

**Meeting:** Performance and Resources Board

**Date:** 28<sup>th</sup> February 2017

**Time and Location:** 14:00, Conference Room, Hoffmanns Way

**Report:** Minutes of February Performance and Resources Board

**Attendees**

Roger Hirst, Police and Crime Commissioner, OPCC	RH
Jane Gardner, Deputy Police and Crime Commissioner, OPCC	JG
Susannah Hancock, Chief Executive, OPCC	SH
Charles Garbett, Treasurer, OPCC	CG
Abbey Gough, OPCC (notes)	AG
Adam Kendall, Interim Assistant Director for Performance, OPCC	AK
Matt Horne, Deputy Chief Constable, EP	MH
Vicki Harrington, Director of Strategic Change, EP	VH
Ian Douglas, Management Accountant, EP	ID
Debbie Martin, Chief Finance Officer, EP	DM
Richard Leicester, Head of HR, EP	RL
Claire Heath, Head of Customer Service, EP	CH
Greg Myddelton, Assistant Director for Commissioning, OPCC	GM

	Item	Action	Owner	Completion Date
1.	<b>Apologies</b> Mark Gilmartin, Director of Shared Services, EP Richard Jones, Management Accountant and Insurance Manager, EP  <b>i) Minutes of last Meeting</b> Minutes of the January meeting were agreed			

<p>Action 95/16 was raised in relation to the discussion regarding serious violent crime from the January meeting.</p> <p><b>ii) Action Log</b></p> <p>67/16 – SH confirmed that regular updates are received from Steve Ditchburn regarding Community Safety Hubs. SH noted that a formal proposal has been sent to Chelmsford Council and they were waiting on a response. RH agreed to raise this with the CCC Leader.</p> <p>68/16 – Steve Ditchburn is working with Community Safety Partners on draft measures which will then go to the Community Safety Steering groups before being shared at Safer Essex. SH noted that the OPCC Community Safety grant agreement has made reference to the new hubs.</p> <p>83/16 – VH said that EP have completed the mapping of measures and have assessed any gaps. VH said that the plan will be reviewed at the end of the financial year.</p> <p>88/16 – MH noted that the first Rape Scrutiny Panel was due to take place on the 23<sup>rd</sup> April. MH said that an officer was to be embedded within the Crown Prosecution Service to aid partnership working. It was agreed that the next Vulnerable Groups paper would include a section on the implementation and impact of the rape scrutiny panel including outcomes.</p> <p>91/16 - SH said that a workshop was being held with Safer Essex which would feed into the Crime Prevention Strategy. Effectiveness of the plan would be reported on within the quarterly in depth performance report.</p> <p>94/16 – MH confirmed that the tolerance level for HR recruitment was 2825 and any forecast below this would be considered a risk and</p>	<p>Ask analytical hub once established to consider the underlying drivers of serious violence crime and for this response to be fed into the violence prevention strategy (New Action Reference 95/16)</p> <p>Future vulnerable groups paper to include section on implementation and impact of Rape Scrutiny Panel including outcome levels (New Action Reference 96/16)</p>	<p>VH</p> <p>MH</p>	<p>May 2017</p> <p>May 2017</p>
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	additional mitigating measures would need to be implemented.			
2.	<p><b>Finance</b></p> <p><b>i) Quarterly Finance Report</b></p> <p><u>Executive Summary (Section 1)</u> DM reported that the forecast overspend was now £373k with early indications that this was decrease in month 11. DM noted that £1.765m of the utilisation of underspend was related to recruitment uplift, collaboration and major incident contingency, therefore if there was a forecast overspend still in month 11, there is flexibility to manage our yearend expenditure within budget.</p> <p>DM noted that there was forecast overspend relating to ill health pensions, and this was due to more staff than originally forecast being awarded ill health retirement. DM confirmed that £1.350m in year savings would be offset by the Transformation investment which is shown within the pay lines. RH asked if this could be explained in greater detail within the report.</p> <p><u>Utilisation of Underspends (Section 2.3)</u> DM said that the utilisation of the known underspend was on track.</p> <p><u>Main Forecast Overspends (Section 2.4)</u> In terms of the top five overspends it was noted that fall in immigration income was linked to changes in the way the EP can charge the UKBA. Work is taking place to ensure that the data can be extracted from Athena. ID noted that other forces in the region are experiencing similar problems. The budget for 2017/18 is £171k. Agency cost overspends are linked to Operation Maple costs; DM said that this was budget which EP planned to devolve in 2017/18.</p> <p>DM confirmed that the increased billing collection fund cost would</p>			

<p>lead to greater income in 2017/18. AK asked about the accuracy of the Management Objective Analysis (MOA) data. DM said that EP wanted to use the general ledger code of non-pay rather than cost centre and anticipated having an accurate MOA to share in the new financial year.</p> <p><u>Management Objective Analysis (Section 4)</u> RH asked if the MOA could be cast back to 2016/17 to allow comparison. DM said that she would have to check with the SAP technical experts to ensure that this was possible.</p> <p><u>Capital (Section 5)</u> Reduced capital expenditure is primarily linked to IT cost and the timing of these costs. DM noted that expected capital receipts by 31<sup>st</sup> March were £3.8m in month 10. The majority of these costs were forecast to be received in the last week of March; CG said that the exchange of the property was a key point to reach.</p> <p>DM said that internal borrowing was being used in Q3 and it was forecast to increase if the £3.8m was not received in Q3; following there may be short term external borrowing. CG has been working on an updated Treasury Management Strategy.</p> <p>RH asked if there was a penalty implication if the capital reserve was in deficit. DM said that there was no penalty by HMIC or other provided that EP can show that they were aware of the deficit and have been taking action. DM and CG confirmed that the accounts would not be qualified based on this.</p> <p>DM noted that there were some items within the Transformation Reserve which required confirmation to ensure that they were still valid expenditure items. DM noted the detailed fire business case and whether the funds were still required. SH said that it would not be required for the business case however the funds would be required</p>	<p>Finance Dept to provide updated Management Objective Analysis for financial year 2017/18. EP to cast back MOA for 2016/17 for comparison (New Action Reference 97/16)</p>	<p>DM</p>	<p>May 2017</p>
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	<p>for further collaboration work.</p> <p>RH said that all spend should be linked to a governance process to ensure that the value for money benefits are realised.</p> <p><u>Workforce Analysis (Section 3)</u>  RL noted that HR was working to try and maximise the level of recruitment within Essex to ensure an FTE of 2850. RL said that there was 2824 FTE forecast for 31<sup>st</sup> March and 2849 FTE forecast for 30<sup>th</sup> April. DM said that this doesn't affect the budget as the intakes are at month end. RL said that the original recruitment intake of 60:60:60 was challenging and Essex Police were competing against a very competitive job market. RL noted that there was a reduction in the number of leavers in recent months which eases the burden on recruitment.</p> <p>RL confirmed that EP has reduced the pass mark to the national SEARCH pass mark. RL said that the number of applications received has reduced compared to previous years due to the competitive nature of the job market.</p> <p><b>ii) Transformation Savings</b></p> <p>VH report that for 2017/18 £3.56m savings were required. Currently there is a £0.54m shortfall for 2017/18 which includes the 2016/17 shortfall of £0.3m. Initial scoping of management delayering is taking place with estimated savings of £0.75m. VH said that details would be confirmed shortly with additional details to be presented at the Strategic Board.</p>	<p>Finance Dept to include previous month forecast and actuals achieved for FTE numbers within the detailed Finance report (New Action Reference 98/16)</p>	<p>DM</p>	<p>March 2017</p>
<p>3.</p>	<p><b>Supporting Victims of Crime</b></p> <p>CH confirmed that work was taking place to increase officer awareness of the Victims Code of Practice. CH said that there were a</p>			

	<p>number of planned visits to other forces to view how they implement the Victim's Code. CH said that the early results from the domestic abuse survey indicate that further work needs to take place to ensure that all victims are offered the opportunity to make a personal statement and for this to be read out in court.</p> <p>GM acknowledged that good work was taking place, however noted that following conversations with Victim Support some data was not being received from Athena. Work is taking place to set up a Victims' Hub as a new model for victims contact. GM noted that this was a good idea however it has the potential to become very expensive depending on the model adopted. GM noted that the inclusion of other areas should be considered such as Witness Care to assist with the costs.</p> <p>CH highlighted that the new Victim Focus and Public Confidence Board will work to provide all victims with a consistent service tailored to their specific needs and promote confidence in Essex Police. MH confirmed that the board treated both work streams as separate strands.</p> <p>RH requested that all future reports to the board include a forward looking statement. CH said forward looking statements were included within the terms of reference which would be approved shortly. CH said that the aim was to increase victim satisfaction to 90% in the next three years.</p>	<p>All Performance and Resource papers to include a forward looking statement (New Action Reference 99/16)</p>	<p>MH</p>	<p>May 2017</p>
<p>4.</p>	<p><b>Vulnerable Groups</b></p> <p>Discussion was held on the number of so called low risk offenders who then go on to offend; MH said that this was between 3-5%. The number of referrals received from Child Exploitation &amp; Online Protection Centre has increased. Operation Gloucester has been running for six months and the number of outstanding cases has</p>			

	<p>reduced from 450 to 120. The number of registered sex offenders (RSOs) has increased. MH said that registered sex offenders (RSOs) in England and Wales remain on the register unless they apply to come off and are assessed. It was noted that Essex Police may have to re-evaluate the frequency of visits and assessment of RSOs due to the resource implications. MH said that there was the option of more staff however it was difficult to assess the correct level of resource. HMIC are aware of the need to change the visit regime and accept that this is maybe necessary.</p> <p>RH asked about the reduction in the solved rate. MH said that this is in part linked to the increase in the number of neglect cases being recorded. RH asked for the additional context to be included within the report as well as national trend data and improvement information. MH confirmed that he would provide the additional detail in the report and bring back next month.</p>	<p>100/16 - MH to provide updated vulnerability report which include additional comparative details such as national trends, improvement plans (New Action Reference 100/16)</p>	<p>MH</p>	<p>March 2017</p>
<p>5.</p>	<p><b>Performance Report</b></p> <p>Discussion was held on the crime severity report. VH explained that the report created a crime severity score using the total number of crimes, the severity of that crime type and the population in that area. It provided a view of the harm of each crime is having by district. The colour coding on the following pages provided two views of the data. The first ranks severity by crime type, whilst the second ranks severity by district. It was requested that a descriptor is included with the crime severity data to assist with understanding of the data.</p> <p>VH introduced the new performance paper and a discussion was held regarding various elements of the report. It was requested that the graphs displayed are simplified within the report with the removal of projection and trend lines. It was agreed that Essex Police would include a text in the report noting the expectation of Essex Police in the coming months.</p>	<p>VH to make amendments to monthly performance report in future months. It has been requested that</p> <ul style="list-style-type: none"> <li>• Removal of projection lines and simplification of bar charts</li> <li>• Commentary focusing upon EP</li> </ul>	<p>VH</p>	<p>March 2017</p>

	<p>The discussion continued on the performance indicators and RH said that the indicators should be aligned to the Police and Crime Plan. It was noted that some proxy measures were being used as the required data was currently unavailable.</p>	<p>monthly exceptions</p> <ul style="list-style-type: none"> <li>Focus on the PCP performance measures. For the gangs priority review what is possible to measure and report, and proxy measures need further work</li> </ul> <p>(New Action Reference 101/16)</p>		
6.	<p><b>Risk Register &amp; HMIC Tracker Custody</b></p> <p>MH said that HMIC were currently inspecting Essex Police custody and would be in force for approximately two weeks. MH said that a peer review had previously been completed on custody by Dorset and Devon &amp; Cornwall Police. MH said that he would share the report with the OPCC.</p> <p>RH noted that estates were not currently shown as a strategic risk on the risk register but perhaps custody should now be considered and placed on the strategic risk register. RH said that it was important for EP to have internal assurance mechanism including risk assessment and quality assurance measures. RH said that lower level business plans should be completed and formal processes in place to assess this.</p> <p>JG asked if an annual formal assessment of the estate and individual properties took place and if so why this had not highlight the problems with the estate. It was noted that the impact on custody may result in the estate programme being reviewed.</p>	<p>MH to share custody peer review with OPCC (New Action Reference 102/16)</p> <p>SH/MH/RH/SK to discuss and consider the development of an embedded QA and risk assessment to be included within all material business plans across the force (New Action Reference 103/16)</p> <p>Further discussions to be held at the estates sub- committee regarding wider estates plans and custody plans (New Action Reference 104/16)</p>	<p>MH</p> <p>SH/MH/ RH/SK</p> <p>SH/RH</p>	<p>March 2017</p> <p>March 2017</p> <p>March 2017</p>
7.	<p><b>AOB</b></p> <p><u>LPT Staffing Level Paper</u> MH provided an overview of the LPT Staffing Paper and noted that</p>			



	<p>there was an expectation gap between the number of officer on duty and the number of officer which inspectors and sergeants expect on duty. MH explained that the abstractions that reduce the number of officers available include sickness, maternity leave, annual leave, training and redeployment. One option to increase the number of officers available is to reduce the number of officers reassigned to compete POLSA searches. The next significant reduction would come from reducing the number of individuals who are on long term sick. It was discussed whether there were enough officers within the local policing teams and that any additional resources which were made available would go into the local policing team.</p> <p>EP agreed to review the report and how EP can produce table 16 again in six months. VH to liaise with Nick Morris regarding how the data was obtained.</p>	<p>VH to consider the EP how can produce Table 16 of the LPT Staffing report. Report would be scheduled for six months' time New Action Reference 105/16)</p>	<p>VH</p>	<p>March 2017</p>
<p>7.</p>	<p><b>Date of next meeting – 30<sup>th</sup> March 2017</b></p>			