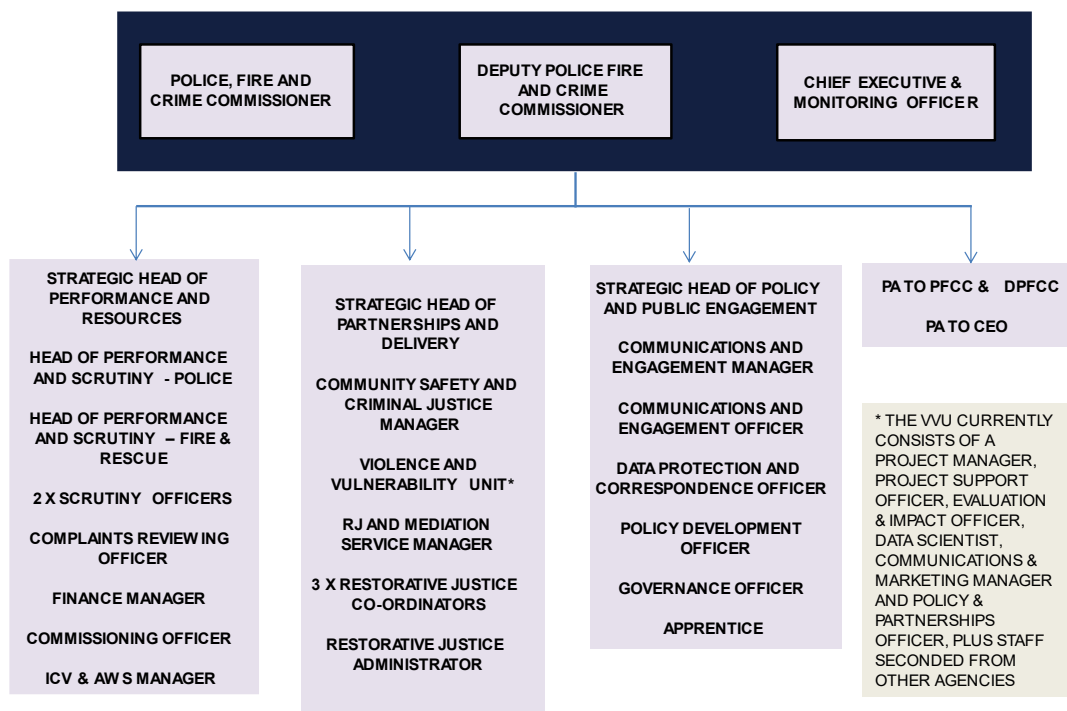
The Strategic Head of Policy and Public Engagement oversees the Communications and Public Engagement function, as well as fulfilling the role of Deputy Monitoring Officer to the PFCC and PFCCFRA. As such, they interpret legislation and statutory guidance and advise the PFCC and the Chief Executive and Monitoring Officer of any actions to be taken in response. They also support the Chief Executive and Monitoring Officer in keeping the PFCC's governance framework up to date and ensuring that this is complied with.

The Strategic Head of Policy and Public Engagement leads the production and review of key documents such as the Police and Crime Plan and Fire and Rescue Plan and is responsible for ensuring the PFCC's compliance with legal requirements in key areas such as equality and diversity and the publication of information and data in line with the relevant Specified Information Orders. This post holder also fulfils the role of Senior Information Risk Owner (SIRO) on behalf of the PFCC.

Office Structure



Staff Structure – February 2024



Joint Governance and Emergency Services Collaboration

The Governance Model in Essex

The Policing and Crime Act 2017 sought to increase joint working across the emergency services by placing statutory duties on police, fire and rescue and ambulance services to put collaboration arrangements in place where this would be in the interests of their efficiency and / or effectiveness, and to keep collaboration opportunities under review.

The Act also provided Police and Crime Commissioners in England with the ability to expand their governance role to include fire and rescue services. One of the clear benefits of this is an increased ability to identify and drive forward collaboration opportunities across these two emergency services. In order to take on joint governance, PCCs are required to develop a business case and consult locally on this before submitting it to the Home Secretary for approval. In October 2017, the PCC for Essex became the first Commissioner to complete this process successfully, thus becoming the country's first Police, Fire and Crime Commissioner (PFCC). Since then, four other PCCs (for Northamptonshire, North Yorkshire, Staffordshire, and Cumbria) have done likewise.

Under this model of governance, police forces and fire and rescue services retain their own separate identities.

Police collaboration agreements

A police collaboration agreement may be made by:

- (a) One or more PCCs / PFCCs together with one or more other persons; or
- (b) If no other person is party to the agreement, two or more PCCs / PFCCs.

A collaboration agreement may contain one or more of the following:

- (a) Provision about the discharge of functions of members of a police force ("force collaboration provision"). A collaboration agreement may not contain force collaboration provision unless the parties to the agreement consist of or include the Chief Constable and the PFCC.
- (b) Provision about support by a PCC / PFCC for another PCC / PFCC ("policing body collaboration provision"). A collaboration agreement may not contain policing body collaboration provision unless the parties to the agreement consist of, or include, each PCC / PFCC to which the provision relates.
- (c) Provision about support by a PCC / PFCC for a police force which another PCC / PFCC is responsible for maintaining ("policing body and force collaboration provision")

Organisations other than police forces and policing bodies may also be parties to collaboration agreements, and collaboration agreements may also include other types of provision.

Once approved, a collaboration agreement may be varied or determined by a subsequent agreement.

It should also be noted that, if it appears to the Secretary of State that any police functions can more efficiently or effectively be discharged by two or more police forces acting jointly, or that any premises, equipment or other materials or facilities can be provided better jointly for two or more police forces, they may, after considering any representations made by the parties concerned, direct those parties to enter into a collaboration agreement.

Emergency Services Collaboration Agreements

A collaboration agreement may also be made by two or more of the following:

- (a) An ambulance trust
- (b) A fire and rescue body
- (c) A police body

Other organisations may also be party to such agreements, which set out in writing how the parties to the agreement will work together in discharging their functions. A collaboration agreement may make arrangements for the exercise of one party's functions by another, or for a party to exercise functions jointly with another. A collaboration agreement may also include provision for payments to be made by the parties to the agreement.

The Chief Constable and Chief Fire Officer / Chief Executive may not enter into such a collaboration agreement unless the PFCC also enters into the agreement. Likewise, the PFCC must consult the Chief Constable and / or Chief Fire Officer / Chief Executive before entering into a collaboration agreement.

A collaboration agreement must make provision for a party to withdraw from the agreement where, in the view of that party, the agreement is no longer in the interests of its efficiency or effectiveness. A collaboration agreement may also be varied with the agreement of all parties to the agreement or replaced by a subsequent collaboration agreement.

The Duty of the PFCC to keep Collaboration Agreements under Review

The PFCC must keep under review the ways in which collaborated functions could be exercised by them and by one or more other persons in order to improve the efficiency or effectiveness of the PFCC, the Essex Police force, the Essex County Fire and Rescue Service, or of one or more other PCCs / PFCCs and police forces / fire and rescue services.

More detail on the specific collaboration agreements and arrangements entered into by the PFCC, Essex Police and the Essex County Fire and Rescue Service are provided elsewhere in this pack.

Key Partnerships

Partnership working is key to achieving the priorities of the PFCC, Essex Police and the Essex County Fire and Rescue Service. To ensure that local strategies are not delivered in isolation and to minimise the potential for duplication of effort and expenditure, the PFCC and their staff develop strategic and commissioning partnerships with various organisations, boards and groups. Detailed below are some of the key partnerships that the PFCC works with and through.

Violence and Vulnerability Partnership

Tackling serious violence and gangs has been a priority within the Police and Crime Plan for Essex since 2016. Safer Essex, a partnership of the 14 Community Safety Partnerships across the county, had already started developing responses to gangs and county lines, and led the development of the Essex Violence and Vulnerability Framework - a joint framework for the county to address county lines, gangs and drug driven harm - in 2018. Safer Essex was also instrumental in establishing a multi-agency partnership with a focus on the issues identified within the framework. This partnership – the Essex Violence and Vulnerability Partnership – met formally for the first time in May 2019, chaired by the Police, Fire and Crime Commissioner for Essex. The multi-agency Essex Violence and Vulnerability Unit was also formed in May 2019.

Working together, the partnership aligns activity to prevent violence and protect the vulnerable through strong, robust diversion and enforcement activity. Across Essex, the wider strategic approach includes:

- Identifying and tackling organised crime gangs, county lines and drug supply.
- Delivering a proactive, robust local enforcement programme in partnership with communities.
- Reducing the risk of young or vulnerable people being exploited by gangs and helping those involved in gangs to break away.

The Violence and Vulnerability Unit has taken a lead in supporting local partners across Essex to implement the Serious Violence Duty. This new duty requires councils and local services to work together to prevent and reduce serious violence in England and Wales. More specifically, it requires local areas to produce a Serious Violence Needs Assessment and Strategy, which Essex partners have chosen to discharge at a county level, facilitated by the VVU. There are additional requirements within the duty on specified organisations, including to share data, intelligence and knowledge to generate evidence-based analysis of the problem and solutions, and to commit to creating environments that nurture the protective factors that are evidenced as helping to prevent violence. The PFCC uses its annual programme of visits to CSPs as a tool in monitoring compliance with the duty locally. Further information about the Serious Violence Duty can be found on [the government's SVD website](#).

Essex Criminal Justice Board (ECJB)

The PFCC has a significant role to play within the local criminal justice system. The Police Reform and Social Responsibility Act 2011 places a reciprocal statutory duty on the PFCC and other criminal justice agencies to work together to provide an efficient and effective criminal justice system for the police force area. One of the key ways in which this duty is discharged locally is through the Essex Criminal Justice Board (ECJB). This is a non-statutory body whose purpose is to contribute to improving the efficiency and effectiveness of the criminal justice system at a local level by bringing together senior strategic partners from relevant agencies such as the police, probation services, the courts and the Crown Prosecution Service (CPS). It is common practice for the local P(F)CC to chair Local Criminal Justice Boards, and this is currently the case in Essex.

Reducing Reoffending Board

The Reducing Reoffending Board is a strategic partnership board that brings together the core agencies able to impact on the pathways that affect reoffending across Southend, Essex and Thurrock. Its membership includes representatives of:

The Police, Fire and Crime Commissioner (PFCC)
Essex Restorative and Mediation Service (ERMS)
National Probation Service (NPS)
Ministry of Justice (MoJ)
Prison Service (HMP Chelmsford)
Essex Police
Health partners
Department of Work & Pensions (DWP)
Essex County Council (ECC)
Southend-on-Sea City Council
Thurrock Council
Safer Essex partnership
Essex Housing Officers Group (EHOG)
Community Safety Partnerships (CSPs)

The Board has responsibility for delivering the Reducing Reoffending Strategy. Its aims are to:

- Achieve a vision to reduce crime, reduce harm, protect victims and improve prospects for offenders by reducing reoffending through strong partnership working and rehabilitation
- Make our communities safer places to live and work
- Enable the public to have confidence in services which tackle reoffending
- Improve opportunities and outcomes for people who offend

The purpose of the Reducing Reoffending Board is to:

- Provide strategic direction and leadership to reduce reoffending
- Lead the co-ordination and integration of service provision across the agreed Reducing Reoffending Strategy
- Provide governance and oversight of the key sub-groups supporting delivery of the strategy (namely the Youth Justice Action Team (YJAT), Integrated Offender Management Action Team (IOMAT), Women's Services Action Team (WSAT) and Multi-Agency Public Protection Arrangements (MAPP))
- Review multi-agency performance against the Reducing Reoffending Strategy
- Jointly provide oversight and governance with the Essex Criminal Justice Board for the Health and Justice Commissioning Programme.

Southend, Essex and Thurrock Domestic Abuse Board (SETDAB)

The Southend, Essex and Thurrock Domestic Abuse Board (SETDAB) is made up of representatives from agencies and organisations working to join up and better facilitate Southend, Essex and Thurrock's vision of everyone living a life free from domestic abuse. The Board is responsible for designing and implementing the Joint Domestic Abuse Strategy for Greater Essex. The SETDAB provides strategic leadership to address domestic abuse by providing a multi-agency framework, common ethos and co-ordinated approach to innovate, drive change and address domestic abuse across Essex, Southend and Thurrock. The Southend, Essex and Thurrock Domestic Abuse Strategy 2020 -2025 was developed and published in 2020. You can read the strategy [here](#).

Community Safety Partnerships

Section 6 of the Crime and Disorder Act 1998 requires the “responsible authorities” (commonly referred to collectively as a Community Safety Partnership (CSP)) in a local government area to work together in formulating and implementing strategies to tackle crime and disorder in the local area. CSPs are made up of representatives from the police, local council, fire and rescue service, health service, probation as well as many others. Section 11 of the Police Reform and Social Responsibility Act 2011 and the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2012 together place a mutual duty on these bodies and the PFCC to co-operate with each other in developing strategies and exercising their functions.

The purpose of CSPs is to make the community safer, reduce crime and the fear of crime, reduce anti-social behaviour and work with businesses and residents on the issues of most concern. CSPs have a responsibility to share their Community Safety Plan with the PFCC and to work with the PFCC more broadly. Local CSPs are currently in the process of completing their local Strategic Assessments, which will in turn inform the development of their Community Safety Plans for 2024/25.

The PFCC is expected to play a leadership role in bringing the CSP partners together to deliver outcomes for the public. One of the key ways in which this is currently achieved is through the Safer Essex Partnership.

Safer Essex

Legislation, regulations and guidance do not prescribe how co-operation and joined up working between the PFCC and CSPs should be achieved. In Essex, the Safer Essex partnership has been established to bring these partners together, along with other representatives from the police, fire and rescue service, probation services, health and local government sectors, to work jointly and effectively to facilitate a collaborative approach in delivering the following community safety outcomes:

- i. Prevent crime and anti-social behaviour
- ii. Prevent fires from happening
- iii. Understand and tackle hate crime
- iv. Understand and tackle violence, including violence against women and girls
- v. Improve community confidence in the multi-agency response to community safety issues
- vi. Continue to deliver effective Community Safety Hubs across Greater Essex

Its objectives are to:

- i. Oversee and coordinate community safety activity across Greater Essex
- ii. Carry out a high-level, overarching county-wide Strategic Assessment which brings together the assessments carried out by local community safety partnerships (CSPs).
- iii. Develop a county-wide Community Safety Agreement, in alignment with the priorities developed by local Community Safety Partnerships and other strategic partnerships.
- iv. Raise awareness of current and planned activities of Community Safety Partnerships and networks and identify opportunities for added value.
- v. Share information and learning to improve community safety.
- vi. Ensure awareness and understanding of new legislation and initiatives.
- vii. Work with other boards, sharing information and complementing their work and agendas.

- viii. Scrutinise progress in delivering all five assets within the Crime Prevention Strategy, and provide the governance for assets 4 (“We will support Safer Essex to realise partnership capabilities and capacity”) and 5 (“We will support ECVS to unlock community potential, develop and deliver community led solutions”)
- ix. Support the delivery of the “Live Safe” workstream within the Essex Fire Prevention Strategy.

The partnership meets every eight week to consider key issues relating to community safety and is currently chaired by the PFCC’s Chief Executive and Monitoring Officer.

Safer Essex Roads Partnership (SERP)

The Safer Essex Roads Partnership (SERP) brings together the three local authority areas of Essex County Council, Southend-on-Sea Borough Council and Thurrock Council to provide a road safety service across Greater Essex. Other SERP partners include Essex Police, the Essex County Fire and Rescue Service, Highways England, the Essex and Herts Air Ambulance Trust, the East of England NHS Trust and the Safer Roads Foundation. The partnership’s purpose is to reduce deaths and serious injuries on Essex roads to zero - an ambitious vision which must be delivered in partnership.

The partnership promotes road safety and casualty reduction through a number of activities, interventions, programmes and products which involve a combination of education, engagement, engineering and enforcement. These interact directly with more than 270,000 Essex road users each year. In order to achieve its target, SERP reviews the previous year’s collision data to evaluate what it has achieved and understand whether it is targeting the right road user groups in the right way at the right time. This analysis forms the basis of a Joint Road Safety Delivery Plan. The JRSDP details the activities each partner will deliver with partnership support and funding. During the year, the partnership’s support team monitors data on a weekly basis to allow the partnership to evaluate its activities and change the plan, if necessary, by redirecting resources to road user groups experiencing high numbers or unexpected increases in fatal or serious casualty numbers.

Health and Wellbeing Boards

Health and Wellbeing Boards were established under the Health and Social Care Act 2012 to act as a forum in which key leaders from the local health and care system could work together to improve the health and wellbeing of their local population. They bring together the key health and social care commissioners with the local Healthwatch. Health and Wellbeing Boards can also appoint additional members (for example, PCCs / PFCCs) to the board as they consider appropriate. They became fully operational on 1 April 2013 in all 152 local authorities with adult social care and public health responsibilities. Across Greater Essex, there are three health and wellbeing boards covering Essex, Southend and Thurrock.

Health and wellbeing boards are a formal committee of the local authority charged with promoting greater integration and partnership between bodies from the NHS, public health and local government. They have a statutory duty, with health partners, to produce a Joint Strategic Needs Assessment (JSNA) and a Joint Health and Wellbeing Strategy (JHWS) for their local population.

Sexual Abuse Strategic Partnership

The Sexual Abuse Strategic Partnership is made up of representatives from agencies and organisations working together to establish a multi-agency framework, common ethos and co-ordinated approach to innovate, drive change and address Sexual Violence and Abuse in Essex, Southend and Thurrock.

The Southend, Essex and Thurrock Sexual Violence and Abuse Strategy (<https://democracy.thurrock.gov.uk/documents/s29473/Agenda%20Item%2012.%20Essex%20Sexua>)

[l%20Abuse%20Strategy.pdf](#)) was launched by the partnership to bring focus and consistency across the county to tackle and prevent this crime and the impact it has on victims.

Essex Partners Board

The public service reform agenda in Essex is led by the Essex Partners Board, which includes senior leaders from across a range of public sector bodies, universities and the voluntary and community sector. The Essex Partners Board is responsible for leading the development and delivery of the shared vision for Essex, *The Future of Essex*, and recognises the importance of shifting to a system leadership model, collaborating across organisational, cultural and other boundaries to deliver better outcomes for the people we serve.



Eastern Region Innovation Network (ERIN)

At the 2021 annual summit of the Eastern Region¹ Police and Crime Commissioners and Chief Constables, after extensive regional consultation, it was decided that the former 7 Force Strategic Alliance would change its approach and focus on innovation to meet the policing challenges of the future. Using lessons learnt from the previous alliance and an in-depth consultation of key stakeholders, the Eastern Region Innovation Network (ERIN) model was created. ERIN was designed in such a way that it affords forces the option to replicate proven innovation from their collaborated partners (and wider), implementing in a way that meets local needs, but is both agile and fast.

ERIN harnesses the support of experts from across the region in evidence-based policing, project implementation, computer data science and information technology to develop and replicate best practice. The 7 Chief Constables and 7 Police and Crime Commissioners have strategic oversight of the function, driving innovation locally and regionally. The vision is that:

“The Eastern Region Innovation Network (ERIN) will be a centre of excellence that leads on innovation and research, working jointly to test and implement transformational change at pace, harnessing and developing the expertise and skills in existence across the region. It will promote a progressive, forward-thinking culture, embracing generational diversity, tackling the policing challenges of tomorrow. The Network will be tactically agile, operationally effective and strategically responsive.”

ERIN is tasked with delivering innovation, and sharing best practice, replication, scaling and implementation in a way that is regionally co-ordinated but locally driven. ERIN must be agile with flexible options for nimble delivery at pace and offer support (not control), ensuring forces work together to the benefit of the region.

The legal framework under which ERIN exists is a Section 22a Agreement. This document, reviewed annually and signed by all 14 corporations sole (Police and Crime Commissioners and Chief Constables) lays out the purpose, parameters, and governance of ERIN.

ERIN’s approach to delivery includes:

- *Providing tactical, technical, legislative and project management advice to enable replication (best practice projects, blueprints and assisted implementation) - ERIN co-ordinates innovation leads from each force, championing ideas and identifying projects that have value if shared regionally. Once identified, a blueprint is commissioned and produced at pace, allowing other forces to benefit from work completed in the originating force. ERIN provides assisted implementation support ensuring all forces benefit from lessons learnt, sharing documentation, negating duplication, and collecting benefits realisation in a standard way. Furthermore, upon replication, ERIN identifies improvement and iterations that can be shared regionally for any given project. In its first year, ERIN has worked at pace to nimbly support forces by publishing five blueprints for innovation (Rapid Video Response, Pre-Boarding App, Virtual Work Experience, Auto Redaction, and the Evidence Based Investigation Tool (EBIT)).*

¹ The eastern policing region includes Essex, Kent, Bedfordshire, Hertfordshire, Cambridgeshire, Norfolk and Suffolk

- *Exploring and exploiting a regional approach to research with academic institutions and developing innovation with external partners* (academic funding and external partner collaboration) - ERIN has provided assisted implementation support for the blueprint to forces, met regularly with regional strategic leads to co-ordinate project workstreams and collect benefits. £2million of Home Office funding has been obtained for ERIN projects. ERIN has shared and facilitated multiple funding and research bids.
- *Built a functional tool enabling regional Chief Officer Team communication and understanding of past and ongoing innovation across the region* - ERIN has created and launched a network platform utilising existing regional capabilities within Office365. ERIN and Innovation Leads will continue to develop this capability to maximise collaboration and improve regional joint working and communication to embed a culture of innovation. The portal gives access to the published blueprints and associated appendices, force innovations, a research library containing published academic articles and thesis / academic work completed by officers and staff from across the region, links to the PCCs' homepages, a supplier directory and a skills library detailing relevant regional innovation capabilities.
- *Preventing duplication, advancing regional innovation, sharing data and highlighting future opportunities* - An Innovation Development Board (IDB) has been established with a nominated Innovation Lead from each force in attendance. The meeting has improved communication, facilitated co-ordination and promoted co-operation between forces. This meeting precedes the monthly oversight meeting with the Deputy Chief and Chief Constables, acting as a feeder into the meetings. The IDB allows each force to update the region with progress on current innovation and future strategic gaps as well as showcasing best practice, research and lessons learnt. Opportunities to work together, await and share research findings or apply jointly for research grants have been identified.
- *Harnesses the skills and development across the region to deliver training events to develop research skills* - ERIN hosted an innovation day bringing together senior innovators from across the region. They were provided CPD from subject matter experts from across the region on topics including computer data science, how "big data" can be used to better understand incoming demand, gamification, and generational diversity. A futures conference was also provided in January 2024 to develop knowledge and understanding of futures in policing and to provide skills that can be applied to long term strategic thinking. ERIN has secured support from the College of Policing, the Chief Police Scientific Advisor's Office, and the Department for Science Defence Science Technology Laboratory (DSTL). ERIN has identified opportunities for the region to attend training, conferences, and seminars on a wide range of topics that have been shared via the innovation leads and publicised on the network platform. Colleagues with rare and specialist skills in this area have been able to share ways of working and coach and mentor each other.
- *Exploiting BAU collaborative functions for innovation* - ERIN has coordinated think tanks on a number of topics requested by the region. For example, a Domestic Abuse & Homicide Prevention Think Tank was held and attended by Innovation Leads and Heads of Department and individuals identified as leading in Homicide Prevention. This enabled sharing of best practice, analysis, and current innovation across the region. Attendees were presented a funded research opportunity to work with national leads in this space to progress the evidence base in this area of policing and Essex has chosen to progress with this.
- *Collects efficiency / effectiveness benefits demonstrating value* - Each blueprint details the benefits already known to the originating force as well as detailing the collection methodology. It is a requirement that any of the eastern region forces that replicate undertake a six- and 12-month benefits realisation exercise, to enable the Eastern Region Innovation Network to capture the benefits from sharing this best practice. A regional benefits matrix,

accessible via the network platform, has been designed to enable forces to easily provide data evidencing the efficiency and effectiveness benefits they are realising from replication.

- *Receives and contributes to national best practice initiatives* - ERIN has been recognised by key national stakeholders as a good operational model to effect replication and development of innovation, evidencing our ability to scale local innovations regionally, so that they can be replicated nationally. The Network has established good working relationships with other leading innovative police forces to benefit from their best practice and has met with and will continue to liaise with external partners from academia, science, and technology to seek out opportunities for the region. ERIN represents the eastern region at the National Science and Innovation Board chaired by the Office of the Police Chief Scientific Advisor.

Inspectorates

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) conducts regular inspections of police forces and fire and rescue services, which provide a detailed, qualitative assessment of their performance and how this might be improved. In relation to the force, HMICFRS conducts two types of inspections: a standard inspection of the force's effectiveness, efficiency and legitimacy (known as the "PEEL inspection") and thematic inspections taking a more detailed look at particular topics. The fire and rescue service is subject to one overarching inspection, culminating in a judgement against each of the three "pillars" of effectiveness, efficiency and people.

HMICFRS grades police forces and fire and rescue services against the following five-point scale:

- Outstanding
- Good
- Adequate
- Requires improvement
- Inadequate

Essex Police is currently rated as Good in five thematic areas, Adequate in four thematic areas, and Requires Improvement for 'Responding to the Public'. Eight of these grades were assigned in the PEEL Inspection published in October 2022, and two have been assigned since.

The Essex County Fire and Rescue Service is currently rated as Requiring Improvement across each of the three "pillars" of the inspection framework but is expecting the publication of its latest inspection report imminently (in early March).

The PFCC has a statutory duty to respond to HMICFRS and the Home Secretary with regard to inspections of Essex Police, setting out actions they intend to take in response to key recommendations or issues raised, or the reasons why the PFCC has not taken, or does not intend to take, any action in response. Under the Police Act 1996, as amended by the Policing and Crime Act 2017, the comments of the PFCC, together with those of the Chief Constable, must be published within 56 days of the inspection report being published.

HMICFRS does not currently have any remit to review or inspect the PFCC, however there are ongoing discussions between PFCCs and HMICFRS regarding whether inspections of fire and rescue services should include governance within their scope, but only when there are clear links between this and concerns relating to service delivery.

Joint Inspections

HMICFRS also undertakes joint inspections with other inspectorates which will be of interest to the PFCC. For example, it conducts joint inspections of custody with His Majesty's Inspectorate of Prisons (HMIP), which include inspections of police cells. HMICFRS also conducts joint inspections with inspectorates outside of the criminal justice system, such as the Office for Standards in Education (Ofsted) and Care Quality Commission (CQC). These generally relate to the treatment of vulnerable adults and children who come into contact with the criminal justice system. The PFCC has a statutory duty to respond to HMICFRS and the Home Secretary with regard to joint inspections which relate to Essex Police.

Other Inspectorates

The PFCC will likely also be interested in the Crown Prosecution Service Inspectorate's inspections of how victims and witnesses are handled within the criminal justice system and of the interface between the Police and the CPS, for example in relation to the management of case files and data quality.

The Association of Police and Crime Commissioners (APCC)

The Role of the APCC

The APCC offers the following services to its members:

- Information and briefings on the latest policing and criminal justice policy and legislation;
- Supporting PCCs and PFCCs in national policy development and influencing and engaging with government and officials;
- Ensuring PCCs and PFCCs have a voice and visibility in the national media;
- Consulting PCCs and PFCCs and ensuring their views and experiences inform national debates;
- Providing forums for PCCs and PFCCs to discuss policy, hear from specialists, engage with senior stakeholders and influence national decision-making;
- Supporting PCC / PFCC participation in national policing bodies and initiatives;
- Enabling PCCs and PFCCs to share good practice and to promote the work they are doing locally on the national and international stage;
- Helping PCCs and PFCCs to achieve efficiencies through collaboration and to develop partnerships with other sectors, such as health and local government;
- Supporting PCCs and PFCCs in blue light collaboration developments, and
- Providing support for PCCs and PFCCs to meet and work together with political party colleagues nationally by facilitating political groups.

Who are the members of the APCC?

All PCCs and PFCCs are members of the APCC, as are the City of London Police Authority, the Mayor's Office for Policing and Crime (MOPAC), the Greater Manchester Combined Authority (GMCA) and the Jersey Police Authority.

APCC Governance

The APCC is a company limited by guarantee. It is governed by a Board of Directors, which is comprised of PCCs / PFCCs from each political group (Conservative, Labour and Independent). The Board meets quarterly and the APCC Chair is elected for a period of two years at every other Annual General Meeting.

The Association of Police and Crime Commissioners works through portfolio groups which lead work on the key issues for PCCs and PFCCs.

Bringing PCCs Together

In addition to the portfolio groups, the APCC organises a range of events which bring together PCCs / PFCCs and leaders from the wider policing and community safety sector as well as key partners - such as health and local government colleagues and the voluntary and community sector - to discuss, debate and develop national policy agendas. The most frequent events are the APCC General Meetings which are held approximately four times a year. General Meetings provide a forum to discuss ongoing national policy and to update colleagues on the work being undertaken by the portfolio groups.

The APCC also runs a yearly joint national conference with the National Police Chiefs Council (NPCC) which provides an opportunity for PCCs / PFCCs, their Chief Constables and Chief Executives to come together to discuss national policy.

The Association of Policing and Crime Chief Executives (APAC²E)

APAC²E is the Association of Policing and Crime Chief Executives. The APAC²E membership is made up of Chief Executives from all Commissioners' offices in England and Wales, in addition to the Mayor's Office for Policing and Crime (MOPAC), the City of London Police Committee, British Transport Police Authority, the Jersey Police Authority and the Ireland Policing Authority. In order that PCC / PFCC Chief Executives are able to provide high quality support and advice to their Commissioners, APAC²E brings together their collective skills, knowledge and experience to develop advice and guidance on a wide range of issues. The integrity of the role of Chief Executive and Monitoring Officer is paramount and the Association's purpose is to share knowledge and experience on a broad range of relevant issues. Through a range of policy networks, the Association is able to coordinate effort as well as provide development opportunities for Commissioners' staff, further enhancing the support available to PCCs.

Over the years, APAC²E has developed a strong relationship and standing with key partners including the Home Office, National Police Chiefs Council (NPCC) and the Independent Office for Police Conduct (IOPC). In its dealings with these partners, APAC²E is clear that the Association is apolitical, so does not exist to represent the political views of Commissioners – that is the remit of the Association of Police and Crime Commissioners (APCC). Through this impartial approach, APAC²E and individual Chief Executives are able to advise their respective Commissioners on specific areas of interest and assist in the scrutiny of particular policy areas.

APAC²E enjoys an excellent working relationship with the APCC and works very closely with the APCC Policy Officers. Each of the APAC²E networks has an APCC representative working alongside it to prevent the duplication of effort and ensure a synergy between the respective organisations.

Objectives

The objectives of the Association are to:

- 1) Provide a network of support for Chief Executives and other staff within the offices of Police and Crime Commissioners, enabling collective problem solving, sharing of best practice, representation, and a forum for debate;
- 2) Provide professional, technical, and procedural advice and support on governance and policy matters affecting, but not limited to:
 - i. Policing and fire and rescue services,
 - ii. Community safety, and
 - iii. The criminal justice system

to Commissioners and their staff teams, both individually and collectively, to the Association of Police and Crime Commissioners (APCC), the Police and Crime Commissioner Treasurers' Society (PACCTS), the National Police Chiefs Council (NPCC), Home Office, the Ministry of Justice and others;

- 3) Facilitate professional and career development opportunities to:
 - i. Support Chief Executives to fulfil their statutory roles of Head of Paid Service and Monitoring Officer, and

- ii. Build capacity within their teams to ensure that they are able to meet current and future challenges and staff can progress.

In carrying out these objectives, the Association works in partnership constructively with other organisations.

Funding

The Association is funded from subscriptions from all the offices of Police and Crime Commissioners. Other income is attracted through activities such as conference and seminar fees. The Association is run by a small group of officers, elected annually by the membership. The officers receive no remuneration for fulfilling these roles.

APAC²E has put in place prudent financial measures to manage its finances on an affordable and sustainable basis, and to reduce over time its already modest level of balance sheet reserves to an amount sufficient to provide adequate cover for inevitable cash flow fluctuations.

Police and Crime Commissioners Treasurers' Society (PACCTS)

PACCTS represents the Treasurers of each of the Police and Crime Commissioners in England and Wales, as well as the Treasurer to the Mayor's Office for Policing and Crime, and the Chamberlain of the Common Council of the City of London. The Society provides a forum for members to share expertise on issues affecting police finance and enables members to speak with a united voice to central government to promote the values and interests of Police and Crime Commissioners.

Meetings

The Society holds five meetings a year and is supported by the Technical Support Team, which compiles a finance report and attends each meeting to update members on current developments in police finance. In addition to the Society's regular meetings, an annual seminar is held in the autumn.

The Society is funded by a small annual subscription from each member which contributes towards the costs of the Society's events and the Technical Support Team.

Officers and Lead Advisors

The Society has a number of officers who conduct the affairs and direct the business of the Society. These positions include:

- President
- Vice-President
- Honorary Secretary
- Honorary Treasurer
- Honorary Auditor

The President represents the Society on the national stage and is supported in their role by the other officers. Elections for these positions are held annually in the spring.

A number of Society members act as lead advisers on various policy areas of interest to the Society. The Society currently has lead advisers for the following areas:

- Budgets
- Pensions
- Value for Money
- Use of Resource Assessments
- Inspections
- Risk Management
- Insurance
- Procurement

The Role of the Police, Fire and Crime Panel

Whilst the PFCC exercises oversight of the police force and fire and rescue service, it is the role of the local Police, Fire and Crime Panel to maintain a check and balance on the performance of the PFCC. Each local authority in Essex (Essex County Council, the two unitary authorities and each of the District / Borough / City Councils) appoints a representative to the Police, Fire and Crime Panel. The composition of elected Members of the Panel must reflect the political make-up of the councils that nominate Members to it. The Panel currently also includes two independent members, appointed to add skills and experience to the Panel membership that might not otherwise be available to it.

Section 28 of the Police Reform and Social Responsibility Act 2011 and the Policing Protocol Order 2023 set out the Panel's main functions and powers. The Panel scrutinises and supports the PFCC's exercise of their statutory functions and has the power to:

- Veto, by a two-thirds majority of the total Panel membership, the level of the PFCC's proposed precepts;
- Veto, by a two-thirds majority of the total Panel membership, the PFCC's proposed candidates for the roles of Chief Constable and Chief Fire Officer / Chief Executive;
- Ask His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for a professional view when the PFCC intends to dismiss a Chief Constable or Chief Fire Officer / Chief Executive;
- Require relevant reports and information in the PFCC's possession (except those which are operationally sensitive) to enable it to fulfil its statutory obligations;
- Require the PFCC to attend the Panel to answer questions and to supply relevant information to enable the Panel to carry out its functions (subject to any relevant restrictions or security classifications);
- Suspend the PFCC in certain circumstances (if they have been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence, and the offence is one which carries a maximum term of imprisonment exceeding two years), and
- To appoint an acting PFCC where the incumbent PFCC is incapacitated, resigns or is disqualified.

In relation to the Police and Crime Plan and the Fire and Rescue Plan, the Police, Fire and Crime Panel must review the draft plan or any variation given to it by the PFCC, and make a report or recommendations on the draft plan or variation to the PFCC, which the PFCC must consider and respond to.

With regard to the PFCC's Annual Report and the annual Fire and Rescue Statement, the Police, Fire and Crime Panel must:

- Arrange for a public meeting of the Panel to be held as soon as practicable after it is sent the document;
- Ask the PFCC, at that meeting, such questions about their Annual Report or annual Fire and Rescue Statement as members of the Panel think appropriate;
- Review the Annual Report or annual Fire and Rescue Statement, and
- Make a report or recommendations on the Annual Report or the annual Fire and Rescue Statement to the PFCC, which the PFCC must consider and respond to.

Other functions of the Police, Fire and Crime Panel include:

- Scrutiny of the appointment of a Deputy PFCC, the PFCC's Chief Executive and Monitoring Officer and the PFCC's Chief Finance ("Section 151") Officers for the PFCC and PFCCFRA, and

- Overseeing the conduct of the PFCC and the Deputy PFCC (if appointed), including dealing with certain complaints against the PFCC or Deputy PFCC - although serious complaints and conduct matters must be passed to the IOPC in line with legislation.

The Police, Fire and Crime Panel must also review or scrutinise other decisions and actions taken by the PFCC. The Panel must publish any reports or recommendations made to the PFCC.

The Panel may require the PFCC, and members of their staff, to attend before the Panel (at reasonable notice) to answer any question which appears to the Panel to be necessary in order for it to carry out these functions. However, the Panel cannot require a member of the PFCC's staff to give any evidence, or produce any document, which discloses advice given to the PFCC by that person. The PFCC must comply with all reasonable formal requests from the Panel to attend its meetings and may be accompanied by their Deputy (if appointed), Chief Executive and Monitoring Officer and Chief Finance Officer. The Panel may require the PFCC to respond in writing (within a reasonable period determined by the Panel) to any report or recommendation made by the Panel to the PFCC.

The Chief Constable and the Chief Fire Officer / Chief Executive are accountable to the PFCC, not the Police, Fire and Crime Panel. As such, the Panel does not scrutinise either of the Chief Officers. Either Chief Officer may be invited, but cannot be required, to attend Panel meetings.

The Police, Fire and Crime Panel is independent of the PFCC's office. It is convened and supported by Essex County Council as the lead local authority and has its own Monitoring Officer.

Panel meetings are open to the general public and webcast. They are frequently attended by members of the local press.

The Audit Committees

The PFCC is required to establish a Joint Audit Committee (JAC) to oversee their own activities and those of the force, along with an independent Audit Committee to oversee the activities of the fire and rescue service. The membership of the two committees may be the same.

These committees are designed to provide independent, effective assurance regarding the adequacy of financial management and reporting. They have responsibilities for ensuring confidence in how public money is spent and providing safeguards concerning the financial probity and standards of good governance for the PFCC, the force and the fire and rescue service. In addition to their basic responsibilities for internal and external audit, these committees may take on oversight of risk management, value for money, whistle blowing and local codes of governance.

Further Information

Further information is available on the PFCC's website: [PFCC Election 2024 - Essex Police, Fire & Crime Commissioner](#).

In the interests of openness and transparency the Police, Fire and Crime Commissioner's Office, Essex Police and Essex County Fire and Rescue Service (ECFRS) will endeavour to respond to all requests for information from candidates within 48 hours. To ensure all candidates receive the same information, any questions, requests for information and the information provided in response will be published in anonymised form on the same web page. Updates to this website will be notified to the candidates via their selected email address.