

MINUTES

OFFICE OF THE POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX

ESSEX POLICE PERFORMANCE AND RESOURCES BOARD

27 February 2020, 10.00am to 1.00pm, GF01, Kelvedon Park

Present:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Abbey Gough (AG)	Interim Head of Finance and Section 151 Officer, PFCC's office
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime), PFCC's office
DCC Pippa Mills (PM)	Deputy Chief Constable, Essex Police
Matt Robbins (MR)	Corporate Performance Analyst, Essex Police
D/Ch Spt Kevin Baldwin (KB)	Public Protection Commander, Essex Police
Robin Punt (RP)	Head of Corporate Communications, Essex Police
Annette Chan (AC)	Chief Accountant, Essex Police
Richard Jones (RJ)	Head of Business Partnering and Management Accounting, Essex Police
Claire Putnam	Minutes, PFCC's office

Apologies:

Roger Hirst (RH)	Police, Fire and Crime Commissioner
Pippa Brent-Isherwood (PBI)	CEO, PFCC's Office
ACC Andy Prophet (AP)	Assistant Chief Constable, Essex Police
T/ACC Paul Wells	Assistant Chief Constable, Essex Police
Dr Vicki Harrington (VH)	Director of Strategic Change, Essex Police
Mark Gilmartin (MG)	Director of Shared Services, Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police

1 Introduction and welcome

JG welcomed all to the meeting and introductions around the table were made. Apologies were received from RH, PBI, AP, PW, VH, DM and MG.

2.i Minutes of last meeting

- 2.i.1 PM asked that point 2.iii.1 the title of the paper be changed to Murder and GBH as opposed to Homicide & GBH.

There were no matters arising and subject to the amendment above, the minutes of the last meeting held on the 27 January 2020 were approved

2ii Action Log

49/19 – Monthly Performance Report. Looking at capturing green shoot activity and PCP priority indicators. Additional context in each priority page will be added so action can close.

01/20 – Action Log Collaboration and Motor Insurance Premiums. John Gorton to be invited to present at a P&R Board. Added to the Forward Plan for July 2020 so action can close.

02/20 – Quarterly Performance Report. VH to check if the use of DVPNs and DVPOs has increased since awareness has been raised. They are not showing an upward trend over the last three years. However, it is too early to tell but these will be added as a KPI within the balance scorecard process and monitored as part of the BSC process. Action can close

2.iii Forward Plan

- 2.iii.1 It was agreed that Force Growth Plan 19/20 Close be put in for April and Force Growth Plan 20/21 put in for May.
- 2.iii.2 Operational Transformation Reserve Monitoring Report added for April.
- 2.iii.3 Transport Services with John Gorton presenting added to July. JG to let PM know what the PFCC want included in that presentation.

3 Finance

3.i Efficiency & Investments Plan (Transformation Savings)

- 3.i.1 PM took the Board through the report and highlighted the following points; the 2019/20 Savings Plan is delivered. The 2019/20 budget set out an efficiency and savings requirement of £6.413M. The Budget set out cashable savings of £4.753m with a further £3.609m non-cashable efficiencies identified which in total exceeds the overall Savings and Efficiency target by £1.949m. There are cashable savings of £4.667m with a further £4.649m non-cashable efficiencies now forecast which in total exceeds the overall Savings and Efficiency target by £2.903m.
- 3.i.2 The 2020/21 savings programme was incorporated within the 2020/21 Budget and approved at the Police and Crime Panel on 6th February 2020. The identified savings and efficiencies for the force set out in the proposed Budget for 2020/21 total £5.833m cashable, and £2.220m non-cashable savings. The target set for the force is 2.25% of the MTFs which is £6.775m; this has been exceeded by £1.278m, with a combined cashable and non-cashable savings total of £8.053m.
- 3.i.3 Focus is now on developing the savings and efficiency plans for 2021/21 and future years. PM stressed that the Board needs to be aware that following many years of identifying significant savings, it will become increasingly more difficult year on year to keep identifying cashable savings without negatively impacting on the service provided.
- 3.i.4 PM stated that the introduction of the new flex pattern in regard to overtime will achieve £500,000 of savings. Non-pay and contractual reviews within support services will achieve £1.9million in savings and it is proposed to increase the vacancy factor from 7% to 9% for Police staff for one year only. Additionally, the Force has also identified £2.2million non-cashable savings from Body Worn Video.
- 3.i.5 JG stated that both her and RH fully understand that being able to find cashable savings year on year will become tougher.
- 3.i.6 JG thanked PM for sharing the savings plan, however she shared the nervousness that she and RH have around the potential reduced focus on recruitment of Specials and any proposed changes to how they are managed. PM reassured JG that there will be a significant media campaign in March in regard to Specials recruitment, so the focus is definitely still there.

3.ii Quarterly Finance Report

- 3.ii.1 Before RJ took the Board through the update he highlighted a couple of omissions from the report as follows; 1) to transfer the balance of 2019/20 one-off funding of £93,000 from the Specials growth programme to an earmarked reserve for use in financial year 2020/21 and 2) to transfer the balance of 2019/20 one-off funding of £228,000 for a data analytics and visualisation tool to an earmarked reserve for use in financial year 2020/21.
- 3.ii.2 £0.616million latest forecast revenue overspend, which includes forecast expenditure of £2.492million for Operation Melrose (£1.9million underspend excluding Operation Melrose) and still waiting to hear from the Home Office in regard to funding for Operation Melrose. JG stated that RH had confirmed that a response should be received soon from the Home Office.
- 3.ii.3 3274 FTE Police Officer strength forecast at year end which is in line with budget setting.
- 3.ii.4 RJ confirmed the top five forecast overspends are; Police Officer Pay and Allowances £3.586million, Police Officer Overtime £0.300million, Rates £0.275million, Vehicle Insurance £0.270million and NPAS Contribution £0.258million.
- 3.ii.5 RJ confirmed the top five forecast underspends are; Police Staff Pay and Allowances £4.544million, IT Hardware & Software £0.561million, Police Pension – Ill Health £0.555million, IT Mobile Data (0.311million and Revenue Consequences – Approved Recurring £0.278million.
- 3.ii.6 RJ stated that there's one virement that exceeds the £250,000 limit and so a decision sheet has been sent over to PBI and AH. JG confirmed it will be signed off and returned as soon as possible.
- 3.ii.7 AG asked in regard to Capital Spend does that include Six Hills? RJ confirmed that it does and it's reflected in the report however, AC confirmed that the Force is still expecting to end the year with a surplus.
- 3.ii.8 AG asked in regard to the top five underspends and Revenue Consequences, re-profiling of IT and Estates projects, does that impact on delivery of projects for next year. PM confirmed that it's a slippage more than anything else and it doesn't impact as they are in the IT and Estates Programmes of Work.
- 3.ii.9 AH made an observation in regard to Staff underspend and the difficulty in recruiting in some of the vacancy areas. JG and PM discussed and agreed that there isn't anything else the Force can do other than what they're already doing. PM confirmed that Police Staff vacancies have been reducing, August 2019 222 FTE, November 2020 198 FTE and January 2020 190 FTE and also, monthly average joiners is 19 FTE and monthly average leavers is 14 FTE, so the Force is growing by 5 FTE a month.

3.iii Final 19/20 Closure of Accounts Timetable

- 3.iii.1 AC took the Board through the report, highlighting the following; the unaudited 2019/20 Statement of Accounts are planned to be presented to the Performance and Resources Board on 21st May and then published on the PFCC and Essex Police websites on 29 May 2020. Statutory audit has to be done between June and July and the auditors have indicated that they intend to come in July. Audited Statement of

Accounts to be signed off by the Joint Audit Committee on 24 July and then published on websites on 31 July.

- 3.iii.2 Still anticipating a soft close version of the Statement of Accounts for 2019/20 based on the December 2019 position. Auditors are planning to be on site from 23rd March for one week.
- 3.iii.3 AC stated that following recommendations from the auditors last year where concerns were raised in regard to the 5 year rolling programme for valuation of assets and balance sheet, a revised approach has been agreed to provide the audit the assurance required and all assets with a net book value of £2million or higher will now be revalued annually with effect from 2019/20.
- 3.iii.4 AC stated that there won't be a narrative statement alongside the statement of accounts as the auditors have indicated that they don't intend to audit that for the soft close as it's seen as a duplication.
- 3.iii.5 AC wanted to make the Board aware that there is a new accounting standard that comes into effect financial year 21/22 which is expected to have a material impact on the balance sheet, so the Force have to include, in this year, what the potential impact would be. There's no impact on revenue, however, all leases and any contracts that have a right to use clause in them will need to go on the balance sheet with an off-setting liability. AG asked if this was linked to 7F to review contracts and understand if there are any clauses within their leases. AC confirmed that Steve Allen is working through the contracts and would expect the 7F to be a part of that, however she will check.

Action: 03/20

AC to check whether the review of contracts that Steve Allen is undertaking includes the 7F.

4 Monthly Performance Report

- 4.1 In the absence of VH, MR took the Board through the report and stated that there hadn't been any change in recommended grades from the previous month.
- 4.2 Essex experienced a 10.3% increase in All Crime for the 12 months to January 2020 compared to the 12 months to January 2019.
- 4.3 Essex experienced a 10.4% reduction (4,848 fewer) in Anti-Social Behaviour (ASB) incidents for the 12 months to January 2020 compared to the 12 months to January 2019 and some of the decrease may be due to people reporting incidents directly to the Council and Housing Authorities.
- 4.4 AH asked in regard to the results of Essex's internal survey significantly decreased in relation to how well Essex and the organisations they work with deal with ASB (deterioration of 3.9% points), should the Force be concerned. PM confirmed that the perception of ASB is better however the public of Essex don't think that Essex Police are dealing with it well, so the investment into community safety partnerships will hopefully start to address that perception.
- 4.5 Essex experienced a 4.3% increase (1,779 more) in Domestic Abuse incidents and a 11.8% increase (2,180 more) in repeat incidents of Domestic Abuse for the 12 months to January 2020 compared to the 12 months to January 2019. The Domestic Abuse solved rate fell by 3.5% points to 10.0% during the same period and the number of offences solved has also fallen by 336 offences.

- 4.6 Essex saw an increase of 45 Homicides (to 59 offences) for the 12 months to January 2020 compared to the 12 months to January 2019, this includes the tragic incident where 39 Vietnamese nationals were discovered in a lorry trailer in Grays. There was a 7.2% increase (1,034 more offences) in Violence with Injury. This increase is in part, due to the rise in domestic abuse related Violence with Injury (14.0% increase, 672 more offences); 35.4% of Violence with Injury is domestic abuse-related. PM stated that high harm solved is a red line measure in regard to the Balance Scorecard.
- 4.7 In regard to Organised Crime Group (OCG) disruptions PM stated that the Force recognise the 12 months to January 2020 looks low at 5 but when you look back over the last 12 months individually there were 3 months where it was 12, 11 and 8 so it's the way the disruptions are submitted. Some months are higher than others due to longer term pieces of work and significant jobs largely undertaken by SCD and Raptor teams. PM will share data with JG.

Action: 04/20

PM to share data with JG in regard to Organised Crime Group disruptions and the jobs undertaken by SCD and the Raptor teams.

- 4.8 MR stated that there was a 34.8% increase in rape (550 more offences) for the 12 months to January 2020 compared to the 12 months to January 2019. There were statistically exceptional increases in all 5 Districts in January 2020, and there hadn't been an exceptional increase in Rape since July 2019. The proportion of DA rape in the 12 months to January 2020 has increased compared to the previous 12 months (by 4.5 percentage points: 35.2% compared to 30.7%). The Force are continuing to work towards understanding the increase.

5 Vulnerable People (Quarterly)

- 5.1 KB took the Board through the work being undertaken within Crime and Public Protection which is structured around 4 operational areas within the command (Public Protection Investigation Units – PPIU, Management of Sexual Offenders and Violent Offenders – MOSOVO, Police Online Investigation Team – POLIT and the Operations Centre.
- 5.2 Adult Sexual Abuse Investigation Teams (ASAIT) case load is 33.7% higher in Q3 2019/20 when compared with Q3 2018/19. This is overall across the sum of all crime types listed, Rape, Other sexual offences, Other offences and Non-crimes). Volume wise this equates to 567 offences in Q3 2019/20 compared to 424 in Q3 2018/19.
- 5.3 Crime outcomes suggest that the overall solved rate for all offences in the ASAIT case load has increased in Q3 2019/20 (5.4%) when compared to Q3 2018/19 (4.6%). Volume wise, the same number of crimes were solved in Q3 2018/19 (23) and in Q3 2019/20 (23).
- 5.4 CAIT case load has a 5.7% increase in Q3 2019/20 when compared with Q3 2018/19. This is overall across the sum of all crime types listed, Rape, Other sexual offences, Other offences and Non-crimes). Volume wise this equates to 770 offences in Q3 2019/20 compared to 728 in Q3 2018/19.
- 5.5 Crime outcomes suggest that the overall solved rate for all offences in the CAIT case load has increased in Q3 2019/20 (11.96%) when compared to Q3 2018/19 (7.65%). The volume of crimes solved is 73 in Q3 2019/20 compared to 46 in Q3 2018/19.

- 5.6 MOSOVO are currently managing 1606 Registered Sex Offenders (RSO) in the community which is a decrease of 24 since last quarter. There are also 120 active/overdue visits, which is a decrease of 39% since last quarter.
- 5.7 POLIT executed 69 warrants in Q3 and received 91 referrals. POLIT also solved 65 crimes in Q3 2019/20 (solve rate 61.7%) compared to 23 solved crimes in Q3 2018/19 (solve rate 34.3%).
- 5.8 KB highlighted some of the risks facing the team including; Crime and Public Protection are currently suffering from recruitment challenges and the inability to attract the appropriate staff/officers with the required skill set and also experiencing delays within the recruitment process. Also, the quality and consistency of rape investigations and the development of the relationship with the CPS need to be improved to address the low levels of charges of rape.
- 5.9 KB highlighted some of the projects that Essex Police are involved in; the Dot.com project is linked to the Hothouse and is designed to teach primary school age children about online grooming, exploitation and bullying, Operation Kim is the initiative aimed at training staff in hotels to recognise CSEA (Child Sexual Exploitation and Abuse) and Op Ratify which is using the Force's data to identify and target individuals reported for multiple rape and or sexual offences.
- 5.10 KB confirmed that the main focus is improving outcomes for victims and building on the Police/CPS relationship. PM also confirmed that in regard to putting together complex cases for the CPS, there is an amount of money available for the Force to enable them to get expert advice in gathering evidence and putting the case together.
- 5.11 AH asked in regard to the NCA referrals doubling, is that a national picture for all Forces? KB confirmed it was and that a lot of Forces are struggling to deal with that volume, but Essex is in a strong position to deal with the figures and high risk will be prioritised.

6 Quarterly Use of Force and Stop and Search Report

- 6.1 There were 3,934 Use of Force forms submitted this quarter, which is an increase of 226 (6.1%) additional forms completed, compared to the same quarter for 2018/19 and a 4% increase on the previous quarter. 60.0% of tactics involved the handcuffing of the subject and there were 74.0% more Compliant handcuffing than Non-Compliant.
- 6.2 There were 106 recorded uses of Taser this quarter, these refer to 69 separate incidents. PM noted that even though it mentions the use of Taser it doesn't necessarily mean it's been fired. Use of Taser can mean it's used as a warning to contain a situation, it can mean drawing of the Taser, pointing, red dotting and then actual firing.
- 6.3 83.9% of subjects on Use of Force records were male, 55.1% of subjects are in the 18-34 age range, with the average age being 32 and the proportion of BAME subjects continues to be higher than the proportion of BAME within the population of Essex as a whole. 9.7% of subjects were Black (or Black British) compared to 2% of the population.
- 6.4 53.3% (6,378) of reasons for the Use of Force are to prevent harm to people or property. The most common reason is to effect an arrest and alcohol and drugs continue to be the high impact factors.
- 6.5 This is the first quarter since 2017/18 that the Force has seen a reduction in the number of Stop and Searches and 97% of searches (4,086 of 4,219) were carried out

under PACE or the Misuse of Drugs Act (MDA). This proportion is normally 99% but has been affected by Section 60 stops in the last quarter. Peak age range is 18-25.

- 6.6 The proportion of BAME subjects that Essex Police stop to search (17.2%) is higher than the demographic proportion of the BAME population in the county (6.8%). The proportion of Black (or Black British) subjects was 10.5% compared to 2% of the population. For searches attributed to Operation Raptor (including officers attached to Operation Raptor) the proportion of BAME searches increases considerably to 44.9% but mainly intelligence led.
- 6.7 The rate of positive outcomes fluctuates but does not change significantly with the rise in report volume. This rate currently stands at 30.4%. There were 234 stops that were specifically flagged as Operation Sceptre, of these 53% had positive outcomes.
- 6.8 In regard to this report JG asked if there used to be a figure around legitimacy. PM agreed and will ensure it's in the report going forward.

Action: 05/20

PM to ensure figures around legitimacy are in the report.

- 6.9 AH stated that in the Introduction/Background of the report it mentions that the data analysed required substantial cleaning and as this is recurrent on previous papers, is this an issue. MR confirmed that it's just the way the data is received, the "cleaning" is getting the information into a format that can be understood. PM will look at clarifying and explaining what is meant by data cleaning.

7 Re-Balanced Scorecard Gradings

- 7.1 JG confirmed that the meeting with RH, VH and colleagues went really well and it's understood that this balance scorecard will change as a consequence of that meeting and RH was very impressed with the proposals put forward.
- 7.2 PM highlighted that 3 areas require improvement (Focus, Service User and Process) and 1 area is good (Innovation).
- 7.3 MR stated that it's been agreed that the Primary Redline Measures names will change as follows: Focus is now Keeping People Safe, Service User is now Community Focus, Process is now Efficiency and Effectiveness and Innovation is now A Suite of HR Metrics.

RP joined the meeting at 11.11am

- 7.4 JG confirmed that the report was noted.

8 Paper on Homicide and GBH (from Dec P&R and a paper commissioned by COG)

- 8.1 MR confirmed that GBH is on the rise and is being driven by Domestic Abuse which has increased in both volume and proportion since April 2018. It's likely that the improved focus on Crime Data Accuracy (CDA) especially in relation to Domestic Abuse is responsible for the rise.
- 8.2 MR stated that 63.8% of offences had no identified suspect or were committed by a stranger. Whilst looking at the numbers some data quality issues were raised such as 31 offences were mis-recorded, so focus will be on data cleansing.

- 8.3 MR also confirmed that the Force is looking into the Home Office Counting Rules (HOOCR) and their definition of GBH to ensure that they are recording correctly as there are concerns that some GBH is recorded as ABH.
- 8.4 AH asked if there was a way to pull from the report data relating to repeat Domestic Abuse. MR confirmed that they will ensure its included going forward.
- 8.5 JG stated very interesting report and as there's still some work to be done, will it be presented at this Board again at a later stage. PM confirmed that it was a one off commissioned piece so it will be business as usual monitoring in terms of how the Force monitor GBH and Homicide.

9 Comms Strategy Briefing

- 9.1 RP took the Board through the Media and Communications Strategy which has been developed over 8 sessions and has identified 3 main drivers: Public Perception and Trust, Demand for Policing, and finally Force Growth and Change Management.
- 9.2 RP confirmed that the themes around the main drivers are Building Trust and Credibility, Proving Value and Building Unity and explained the approach the Force will be taking to reach as many audiences as possible.
- 9.3 JG stated that the public need to hear the good news stories from the Force and need to start getting the good messages out to the public. RP agreed that the majority of Forces have become reactive so need to turn it around and build positive narratives. Tell the story of the person rather than the uniform and tell stories the public want to hear to drive Trust and Credibility.
- 9.4 AH stated the RH has been anticipating this strategy and it was received well however there are a few small changes he'd like, for example it's the PFCC not OPFCC and not sure the PFCC should be listed alongside Government Agencies so AH and RP will pick up after the meeting.

10 AOB

- 10.1 As it's AG's last meeting JG wanted it noted for the minutes hers, RH and PBI's thanks for everything AG has done in the Performance & Resources Scrutiny Board and working with Finance colleagues.

There being no other business, the meeting closed at 11.37am