

**Performance and Resources Scrutiny Meeting**  
**26<sup>th</sup> May 2016**  
**09.30am, Conference Room, Hoffmanns Way**

Roger Hirst, Police and Crime Commissioner, OPCC	RH
Charles Garbett, Treasurer, OPCC	CG
Susannah Hancock, Chief Executive, OPCC	SH
Lisa Grannell, Interim Assistant Director of Performance and Scrutiny, OPCC	LG
Jan Klimkowski, Media Engagement	JK
Abbey Gough, OPCC (notes)	AG
Matt Horne, Deputy Chief Constable, EP	MH
Wil Kennedy, Head of Corporate Services	WK
Debbie Martin, Chief Finance Officer, EP	DM
Toyin Busari, Strategic Finance Lead, EP	TB
Tom Simmons, Public Protection Unit, EP	TS
Mark Gilmartin, Director of Shared Services, EP	MG
Vicki Harrington, Director of Strategic Change, EP	DM
Ian Cummings, Public Protection Unit, EP	IC
Jamie Gingell, Public Protection Unit, EP	JG

	<b>Item</b>	<b>Action</b>	<b>Owner</b>	<b>Date for Completion</b>
1.	<b>Apologies</b>			
	<b>Matters Arising</b>			

<p>RH noted that the performance reports contain a very high number of red items and asked what was being done to address this. HMIC reports have been critical of some areas of the EP operation and their input should be taken into account. It was requested that the recommendations arising from the HMIC report be reviewed and how EP are to achieve these actions.</p> <p>RH requested that future reports are forward looking and include historical tracking to provide meaningful comparisons of where we have been and what we are doing to improve. RH requested that reports are not drafted specifically for the OPCC but that the OPCC receive the same reports which EP uses.</p> <p>Going forward it was agreed that minutes would be circulated and agreed outside of the Scrutiny meeting by MH, SH and RH and subsequently uploaded onto the OPCC website prior to the next meeting. This is to allow the public to have more timely access to the minutes.</p> <p>Following the last meeting MH noted that there has been no increase in female officers leaving the Force. MH to send report to the OPCC on female officers.</p> <p>4/16 WK said that the drug driving data would be included in subsequent reports. This data is obtained from a third party who was unable to action at the time of writing the report. RH questioned the business resilience of this. WK said feedback would be provided.</p> <p>22/15 CG said that he was due to meet with other Treasurers and will discuss the willingness of other Forces to share data.</p> <p>RH asked for all outstanding actions to be reviewed and if still required, to change the due date for these actions. Going forward MH said that it may be beneficial to hold a pre-met to discuss and update actions</p>	<p><b>7/16 – HMIC recommendations to be reviewed and updates of EP actions/progress noted</b></p>	VH	30 <sup>th</sup> June 2016
	<p><b>8/16 – HMIC compliance to be added to the scrutiny programme going forward</b></p>	AG	30 <sup>th</sup> June 2016
	<p><b>9/16 – SH and VH to meet to discuss changes to the performance and resources papers to be presented to the scrutiny meeting</b></p>	SH/VH	30 <sup>th</sup> June 2016
	<p><b>10/16 – MH/SH/RH to approve scrutiny minutes prior to the next meeting</b></p>	MH/SH/RH	Ongoing
	<p><b>11/16 – MH to send report of female officers to OPCC</b></p>	MH	30 <sup>th</sup> June 2016
	<p><b>12/16 – Actions to be reviewed and updated</b></p>	AG	30 <sup>th</sup> June 2016

2.	<p><b>Minutes of last meeting</b></p> <p>Minutes of the April meeting were agreed following amendments.</p>			
3.	<p><b>Domestic Abuse Quarterly Report</b></p> <p>TS noted that DA incidents increase in January to March 2016 compared to the same period last year and there has been an increase in high risk reporting. TS said there has been a further 1700 incident reported in the last 12 months to March.</p> <p>Plans to merge the DA safeguarding and investigative strands into one team will enable a more efficient and effective victims safeguarding approach. This is due to take effect from September 2016.</p> <p>TS highlighted the number of right to ask applications and right to know applications. Only a third of the right to ask applications which EP submitted were approved, TS asked if EP were being efficient when submitting applications.</p> <p>EP has the second highest use of DVPO/DVPNs across all Forces, and there was a dedicated team of paralegals who were working on this process. It was noted that the use of a DVPO/DVPN is utilised when EP is unable to pursue a judicial route and it therefore fills an important gap in the criminal justice process. DVPO is only effective provided the necessary support is provided to those involved. MH said the EP has not evaluated the use of DVPOs and whether they are effective compared to bail conditions. TS noted that a PIR has been completed for the mechanisms of the DVPO process.</p> <p>RH asked if EP know the cost to complete the DVPO/DVPN process, the time taken and how efficient the process is. RH also asked for EP to look into how effective they are at policing DVPOs specifically looking at following up on breaches of orders and outcomes for victims. MH said this this could be a significant piece of work and that scoping should take place</p>	<p><b>13/16 – MH to scope the potential for a local analysis of the DVPO/DVPN processes and its efficiency</b></p>	<p>MH</p>	<p>30<sup>th</sup> June 2016</p>

<p>initially.</p> <p>CG asked if the reduction in the solve rate was linked to the increase in volume. TS said no, often in DA cases the victims does not support the case which makes it difficult to prosecute. MH said that there has been a greater focus on safeguarding rather than a focus on outcomes, in addition to this individual officer productivity has not been satisfactory. Work is taking place to reform the Juno team, along with a new performance framework.</p> <p>RH asked, when the decision to focus on safeguarding was taken, and did Chief Officers have an expectation that the number of outcomes would decrease? RH said it would have been useful to know how much we expected this to reduce by and this should have been articulated to the frontline in order to ensure morale was not affected.</p> <p>MH said the decision was made three years ago and therefore it would be difficult to ascertain was the expectation was, however all officers would be aware of the importance of safeguarding.</p> <p>RH asked if there was benchmark data available for outcomes, MH said that EP could contact other Forces and ask them for data. This could be completed for the MSG.</p> <p>RH noted that the number of successful outcomes linked to body worn video has decreased. TS said that further analysis was required to establish why. MH said that there are 400 cameras in EP however not all cameras are used at all times, in part due to officers duty routines and the need for cameras to be charged and maintained.</p> <p>MH explained that further work and evaluation needs to take place before the cameras are rolled out. In addition to this there are also specific requirements for certain units such as firearms. MG also noted that there are cultural issues within the Force where some individuals may feel that the footage could be used for disciplinary action. MG said that there is no evidence to support this.</p>	<p><b>14/16 – EP to contact MSG Forces to obtain benchmarking data for the number of outcomes related to DA</b></p>	<p>VH</p>	<p>30<sup>th</sup> July 2016</p>
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<p>SH asked whether EP should be investing in the body worn video now when there is the planned investment in mobile policing expected in the next two years. MG noted that the Emergency Services Network (ESN) is expected to replace body worn video through the expected convergence between the tablets and airwave. MG noted that the cost of the body worn video had decreased since the start of the project. MH said that body worn video does not have to be personal issue but EP has had a better record with equipment which is issued to individuals for personal use.</p> <p>TS said that it is a Home Office requirement that victims are consulted on the quality of service. Guidance is expected to be released soon. VH said that Kent Police will be piloting the domestic abuse survey in advance of it becoming mandatory through their Research Bureau. VH and SH are to discuss the possibility of EP combining with Kent Police to and using the Bureau to complete the surveys. VH has already had preliminary discussions with Kent and is having a meeting on 13 June to discuss further.</p> <p>TS also highlighted the family operations hub which is based in Colchester and currently has six seconded staff. This is has resulted in 2200 child protection referrals.</p> <p>RH requested that in future could more detail be provided in Appendix C, this would involve overall totals, cost to resource, increase/decrease in resource, productivity data and future expectations. MG noted that the numbers are higher than they were 12 months ago and that some vacancies are held due to pending business cases which are awaiting approval.</p> <p>RH summarised that EP were looking to reverse the trend in DA through some of the following measures; increased training, reform Juno team, new performance framework, increased use of body worn video and effective deployment of resources. The following indicators were agreed:</p>	<p><b>15/16 – SH &amp; VH to discuss the potential for EP and to utilise the Kent Research Bureau for victims surveys</b></p>	<p>SH / VH</p>	<p>30<sup>th</sup> June 2016</p>
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	<p>Team productivity levels, number of cases with a positive outcome, number of repeat victims, acute victim cohort score. MH said that these indicators form part of the balanced scorecard and one card could be produced for both the OPCC and EP.</p> <p>The HMIC tracker will come to the July scrutiny meeting</p>	<p><b>16/16 – Domestic abuse action plan review submitted to HMIC at end of June to be brought to the July scrutiny meeting.</b></p>	<p>MH</p>	<p>July 2016</p>
<p>4.</p>	<p><b>Rape and Sexual Violence Quarterly Report</b></p> <p>JG noted there is has been an increase of 13.5% in rape which is in line with other Forces. Overall the number of historical cases is consistent with previous years and the last quarter. JG noted the restructure of the public protection command and the introduction of the Demonstrator which will combine CAIT and SV teams. There will be a DCI who is responsible for both teams and will be able to oversee positive outcomes.</p> <p>It was noted that case file quality has previously been an issue. Work has been undertaken across EP to improve file quality through better training and having specific file champions across the Force.</p> <p>JG said that there have been difficulties receiving intelligence however the SARC contract has now been refreshed and is under a new contract. The victim service questionnaire is being reintroduced and a positive response has been received so far. South Essex Rape Incest Crisis Centre has previously had its own database which they kept internally, however with the new partnership with <i>Centre for Action on Rape and Abuse</i> and Southend on Sea Rape Crisis the database should now be shared. SH noted that victim services are part funded by the OPCC, and therefore information should be obtained through the contract.</p> <p>JK said the solved rate for historic cases is higher than that of present cases.</p> <p>It was noted that the increase in case numbers may be linked to better victim support which has enabled individuals to come forward and report</p>			

	<p>crime and/or an increase in reporting. It is difficult for the Force to know the exact reasons behind this. There has been an increase in child rape cases however this is linked in part to the recent change in third party reporting rules.</p> <p>MH said that approximately 3% of cases reported as rape later go on to be recorded as no crime; the national average is in the region of 7%, however EP will check and confirm. JG noted that in approximately 30% of reported offences the victim does not want to engage in a police investigation and a supportive victim is essential for a successful prosecution.</p> <p>MH noted that the work on case files was changing with EP required to produce a court ready file in a shorter space of time than previously required. Presently EP is mid table when compared to other Forces. MH said that when considering what best practice is other areas, some Forces have imbedded in house lawyers which has helped improved the process.</p> <p>RH asked if there are details on the number of rapes per head of population and what are EP doing to reduce the number of crimes. RH asked for future reports to include a forward looking section.</p>	<p><b>17/16 – Future reports to include a forward looking section, to include what actions EP are undertaken</b></p>	<p>ALL</p>	<p>30<sup>th</sup> June 2016</p>
<p>5.</p>	<p><b>Performance Reports</b></p> <p>WK noted that there is a lot of red in the report however there is context behind the numbers. This context will be provided in the quarterly reports. For example emergency incidents attended are currently sitting at 76.6% which is 4.4% lower than last year’s performance at 81%. However this</p>			

	<p>does not take into account a 17.7% increase in emergency incidents. So actually Essex Police attended 4000 more incidents within target this year than last year. Therefore the percentages shown in the reports do not always provide the full story. It was agreed that absolute figures should be included on some occasions to highlight the reasons for the numbers.</p> <p>RH said that road safety needs to be addressed. WK noted that the work on road safety is mainly partnership work. Recently the CRASH system was introduced which has led to a national increase in the number of KSI, this is in part due to the uniformed criteria used. However it is believed this is an actual increase in the number of KSI regardless of the CRASH influence.</p> <p>WK said that it would be possible to identify the data for older drivers road safety and this could be provided</p> <p>RH asked for road safety to be included on the scrutiny plan going forward and for EP to provide a deep dive report detailing what is currently happening, measures being taken and future plans.</p>	<p><b>18/16 – data to be provided quarterly for older drivers within the performance packs</b></p> <p><b>19/16 – Road safety to be included on the scrutiny plan going forward</b></p>	<p>WK</p> <p>AG</p>	<p>30<sup>th</sup> June 2016</p> <p>30<sup>th</sup> June 2016</p>
6.	<p><b>Finance 15/16 Outturn Report</b></p> <p>DM highlighted that EP are currently reporting a provisional £5k overspend however this figure is likely to change before the accounts are finalised. DM said that there are a number of technical transactions going through currently and the General Reserve is currently £13.1m, one of the lowest in the country.</p> <p>CG said that the absolute minimum for General Reserve was £10m and would like to increase the value of the General Reserve. DM also noted that EP has very few earmarked reserves. RH said that it was important to complete a risk review of the Reserve level.</p> <p>DM noted that £800k which was planned to be used for severance from</p>	<p><b>20/16 – CG and MH to complete a risk review of the Reserve level</b></p>	<p>CG/MH</p>	<p>30<sup>th</sup> June 2016</p>



	<p>the General Reserve may now be returned to the Reserve. DM also noted that the additional spend on Council Tax Sharing Agreement will lead to an income gain in 18 months. There is a provisional capital underspend of £109k.</p> <p>CG noted that there is £1m in the IT/Estate Reserve which is set aside to fund the Transformation programme.</p> <p>CG said that that the Reserve movements set out in the report were approved.</p>			
7.	<p><b>Transformation Savings</b></p> <p>TB outlined the current Transformation saving plan, highlighting that there was a current year shortfall of £1.4m and a full year shortfall of £1.6m.</p> <p>The approval process for Transformation savings was discussed and it was established that the savings are approved as part of the budget setting process and any changes made will form part of the following year's budget.</p> <p>SH noted that the OPCC was aware of the £17.6m savings but the OPCC has not yet seen all the business cases for the 2016/17 Transformation savings.</p> <p>SH noted that the PCC is due to have a briefing with AP and VH on the Transformation programme. SH asked for the financials to be included within the briefing and for MG to attend</p> <p>RH asked for all transformation savings to be graded as Red, Amber and Green going forward.</p>	<p><b>21/16 – MG/VH to include a financial overview in PCC Transformation briefing</b></p> <p><b>22/16 – All transformation savings to the RAG'd in future</b></p>	<p>MG/VH</p> <p>TB</p>	<p>30<sup>th</sup> June 2016</p> <p>30<sup>th</sup> June 2016</p>
8.	<b>AOB</b>			

9.	<b>Date of next meeting – 30<sup>th</sup> June 2016</b>			
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