

MINUTES

OFFICE OF THE POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX

ESSEX POLICE PERFORMANCE AND RESOURCES BOARD

26 March 2020, 10.00am to 1.00pm, Video Conference

Present:

Roger Hirst (RH)	Police, Fire and Crime Commissioner (Chair)
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime), PFCC's office
DCC Pippa Mills (PM)	Deputy Chief Constable, Essex Police
ACC Andy Prophet (AP)	Assistant Chief Constable, Essex Police
Ch/Supt Rachel Nolan (RN)	Assistant Chief Constable, Essex Police
T/Ch Supt Tom Simons (TS)	Strategic Change, Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Paul Nagle (PN)	Head of Change Programme/Projects, Essex Police
Colin Bailey (CB)	Athena Management, Essex Police and Kent Police
Claire Putnam	Minutes, PFCC's office

Apologies:

Pippa Brent-Isherwood (PBI)	Chief Executive PFCC
Rob Phillips (RP)	Kent PCC Chief Finance Officer

1 Introduction and welcome

RH welcomed all to the meeting and apologies were received from PBI and RP

2.i Minutes of last meeting

- 3.i.6 PM asked that the last sentence should read significant media campaign, not massive.
- 3.ii.6 PM stated it should read £250,000 limit not £250million.
- 4.7 PM stated that it should read 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.

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

2ii Action Log

03/20 – Final 19/20 Closure Timetable – Annette Chan has confirmed that a review of collaboration contracts and agreements is being included as part of the IFRS 16 (Accounting for Leases) review. Action can close.

04/20 – Monthly Performance Report – PM to share data with JG in regard to Organised Crime Group disruptions and the jobs undertaken by SCD and the Raptor teams. Tina Hart has shared relevant information with JG's office so Action can close.

05/20 – Quarterly Use of Force and Stop and Search Report – PM to ensure figures around legitimacy are in the report. A note has been added to the Force's Forward

Plan for this information to be included in the next report scheduled for the 21 May 2020 P&R meeting so Action can close.

2.iii Forward Plan

- 2.iii.1 AH stated that Force Growth Closure Report has moved from April 2020 to May 2020 and will sit alongside the Force Growth paper.
- 2.iii.2 PM stated that the Forward Plan is subject to change due to the current situation around Covid-19.

3 Finance

3.i Efficiency & Investments Plan (Transformation Savings)

- 3.i.1 The 2019/20 budget set out an efficiency and savings requirement of £6.4million. The Budget set out cashable savings of £4.7million with a further £3.6million non-cashable efficiencies identified which in total exceeds the overall Savings and Efficiency target by £1.9million.
- 3.i.2 There are cashable savings of £4.6million with a further £4.6million non-cashable efficiencies now forecast, which in total, exceeds the overall Savings and Efficiency target by £2.9million.
- 3.i.3 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 £5.8million cashable, and £2.2million non-cashable savings.
- 3.i.4 Variations to the cashable savings forecast in two areas have been confirmed following the development and agreement of the 2020/21 Savings & Efficiency Plan as part of the budget process. The updated forecasts indicate an adverse variation of £0.022million in-year effect and £0.040million full-year against the agreed 2020/21 Efficiency and Savings Plan.
- 3.i.5 RH stated he was pleased with how the report has been delivered and commended the Force for the continued improvements and noted that the Force commented through the document that it's increasingly difficult to do these things without having an impact on deliverable service and that's understood. RH also stated that the Treasury and the Government are keen to invest in Policing but that they do expect to see continued efficiency savings across the period of the CSR and increases in productivity. PM confirmed that in April the SLT and Command teams will be briefed on the saving challenges for 2021/22 and they will be asked for their ideas using the 7 Pillar assessments around where they think they can make savings and efficiencies. This will then tie into the Budget setting process.

3.ii Monthly Finance Report

- 3.ii.1 DM took the Board through the report and highlighted the following; the latest forecast revenue overspend is £1.12million, which includes forecast expenditure of £2.49million for Operation Melrose (£1.4million underspend excluding Operation Melrose). Police Officer strength forecast at the end of February 2020 is 3,255 fte and at year end it's forecast for 3,274 fte which is 55.5 over. The Capital Reserve is forecast to be £3.05million surplus at year end. The forecast Capital Expenditure is £10.94million and the forecast Capital Income from property disposals is £6.67million.

- 3.ii.2 DM stated that the main forecast movement since month 10 were that the Force were forecasting a £1.9million underspend. There was movement on Police Officer Pay and Allowances of £200,000 which was down to fewer leavers. There was an extra £300,000 due to Police Officer overtime which was a big move between month 10 and 11 and DM confirmed she will be having a meeting to make sure the required Virements happen rather than departments overspend.
- 3.ii.3 DM stated that in regard to Income, the forecast for Operation Igloo (the USA Presidential visit in June 2019) has been removed following advice from the Home Office that Special Grant funds have been oversubscribed and that this operation was unlikely to be funded so £200,000 pressure will go back in. Final confirmation of this is being sought from the Home Office.
- 3.ii.4 RH stated in regard to Officer numbers, it was agreed at the Strategic Board Meeting that the Force would exceed the figures, it's forecast to be 3,274 fte and RH asked what the actual figure is going to be. DM confirmed the actual figure will be 3,294.
- 3.ii.5 RH stated that in regard to Operation Melrose, a letter has been received from the Home Office confirming £1million and the remaining £1.5million will be requested once the Force has the final figures. RH asked if the final invoices had now been received. DM confirmed that of the remaining £1.5million, £1.4million is mutual aid and Finance are working with the 23 Forces involved in regard to collating and processing the timesheets. All Forces will be invoicing Essex Police by the 3 April 2020 and DM should have that final figure by 9 April. Once RH has that figure he will be writing to the Home Office to request the residual funding hopefully before Easter.
- 3.ii.6 RH asked if the Op Sceptre spend was roughly what was expected or exactly what was expected. DM confirmed that forecast spend is what the Force is expecting.
- 3.ii.7 RH stated he was very pleased to see that everything was on track and congratulated DM and her team on a very good budget.
- 3.ii.8 DM has been asked to forecast what the Force are going to spend on Covid-19 at 12 weeks 16 weeks and 20 weeks and RH would like to see the figures when DM has them. RH also stated that everyone is fully aware that Covid-19 is going to involve extraordinary levels of effort and tight timeframes in decision making, and that's why the Force has reserves. Conversations with the Home Office, the Cabinet and the Treasury indicate that they are behind services like the Police delivering and RH agrees with that. The Force just need to keep detailed records of money spent.

DM left the meeting at 10.30am

4 Monthly Performance Report

- 4.1 TS took the Board through the report and explained that it doesn't take into account the impact of social distancing. There have been no changes to the 7 priorities and all crime has risen by 8.6% largely due to Home Office Counting Rules in relation to Stalking and Harassment and better Crime Data Accuracy.
- 4.2 TS confirmed that Essex Police solved 159 fewer crimes in the 12 months to February 2020 compared to the 12 months to February 2019; this equates to a 0.7% decrease. The All Crime solved rate also continues to decline due to the increase in the number of crimes reported. The solved rate is currently 13.4%.
- 4.3 TS confirmed that Confidence is at 65.2% (results to the 12 months to September 2019). Compared to year ending September 2018, confidence in the local police has significantly decreased (deterioration of 2.8% points). Confidence in the local police

from the Crime Survey of England and Wales (CSEW) places Essex eighth in its MSG, and 10.7% points below the MSG average.

- 4.4 TS stated that the Force recognise the challenge around Domestic Abuse particularly around the solved rate and the Force are working to improve the position in terms of quality in investigations, which will be driven through the DA Board and there's a full action plan in place.
- 4.5 RH asked in regard to Homicide on the Crime Tree Data, could the severity score be checked and also with the 39 unfortunate deaths in Thurrock are they now classed as homicides and how is this one event going to affect comparable figures when we start comparing 2020/21 stats with 2019/20. TS confirmed in regard to crime recording data the Force have to adhere to the crime recording rules and unfortunately there isn't a separate line for manslaughter, however PM stated that the narrative surrounding the incident is further on in the report. TS also confirmed he will check the severity score.

Action: 06/20

TS to check the severity score in regard to Homicide on the Crime Tree Data.

- 4.6 RH asked in regard to the Public Perception Survey the data is looking backwards from September, and will see data for December next month, so is there any way to tighten the lag and when do the Force expect it to improve. PM confirmed that in the last Performance & Scrutiny meeting the Media and Comms plan was presented which evidences a refreshed approach in what is trying to be achieved, how the outcomes are going to be measured and this echoes the evidence based approach. The LPA's are doing more, Coffee with Cops is an example of this, the Force growth for 2020/21 where 20 extra Officers will be working within community safety hubs alongside community safety partnerships will improve confidence. This will also be the theme for the next Synergy meeting.
- 4.7 RH stated that the Force needs to maintain public confidence. PM agreed that it's very important that the public sees Essex Police out and about and that it's business as usual. TS confirmed that the Force is in daily contact with the survey providers to ensure they are on top of any emerging trends coming out around visibility and can respond more quickly if they arise. PM added that the Force are also monitoring Social Media which will flag a dip in confidence or raised concerns.

5 Collaboration (Quarterly)

- 5.1 PN took the Board through the report and highlighted the following; More information around mental health collaboration has been included; 7Forces IT Convergence work streams and the introduction of 7 Force – Procurement function; The 7 Force procurement service went fully live in January 2020 led by the 7 Force Strategic Head of Procurement; Also, Child Abuse Image Database (CAID) is now live.
- 5.2 RH stated that he's sceptical that 7Forces RAG ratings are as green as reported, in particular the Digital Asset Management System, Forensics and the IT Integration Programme. If RH wanted to challenge those RAG ratings, what's the correct forum to raise it in? PM confirmed that green is identified as anticipated and on track and the scrutiny from the Force's perspective is through COG, JCOG and the 7Forces Deputy Chief Constables meetings and then through to the 7 Chief's meetings. There's also a 7Forces Oversight Meeting which the Cambridgeshire PCC heads up and RH stated that Tim Passmore has now taken this on. PM mentioned that the 7Forces Collaboration Oversight Group was next meeting on 14 April and with Tim Passmore chairing, that would be the oversight for the PFCC on the 7Forces

Programme and PBI is on the invite list. RH confirmed he'd use that as a channel to raise his concerns around the RAG ratings.

Action: 07/20

RH will follow up RAG ratings through the 7Forces Collaboration Oversight meeting and Tim Passmore

AP joined the meeting at 10.52am

- 5.3 PM stated that the next 7Forces Collaboration meeting is on the 14 April 2020 and Tim Passmore will be chairing so there will be oversight for the PFCC on the 7Force Programme and PBI is on the attendee list, but PM is happy for any requests to go through to her.
- 5.4 PM stated that the RAG rating for Community Safety has changed and AP confirmed that progress is being made at Harlow and Thurrock.
- 5.5. AH stated that although this paper doesn't show all of the partnership work at present, it gives a very good overview of the different and diverse work happening.

6 ICCS

- 6.1 CB took the Board through the paper and explained the purpose of this report is to provide benefits analysis and assess break-even point for ICCS project following recent project extension approval into September 2020
- 6.2 CB confirmed that the joint ICCS upgrade costs were £4.818million split between Essex for £2.406million and £2.412million for Kent over five years with £326,000 cashable benefits.
- 6.3 Essex Net Present Value over the Contract Term prior to Option 2 equates to negative return on investment of £1.140million. Essex Net Present Value over the Contract Term following project extension to September 2020 equates to negative return on investment of £1.682million. The ICCS Project investment was already in a position where it did not break even during the contract term and had an estimated payback that was anticipated in 2043/44. With the approval of Option 2, the additional investment has further degraded the breakeven point, now anticipated in 2063/64.
- 6.4 Cost Avoidance Benefit for Essex & Kent at the Contract Award is £3.296million. Even though this is a negative return on investment for ICCS project, there were cost avoidance savings at the contract award point of £3.296million in total when comparing to the competing bidder. This cost avoidance benefit is split between two forces out of which £1.655million related to Essex share.
- 6.5 RH stated that the cost avoidance of £1.6million has answered the question raised at the last P&R meeting. RH asked if it's working. CB confirmed that the test environment is definitely working and risks and issues with the release are being identified. Currently working through whether to press forward for implementation or hold back and wait for greater assurance from the supplier. Although, given the circumstances surrounding Covid-19 the Force are not wanting to introduce any more instability into the FCR (Force Control Room). PM confirmed it's a critical area of the business so confidence in monitoring and reporting is in place and this isn't the time to de-stabilise or make big changes.

CB & PN left the meeting at 11.09am

7 Recruitment of Specials (Quarterly)

- 7.1 AP took the Board through the report and stated that as of 1st March 2020 Essex Police Special Constabulary has a headcount of 513 officers. National Workforce Statistics, published in January 2020, show that Essex Police is still the second largest Special Constabulary in England and Wales after the Metropolitan Police Service.
- 7.2 The gender breakdown for Specials is 169 females (33%) and 344 males (67%) which indicates that our female ratio is improving due to targeted media campaigns to highlight role models and specialist opportunities.
- 7.3 Over the period 1st December 2019 to 29th February 2020, Specials have contributed a total of 48,508 hours, a 2% increase on the same period in 2018/19. The last 3 months has seen a decrease of 0.03% in operational hours worked (31,894 operational hours) and a decrease of 7.4% in high visibility hours compared to the same period last year (16,191 hours). The hours worked by the Special Constabulary across this period is equivalent to having an additional 98 full time officers, who would attract an annual salary cost of £5.1million.
- 7.4 Essex Police received 234 new applications between 1st December 2019 and 29th February 2020. This is an increase on the previous quarter by 2% when 229 applications were received and is a decrease from 275 applications (15%) on the same period last year. This was due to 61 additional applications being received in January 2019 as part of the SCD Detective Pathway recruitment campaign.
- 7.5 The 600 headcount ambition has not been achieved by March 2020 and over the last 2 years, an average of 3 Specials resigned to become a regular each month. In the last 6 months, this has increased to 15.5 Specials each month and is likely to rise further. Since 1 April 2019 to 29 February 2020, the Force has recruited 163 new officers with plans to recruit a further 26 officers. During the same period, 163 have resigned, with 90 officers becoming regular officers (77 joining Essex Police, and 13 joining the Metropolitan Police) which is 61%.
- 7.6 RH stated that it's been a real success pushing the Specials and with 77 joining the Regulars from the Specials it's been a good recruitment source and other PCC's have found it difficult to recruit the first phase of the uplift. RH stated it's also a good way of promoting the profile of Community Policing. AP confirmed that the campaign has delivered 240 Special & Regular Constables into Essex which is helping around Covid-19.
- 7.7 RH wants the Force to continue to recruit Specials and well as Regulars and he stated that he has written to the Treasury, Home Secretary and Minister along with other PCC's in support of Special Constables and asking for 100% support of employers who release their otherwise underemployed employees who are Special Constables with the Police and has asked for funding to support and take on as full time Constables during the Covid-19 crisis. PM stated that that is positive to hear and also confirmed that the Force are also reaching out to employees of Special Constables to contribute more hours.
- 7.8 AP confirmed that the Force has reviewed the Local Policing Support Units and the Special Constabulary support structure and they are already aligned but will be brought more together and also look to attract Cadets. A Business Case is being put together to support this which will hopefully bring more synergy between Specials and wider volunteering. RH asked how they will be brought together more. AP confirmed

that Superintendent Cat Barrie, as Head of the Special Constabulary will sit across not only the Special Constabulary but also the Local Policing Support Unit and then there will be a Senior staff member heading up the business of Special Constabulary recruitment alongside recruitment and attraction of Cadets and the wider Volunteering Scheme such as the Community Safety Accreditation Scheme. Superintendent Cat Barrie will also sit alongside Chief Inspector Balding who is driving business crime and retail crime and other areas. Bringing all of this under a single roof will give the Force a more strategic aligned approach to deliver benefits.

- 7.9 JG asked in regard to the Parish Councils Scheme being static, does the Force know when they anticipate the scheme re-opening. AP confirmed that potentially after the worse of the crisis is over this will re re-opened. JG appreciates it's a difficult area to recruit into, however, there is a vast amount of untapped potential there. AP hopes that under RN's leadership and in light of how volunteering is at the forefront of peoples minds that it will be easier to recruit to when the crisis is over.
- 7.10 RN confirmed that the support to the national endeavour, Essex Police Specials have stepped up and are engaged in the Command process. RN also confirmed that the Special Constabulary are one of the strongest voices on social media in protecting and serving the people of Essex. 3 new employer supported Policing companies have signed up.
- 7.11 AH asked if there is a reason that the paper has been marked as Official Sensitive. AP confirmed it was an administrative error and it is fine to publish.

8 Rape Prevention Strategy

- 8.1 AP took the Board through the paper explaining that the Strategy details the 5 year delivery plan for rape and serious sexual offences. The principle activities within the plan focus on increasing support for victims in order to reduce the rate of victim withdrawal from investigations. In respect of offenders Essex Police will be targeting repeat perpetrators for disruption and enforcement activity. Work with partners seeks to change the landscape in which offences occur by raising awareness of risks and raising the profile of support services across the county.
- 8.2 AP confirmed that in respect of Rape, HMICFRS reported that of the 75 audited rape reports, 97.3% (73) were accurately recorded. In addition, HMICFRS also commented that the Force effectively use the Home Office classification N100 to explain why reported incidents of rape or attempted rape haven't immediately been recorded as a confirmed crime. HMICFRS also found that 95.8% of reported sexual offences were accurately recorded.
- 8.3 Performance Data shows that green shoots are now appearing and charges for rape and serious sexual violence are seeing more positive outcomes.
- 8.4 AP confirmed that Essex Police is a representative of the Rape and Serious Sexual Offences Governance Board and is working closely with the Crown Prosecution Service (CPS) to ensure an effective and efficient approach to Rape and Serious Sexual Offences (RASSO). This board also seeks to ensure that the victims and witnesses of RASSO cases are placed at the forefront of our considerations throughout the investigation, and to improve the service to victims of rape and increase public confidence in the police and CPS response to RASSO.
- 8.5 AP also confirmed that the Head of Crime and Public Protection, Detective Chief Superintendent Kevin Baldwin is overseeing the Force's Action Plan and he has a forensic eye for detail and process so governance will be extremely tight through performance management and the Public Protection Programme Board. Focus will be

on the Force Tasking Process and it will be taken to the Safer Essex Board (chaired by PBI) to ensure partner engagement.

- 8.6 RH stated it's a good paper and Action Plan and it's also good to know the Forces focus on this area of significant growth and also protecting people. RH asked what the next phase is and how will the benefits be reported. AP confirmed that DCS Baldwin has been asked to build in core elements in regard to reporting performance. JG stated that knowing what the milestones are would also be helpful. RN confirmed that early conversations are taking place around this and the reporting elements.
- 8.7 RH asked what the Forces ambition is. AP confirmed that ambition is a long term plan to see a reduction in rape and sexual violence but an increase in reporting these crimes. AP hopes to see less repeat victimisation and better interventions and partnership support. AP also confirmed that the next iteration of the Action Plan would be to look at cost benefits.
- 8.8 RH asked what the next steps were and the timescales. RN confirmed that her first meeting with DCS Baldwin is in the next week or so and she will be asking about next steps and timescales then and will update RH outside of this meeting. PM stated that the Force will be looking at a dashboard approach in regard to reporting, however, TS's team's ability to deliver this at the present time is restricted due to efforts being diverted elsewhere to support Covid-19 work. RH stated that it would be good to have an update included when it comes back to P&R but appreciates that this might move on the Forward Plan due to the current situation.

Action: 08/20

RN to update RH after her meeting with DCS Baldwin on how the reporting of performance in regard to the Rape Prevention Strategy Action Plan including the core elements and milestones are going to be presented.

9 Crime Prevention Strategy

- 9.1 AP took the Board through the comprehensive report and explained that the rate of crime increase in Essex continues to slow and Domestic Abuse, knife crime and hate crime are the crime types continuing to show the largest increases.
- 9.2 AP stated that DA has seen a slight levelling over the past 5 months and the 12 months to January 2020 saw 30,000 offences. Domestic Abuse is a vast volume challenge and Policing have a lot to do but partners need to do more to help and JG sitting on the SETDAB Board is helping to achieve this.
- 9.3 AP stated that knife crime has shown a fluctuating picture but is now stabilising due to operational work. There have been 207 Operation Sceptre deployments since June 2019, an average of 40 each month. These have resulted in over 800 arrests and 7545 stop and searches.
- 9.4 AP stated that in regard to Child Abuse and Exploitation (CSE) the Force are collaborating with the University of Essex and data has been extracted from Athena around CSE and been provided and the University are in the process of mapping where patterns and trends occur relating to teenage rape offences.
- 9.5 AP confirmed there had been no significant hate crime in respect of EUExit this quarter however nationally hate crime is increasing in respect of Covid 19 with those in the Chinese or perceived Chinese community most effected. Essex is following the

national trend in respect of hate crime and the virus however the numbers are low. Local Policing Support Unit are monitoring the situation daily.

- 9.6 AP stated that house burglary continues to be a positive picture however the Force are not complacent and are continuing with property marking. Street robbery is marginally up year on year but starting to see less increase in robbery than other Forces.
- 9.7 RH stated that this is a really useful report and the format is good as it helps to understand what the Force is doing and where it's having an impact. RH also stated that the burglary figure stands out and asked in regard to the January stats is it a reversal in trend. AP confirmed that it's being monitored day by day and February returned to a more normal spike and pattern. AP also stated that by monitoring the figures the Force are starting to see an increase in commercial burglary in the current climate.
- 9.8 RH stated that it's encouraging to see an almost reversal in trend in regard to knife crime. RH also stated that he was less aware of the spike in knife crime in the summer of 2017 and didn't think it showed up in the overall stats. PM confirmed this was due to the team who were dedicated to flagging the knife crime and mapping the figures were deployed to other areas which is why the numbers dropped off. However, it was discussed at a recent COG meeting that there's real confidence in the measures that are used now to flag knife crime.
- 9.9 JG confirmed that it's a good report and useful to see the learning from what's working well and looking at the trends. PM confirmed it's been a work in progress but that it's an improving report.
- 9.10 RH asked in the current picture, are the Force seeing any changes in patterns of crimes and is there anything to be concerned about. PM stated that she understands the Chief Constable shares current stats and TS and Mark Johnson have pulled together a really good quick product that's being matured each day and so they will have a conversation with the Chief Constable in the best way to share that data with RH.

10 AOB

- 10.1 None to report.

There being no other business, the meeting closed at 12.00pm