**MINUTES**

**OFFICE OF THE POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX**

**PERFORMANCE AND RESOURCES BOARD**

31 May 2018, 0930 to 1230, Chief Constable’s Conference Room, EP HQ

**Present:**

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| Roger Hirst (RH) | Police, Fire and Crime Commissioner for Essex |
| Jane Gardner (JG) | Deputy Police, Fire and Crime Commissioner for Essex |
| Stephen Kavanagh (SK) | Chief Constable, Essex Police |
| Vicki Harrington (VH) | Director of Strategic Change |
| Debbie Martin (DM) | Chief Finance Officer |
| Abbey Gough (AG) | Financial Scrutiny Officer and S151 Officer |
| Anna Hook (AH) | Head of Performance & Scrutiny |
| Richard Leicester (RL)  Camilla Brandal | Director of HR (deputising for Mark Gilmartin)  Minutes |
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| **Guests:** |  |
| Andy Prophet (AP) | Assistant Chief Constable, Essex Police |
| Richard Jones (RJ) | Head of Business Partnering and Management Accounting |
| Sean O’Callaghan | Chief Superintendent, Essex Police |
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| **Apologies:** |  |
| B-J Harrington | Deputy Chief Constable, Essex Police |
| Charles Garbett | Treasurer, OPFCC |
| Mark Gilmartin | Director of Shared Services |

|  | **Item** | **Action** | **Owner** | **Date for Completion** |
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|  | **Introduction and welcome**  RH welcomed all to the meeting. Apologies from BJH, MG and CG were accepted by the Board. RL confirmed that he would be deputising for Mark Gilmartin.  The Board congratulated RL on his recent appointment as Director of Human Resources for Essex and Kent Police. |  |  |  |
| 1i | **Minutes of last meeting on 26 April 2018**  It was suggested by RH that the actions raised in these meetings would also have the topic title attributed to them which would make recording and finding them easier on the Actions log. It was agreed to take this forward.  RH asked the Board whether there were any points arising from the last meeting:  Page 6 - RL asked if the point around mapping on Page 6 could be attributed to him rather than Adam Jones. Adam Jones was attending to speak on Mobile First but it was RL who dealt with the mapping question.  Page 9 – RH asked that ‘Intervention’ be removed so that the sentence reads ‘Early sight was requested’.  Page 12 – VH asked that the word ‘in’ is inserted on the second sentence so that it reads ‘increased in sample size’. In the following paragraph, VH asked that ‘4 years’ was changed to ‘4 quarters or one full year’. VH asked if the sentence beginning ‘individual points were discussed’ could be changed to read ‘Individual points were discussed around Essex Police and the importance of uniformed officer visibility on perceptions’. |  |  |  |
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|  | Page 13 – item 9. VH asked that the lowest rate of increase be changed to six not eight. VH also asked that the following paragraph be rephrased to say that ‘the importance of understanding of reason and partnership solutions’. VH asked if the word ‘Targets’ could be replaced with ‘Levels’.  Page 13 – item 10. VH asked if the second sentence could be revised to say’ VH advised that figures for 2017/2018 with 93% rated as green; and a variance of £220k in 2017/2018 which needs to be achieved for 2018/2019.  The Board agreed the above amendments and the minutes were approved. |  |  |  |
| 1ii | **Action Log** |  |  |  |
|  | 02/18 – Roads Police Report  Adam Pipe is currently on leave but he had received a copy of the sample letter and had already contacted SERP. He will send out the letters once he is back from leave – remains open until letters have been sent.  17/18 – Efficiency and Investment  RH commented that the update in April stated that the savings were not ready and at the end of last month it was to remain open. VH confirmed that the discussions in force were not complete yet for 2019/2020. The figures are due to come to this Board in July and the Dep has his Savings and Efficiency Board which will feed through to this Board. Move to Forward Plan.  18/18 – GDPR  This action will remain open until after the PFCC Office’s audit is complete. AH and Andy Begent meeting next week. |  |  |  |
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|  | 21/18 – Classification of Documents  AH to have conversation with JG and VH around her and BJH's proposals. AH to bring back with ToR's to next meeting for ratification. Agreed to move to Forward Plan.  23/18 HR, Sickness & Attendance Management, Staff Performance Reports (Quarterly)  Specials Budget – AP confirmed that the underspend for last year as set out in the update on the Action Log (24.05.18) from Supt Anslow sets out the 3 key areas of underspend. After discussion, RL confirmed that a paper will be produced for a future Board meeting which sets this out in full. RL to confirm.  24/18 – Procurement  An updated capital business case template was shared at the meeting and this will be used at budget setting. DM informed the Board that she has asked for a comment box at the end of the form before the each signature box. SK would like a Box G on Page 3 to show how it fits within the Essex Vision. VH and DM to align the revenue and capital business case templates and circulate before next Board meeting. RH suggested having a covering paper and how to apply guidance and the outcomes.  25/18 – HMICFRS Inspection Programme Impact  SK reported that the letter had gone in from Essex Police and he was of the opinion that an additional letter is not needed from the PFCC. Move to Forward Plan. CB to put item on Agenda for PFCC/CC early autumn meeting. |  |  |  |
| 1iii | **Forward Plan**  AH flagged that due to the movement of papers this month, next month was really busy. AH has been working with Sam Dowdeswell to liaise with Chief Officer Group to move papers around. It may be worth noting that as and when papers are moved backwards or we create actions, it puts pressure on the Forward Plan. |  |  |  |
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|  | SK commented that it was therefore Essex Police’s aim to make the papers as concise as possible to make the meeting manageable. AH also asked if it would be possible to notify her of any changes as soon as possible so that she can manage the movements and plan.  RH asked whether the section on the papers template ‘Future Work/ Development’ could be less of a task list and more of a forward look. VH agreed to change the title of the section and work more along the lines of a forward look/ projection piece.  DM commented that she can remove the Finance Report from the next Agenda as this will move to reporting on Quarter 1 which is July.  RH asked the Board whether it would be worth having an extra meeting to deal with the issues that are on the Forward Plan. It was agreed that an extra meeting would not be needed at this point in time. |  |  |  |
| **2** | **Vulnerable Groups (Quarterly Report)**  AP presented his paper which had now been reduced from 15 pages to 7. The reactive management process and the MOSOVO analysis had been moved back to August in terms of the Agenda The logic of moving it back to August is that it is 12 months since changes were introduced and EP are working their way through the analysis now with Kent peer review and the model they are doing. HMICFRS are coming in pre-Peel inspection as they are interested in the reactive management after last autumn’s inspection.  The Rape Review Plan agreed by Chief Officers in December 2017 continues to be implemented and progress reported periodically to COG.  AP reported that the use of shared agencies and Restorative Justice is being implemented in the delivery of outcomes for victims as they are often better placed to take forward the restorative action or the work with the family. |  |  |  |
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|  | A discussion took place around the definition of ‘historic’ versus ‘non recent’ when referring to cases and it was clarified that ‘non recent’ was the national definition for anything over a year old. ‘Historic’ could also be used when talking about the forensic side of a case with the case becoming ‘historic’ after 7 days.  It was agreed that AP would provide a breakdown of the figures regarding suspects known, charges, other resolution, evidence not met, offender not brought to justice etc and would also produce a victim satisfaction piece to accompany it.  AP briefly touched on the key pieces of development that had been undertaken, i.e. the improvement plan has been refreshed and the Rasso team (which are part of the CPS) have agreed to a quarterly performance report which includes the number of cases they have. AP also confirmed that qualified Detective Constables will now be setting their own lines of enquiry, the DS and DI will approve and QA which will allow better oversight. | **26/18 Vulnerable Groups**  **AP to provide breakdown of figures in the next quarterly report, August, with specific commentary on progress.**  **26a/18 AP to prepare briefing paper on rape improvement plan for RH to take to Essex Partnership Board, ECJB and Health & Wellbeing Board as an initiative to involve more agencies.** |  |  |
| **3** | **Provision and Delivery of Training for Police Officers**  SOC presented his paper on the update for the training for the new 150 officers and the flexibility that the College of Policing is able to provide. SOC advised that over the coming year there were 5 intakes each with 60 students per intake (3 classes of 20). A bid was put in to increase the training staff by 13 which would include support through 2 years of probation for the students. A key point to note is that whilst there has been an increase in student numbers, there has been no increase in the management costs.  In terms of risks that may arise, SOC commented that as probationers migrate through the college into the real world, they will require tutors, who will do this on a voluntary basis. AP is leading on a piece of work that will incentivise tutors to come forward as volunteers in the workplace. |  |  |  |
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|  | The training programme is also being reviewed as there are different variations nationally in terms of core training and curriculum. An amendment to the plan was approved by Chief Officers to expand the initial 18 weeks training to include support in the workplace.  RH asked whether Essex Police were operating a heavy front ended training programme and SOC confirmed that we were not and he had briefed Chief Officers last week on the complexity of the 74 elements that are delivered, some being only 2 hours long and the longest being the personal safety training phase. Our training has been modernised to include the digital footprint (Mobile First), wellbeing of victims and victim care.  SK commented that he had always felt that previously there had been a disconnect between emotional wellbeing of staff and training. RL commented that SOC had been challenged by some of the standards issues and it was up to us to make sure that we make sure the individuals know the things that can be provided. He commented that there was an option to do the training quicker (as with some other forces) but it was felt that would just mean elements have been put somewhere else and done later and in a different way. RL also commented on the numbers in the overall workforce plan; the training that SOC has outlined in his paper gives some flexibility in the plan, so if we deliver all the recruits in the numbers that we need, the 150 officers will be met, resulting in a more positive position. In relation to the workplace plan, there is also some flexibility to reduce or increase some of the courses to start ahead in the future.  RH commented that MG is now behind the national programme to deliver on the efficiency and productivity gains, he [RH] is confident that we need to continue on the pace that we are. RL confirmed that the branding and marketing exercises that are currently being undertaken by Gareth Nicholson are aiding the pace. RL commented that we were starting to be in a good position with pools of people to choose from rather than recruiting ‘hand to mouth’. SK commented that the innovative targeting campaign used for regulars, specials, digital specials and Investigate First, has helped Essex Police enormously. |  |  |  |
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|  | SK also wanted noted that SOC had been a key part of getting the standards and environment ‘right’ at the College and wanted to say thank you to SOC as this was his last meeting. RH also thanked SOC for his service to Essex. |  |  |  |
| 4 | **Operational Transformation Reserve for 150 additional officers**  RH commented that he was keen to keep the name of the paper as it is above and commented that it was important to look at what we are going to do in terms of the additional level of operational transformation reserve and how ambitious can we be rather than looking at the knock on cost of what we decided to do.  DM confirmed that she had been doing some work associated with the costs of the 150 officers with the £4m paying for the actual costs of the officers, and the support costs of £1m. DM had prepared a paper on the non-pay costs in 2018/2019 for Chief Officers last week. There were no issues on the revenue costs as that will come from the £1m and what DM is trying to work through at the moment is the capital costs. She will be looking at whether the additional cost of £363k in this financial year will come from the Operational Transformation Reserve and for 2019/2020, the costs are shown as per officer, i.e. non pay and there will be a better idea of what the costs will be when setting the budget next year. DM confirmed that the only amount of money that has been committed from the Operational Transformation Reserve was via the Strategic Board in March and is revenue costs predominantly for the body worn cameras. DM also confirmed that Paul Nagle had been doing a piece of work on the Operational Transformation Reserve figures and this will be presented to Chief Officers in June. VH confirmed that this was a separate paper which will be looking at the Operational Reserve and various different areas of spending.  SK asked whether this paper would be shared with the PFCC beforehand. It was agreed that it would be shared before any decisions were made. | **27/18 Operational Transformation Reserve**  **DM and VH to share papers with AH and JG prior to taking to COG.** |  |  |
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| **5** | **Vehicle Theft**  AP gave a verbal update on a piece of analysis that had been undertaken which shows that there has been a steady increase in the theft of motor vehicles (TOMV) since March 2015. RH asked AP what he thought has prompted the month on month increase, and AP commented that he thought it was down to an improvement in the data collection. There was no clear pattern to the thefts that they could see. In April 2018, 1,191 cars had been stolen with most districts seeing increases with the exceptions of Colchester, Rochford and Thurrock. 25% of the overall thefts in Essex were of motorcycles, Ford transit vans and Ford Fiestas, with Ford Focus’ being fifth on the list. RH commented that it may be worth having a conversation with Ford around vehicle safety.  AP commented that it is possible less attention was being given to less prolific car thieves than perhaps six years ago, TOMV was not a priority on the Plan on a Page. AP confirmed that deposition sites on the Metropolitan borders had been looked at for stolen cars i.e. higher value cars stolen through burglary. These deposition sites were beginning to be mapped and conversations are being held with London Boroughs about what shared activity might look like. One of the specific activities that is being looked at is putting every stolen vehicle’s registration number into the Automatic Number Plate Recognition (‘ANPR’) hotlist system. The use of Farraday bags (foil lined bags for keys) is being looked at by Crime Prevention Officers and ways to spread the message around keyless codes being stolen. AP suggested working with volunteers around getting visibility with the Met. AP also confirmed that the 20 or 30 known volume offenders are also being looked at.  SK commented that cross border working on vehicle thefts may be something that ERSOU could be tasked with.  It was agreed that AP would share this piece of analysis with RH. | **28/18**  **AP to send RH a copy of the Vehicle Theft analysis.** |  |  |
|  | **Item** | **Action** | **Owner** | **Date for Completion** |
| **6i** | **Stop & Search (Quarterly Report)**  SK gave the meeting some background context to the report which reports on there being feedback from youngsters having ‘no worries about carrying knives as there is no deterrent’. SK will be working with AP to reinvigorate courteous and thoughtful ‘stop and search’ in the face of the Home Office’s assertions.  AP took the Board through the paper which showed the BAME analysis of the findings which are broadly as expected. AP commented that he had some concerns over the 2011 census figures for the BAME population of Essex being at 6-8%. He was certain that was nearer to 13-15%. He had spoken to Krishna Kaur who is working with ECC to try and get the latest understanding on the shared population in Essex, and not having to use data from 2011 as the dynamics have changed significantly in Essex in the last 7 years. Page 3 of the report sets out the analysis by district in more detail. AP commented that the initial analysis shows that less than 37% of the BAME stop and searches gave an address in Essex. He has asked for additional data on this in order to take forward.  AP is of the opinion that EP need to use stop and search more with 3,000 stop and searches nowhere near enough for a county of this size.  AP reported on the overwhelming support from the Community partners at the public meeting in Southend saying they wanted more police visibility and to see more stop and searches going on. AP is of the opinion that more work needs to be done on how to take this forward as EP are moving in the right direction.  SK asked AP whether strip searches were included as an item for the Ethics Panel and AP confirmed that Custody Command produce a data pack for use in custody for strip searches. |  |  |  |
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|  | AP confirmed that the stop and search app was being put onto the mobile devices and over the coming months, all front line officers would have body worn video which would ultimately mean that we are in a better position to show that we are going about stop and search in the right way.  AP confirmed that the data pack is produced quarterly and is published in line with the HMICFRS guidelines. It was also confirmed that the data pack is brought to this Board.  AP confirmed that the forward look around stop and search having an impact of street based violence will be brought to a future Board. | **29/18 Stop & Search**  **AP to identify when forward look and impact of street based violence will be brought to P&R.** |  |  |
| **6iii** | **Use of Force**  SK confirmed that the challenge currently being faced is the quality of the data that is being collected as it is not where EP had hoped it would be. Custody was now being run at 100% compliance and this is being run by ACC Mills. There are still some issues around entering data in one geographical location on the Mobile First devices and then having to update it again, for example, back at the station/office. SK had discussed these issues with MG, particularly the issue around being able to unlock devices using fingerprints which would be taken to the Mobile First Board by MG. MG is hopeful that this particular issue could be implemented by early summer. SK confirmed that the paper presented shows that there has been an increase in the use of forms and the fact that Essex Police have a low use of force compared nationally. SK pointed out a concern he had around the data in the paper in one of the tables around the non-use of leg restraints which is incorrect as leg restraints are commonly used. SK commented that there was an increase of complaints from March 2017 and if the level of complaints is maintained, is this arising as a mis-use of force.  VH will look at form on the Mobile First app re recording use of force. | **30/18 Use of Force -**  **VH to liaise with MG to look at Mobile First app form** |  |  |
|  | **Item** | **Action** | **Owner** | **Date for Completion** |
| 7 | **Balanced Scorecard**  VH reported that the Balanced Scorecard had arisen as a result of the Synergy meeting. The format can be changed if it is not what is needed but at present it is focusing on the Balanced Scorecard final grading, i.e force level. VH confirmed that after the Balanced Scorecard had been in use for about a year, an independent review was undertaken and the results were that the number of questions that were being asked needed to be limited, and also the right balance needed to be achieved between quantitative and qualitative assessment. As a result of the review, redline measures were introduced which are acting as moderators to performance.  VH then took the Board through the two slides that she had prepared which involved areas at Force level on key Plan on a Page measures. VH confirmed that work was being undertaken to develop more redline measures in different areas, ensuring that the Scorecard extends to different commands, for example, FCR is included this time. The measures for media, strategic change and SCD will also be revisited in the future. VH confirmed that the Scorecard is being refined constantly and reviewed annually. The Scorecard at the moment shows the grades obtained at a Force level.  RH thanked VH for her work on the Balanced Scorecard and commented that this clearly links to the additional priorities around keeping people safe, and the Force priorities clearly link to the Plan on a Page. It would be useful to show the data plotted to the Police and Crime Plan - RH was curious as to whether two plot lines could be incorporated to show some of the priorities that we have in the Police and Crime Plan, for example, vulnerable people and road safety, which would show another perspective.  VH confirmed that the different areas of keeping people safe related to the control strategy, but behind that the LPAs produce evidence across various areas of public safety which are then split into the crime types. |  |  |  |
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|  | VH confirmed that this piece of mapping work was carried out on the Plan on a Page and the Police and Crime Plan to identify the synergy, and after discussion, it was agreed that VH would look at the data to see if ‘it could be sliced lengthways as well as crossways’ to produce plot lines for future reference. | **31/18 Balanced Scorecard**  **VH to look at data to see whether plot lines can be incorporated to also reflect the priorities for the Police and Crime Plan.** |  |  |
| **8** | **Public Perception Survey**  VH confirmed that the survey had been produced using a full year’s worth of data which included assessments on victims, BAME residents etc to form a reasonable sized sample. VH wanted to draw attention to victims and BAME in particular in the report as it was the first time that the results had included this data. VH commented that the level of victims at 14% was very similar to the figures produced in the Crime Survey of England and Wales. VH took the Board through the slide pack that she had produced on crime survey results, EP’s own survey and BAME residents; all of which are showing a more positive outlook for EP (76% v 69% previously).  Slides 13 and 14 (about making a complaint) showed a positive finding with BAME residents are least likely to make a complaint. VH commented that there were some real positives around the BAME findings.  As an aside, VH agreed to number the slides for August’s meeting.  Slide 40 reported that only half of the recorded victims who stated that they needed support and actually received it. RH commented that this was lower than we had hoped and this should be fed back to Greg Myddelton at the OPFCC so that he could discuss this with Dave Partridge (who runs victim support).  VH confirmed that Greg had seen a copy of the data and the questions that were asked. |  |  |  |
|  | **Item** | **Action** | **Owner** | **Date for Completion** |
|  | Slide 41 dealt with victim satisfaction, Slide 42 deals with age groups (under 35’s and BAME victims) and they are the most likely to feel that they have been kept informed. VH commented that there was a definite split in age groups and their views.  Slides 43 and 44 show a quarter of victims have a worse opinion of the police after their experience (which is also reflected at a national level). Less than half of victims are satisfied with the service provided by EP.  VH confirmed that RH would be having a presentation on the full year results, there were also a number of interviews done with 16-34 year old range, to test whether there was a significant difference with the results, and VH confirmed that these results would be presented to RH at the same time.  VH confirmed that this data collection was the start of the initiatives that were in place which would enable tracking, monitoring and evaluation of the success of engagement plans.  VH confirmed that a survey would be introduced, in conjunction with Leicestershire, which dealt with victims of domestic abuse and it was hoped that this suvey would start later in the year.  VH also reported that a pilot scheme was going to be put in place in the North LPA seeking immediate victim feedback following an officer going out and interacting with that particular victim. |  |  |  |
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|  | VH is looking at using the Operational Transformation Reserve Fund to do some work with YouGov who have a very large panel survey, and the results would be able to give a more detailed profile of the population allowing you to cut the data in many different ways.  RH asked how this data would be made available to staff and VH confirmed that this is fed through to ACC Prophet and his Supts within the LPAs, it is also used at the Victim Focus and Public Confidence Board which is chaired by the Dep. The data is used in bespoke packs for each District Commander and is used to draw up their specific local engagement plans.  VH confirmed that they are holding a Star Chamber in September with the District Plans coming back to this Board for RH to see. AP commented that we are going to be sharing the District Plans with the CSPs as well to encourage local engagement.  AH commented that it is being taken to Safer Essex and there may be an opportunity to also include presenting at the Leaders and Chief Executives meetings. AP to take this to Safer Essex, especially slides 20 and 21 of the slide deck and he will ask Safer Essex if all the CSPs can adopt this as a priority about how to communicate locally.  JG commented that Ian Davidson would be interested in using this in the deep dive that he has planned for Safer Essex.  RH, in conjunction with AP, will take this to County and put on the agenda for the next Chief Executives’ meeting. | **32/18 Public Perception Survey**  **AP to take District Plans to Safer Essex.**  **33/18 Public Perception Survey**  **RH, in conjunction with AP, will take District Plans to County and put on the agenda for the next Chief Executives’ meeting.** |  |  |
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| **9** | **Staff Survey**  VH commented on the recent staff survey which followed a new format. The previous staff surveys had followed the College of Policing surveys and the new format was developed in conjunction with Durham University and Dr Les Graham. The format of the survey was research based with the questions being indicators of particular areas. There was a high response rate (over 2600 completed surveys submitted). VH confirmed that Durham University are currently working with 34 forces which means that there is a lot of comparative data which can be used.  The results have been shared widely; SK has run sessions with SLT, 6 individual sessions which have been led by Dr Graham with inspectors or equivalent. These sessions have been whole morning or afternoon sessions explaining the results and ensuring that there is understanding.  The key areas that the course is going to concentrate on are organisational fairness (which was an area that was particularly low for police officers), support for the organisation (areas around work/ home balance), leadership styles and overcoming the day-to-day barriers. Page 7 (para 9) sets out the future work and development that this ongoing piece of work entails. Once senior leaders have had their workshop sessions, they will share their learning with their teams. They have been asked to provide 3 improvements specifically for their teams and 1 improvement for the Force. The feedback from each of the commands will be taken to the Dep’s new staff engagement steering group and there is a slot allocated to the improvement comments at COG’s SLT on 12 June.  VH confirmed that the survey will be re-run in winter 2019.  It was agreed that reporting on the work around the survey would be put on the Forward Plan (6 to 8 months). | **34/18 Staff Survey**  **Reporting on the work around the survey would be put on the Forward Plan (6 to 8 months).** |  |  |
|  | **Item** | **Action** | **Owner** | **Date for Completion** |
| **10i** | **Finance – Provisional Outturn Report**  RH thanked DM for her work on the budget and commended her on the very effective budgeting that she and the team had undertaken.  RH asked DM whether there were any particulars areas that she wanted to focus on in her report. DM confirmed that as well as covering the outturn, the report also covers the variances and the reasons for the movements are all stated in the report. The report also contains the statement of reserves in detail.  A discussion took place around the reserves for 2019/2020 and the work that will be undertaken around financial strategy. The £2.4m set aside for insurance will be looked at to see if the figure could be reduced. A discussion took place around a specific property, and DM confirmed that she would talk to Patrick Duffy.  DM confirmed that the draft Statement of Accounts have been signed and the external auditors had expressed the possibility that the audited Statement of Accounts could be signed at the Joint Audit Committee on 6 July, rather than 27 July at an Extraordinary Audit Committee meeting. The external auditors have commented that they are pleased with the work done on the softclose. DM confirmed that the deadline for the accounts is 31 July.  A discussion took place relating to the publishing of the unaudited accounts and RH and DM will have a discussion outside the meeting to address this as there is nothing in the constitution to suggest that unaudited accounts cannot be published. DM and AG to report back to next meeting as to whether the constitution needs to be amended to reflect this. | **35/18 Provisional Outturn Report**  **DM to speak to PD.**  **36/18 Provisional Outturn Report**  **DM and AG to report back on constitution amends re non-publication of non-approved accounts.** |  |  |
|  | **Item** | **Action** | **Owner** | **Date for Completion** |
| **10ii** | **Efficiency & Investments Plan (Transformation Savings)**  RH asked VH whether there were any exceptions that she would like to report on and she confirmed that there were not. Once the business case for Op Hexagon has been developed, its status will change to amber. |  |  |  |
| **11i** | **Monthly Performance Report**  VH commented on the report and noted that the overall crime rate although increasing has slowed slightly. SK commented that the number of personal robberies are increasing but the religious and racially aggravated offences are showing an increase but the pattern has changed. |  |  |  |
| **12** | **Any Other Business**  There being no other business, the meeting closed at 1.00pm |  |  |  |