

**MINUTES**  
**POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX**  
**and**  
**ESSEX POLICE**  
**PERFORMANCE AND RESOURCES SCRUTINY BOARD**

27 May 2021, 1000 to 1300, via Microsoft Teams

**Present:**

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner
Julia Berry (JB)	Head of Finance and S151, PFCC's office
Dr Vicki Harrington (VH)	Director of Strategic Change and Performance, Essex Police
Suzanne Harris (SH)	Head of Performance and Scrutiny (Policing), PFCC's office
Richard Jones (RJ)	Head of Business Partnering and Management Accounting, Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Pippa Mills (PM)	Deputy Chief Constable, Essex Police
Janet Perry (JP)	Strategic Head of Performance and Resources, PFCC's office
Andy Prophet (AP)	Assistant Chief Constable, Essex Police
Tom Richards (TR)	Assistant Chief Constable, Essex Police
Matt Tokley (MT)	Corporate Accounting Manager, Essex Police
Nico McBain (NMB)	Strategic Development Officer, Essex Police (observing)
Darren Horsman (DH)	Strategic Head of Policy and Public Engagement, PFCC's office (observing)
Camilla Brandal	Minutes, PFCC's office

**Apologies:**

Roger Hirst (RH)	Police, Fire and Crime Commissioner (Chair)
Pippa Brent-Isherwood (PBI)	Chief Executive and Monitoring Officer, PFCC's office
Annette Chan (AC)	Chief Accountant, Essex Police
Rachel Nolan (RN)	Assistant Chief Constable, Essex Police

1 Introduction and welcome

JG welcomed all to the meeting. Apologies were received from RH, PBI, AC and RN.

2.i Minutes of last meeting and matters arising

Some amendments had been submitted prior to the meeting and there were no further amendments to the second circulated draft minutes. These minutes of the previous meeting were approved. There were no matters arising.

2.ii Action Log

56/20 Crime Prevention Strategy – Op Henderson  
Delayed due to Covid – update due date revised to July 2021.

- 01/21 Action Log  
Cashflow reporting – agreed to change due date to July 2021.
- 12/21 Use of Force/ Stop and Search  
On Agenda for today. Close.
- 18/21 Finance  
Op Talla reporting – Provisional Outturn Reporting included in May papers.  
Close.
- 19/21 Finance  
Due date July 2021.
- 20/21 Finance  
Due date July 2021.
- 21/21 Finance  
Due date July 2021.
- 24/21 Forward Plan  
Updates complete. Close.
- 25/21 Diversity, Equality and Inclusion Strategy Delivery  
DH invited to attend DEI Board as PFCC representative. Close.
- 26/21 Approval for Publishing of Documents  
Item 9 publishing approved. Close.

### 2.iii Forward Plan

- 2.iii.1 SH reminded the meeting that topics for future Deep Dives would need to be agreed as the new Police and Crime Plan is developed.
- 2.iii.2 SH had a request to add a paper on 101 and Call Handling. It was agreed that it would be broader than 101 and Call Handling, and would include Single Online Home and the Resolution Centre, and would be tabled for September 2021.
- 2.iii.3 It was agreed that once the CIPFA report had been analysed, any actions would be tabled onto the Forward Plan. JG highlighted that this would be likely to include month 1 and month 12 reporting. DM confirmed that an update on the CIPFA report will be given at June P&R.

#### **Action:**

SH to add item on Public Contact (including 101, Call Handling, Single Online Home and Resolution Centre) to the Forward Plan for September 2021

### 3.i Finance – Provisional Outturn Report

- 3.i.1 The Board were asked to note the recommendations contained within the report. DM noted the appropriation of £500k to the Chief Constable's Operational C/Fwd Reserve, the virements to earmarked reserves and underspends. JB expressed concern that the movement of £500k to the Chief Constables Reserve, whilst within the regulations, was not within the spirit of the regulations. PM advised that plans were being formulated to spend the money in this reserve in 2021/22, which included the proposed spend on Diversity Equality and Inclusion training procurement referenced at the March meeting. JP suggested that this could have been made an earmarked reserve, in light

of the level of earmarked reserves that currently exist. PM stated that the plans were not developed enough or approved at COG to enable that at this stage. JP agreed that the movement to the Chief Constables Reserve was within the regulations but highlighted that the balance of this fund was now at £1.0m and expressed surprise that this appropriation had been actioned.

- 3.i.2 DM noted that the revenue underspend now stood at £2.9m, however, she pointed out that after all the proposed appropriations to the earmarked reserves were made the underspend would be £2.36m.
- 3.i.2 DM went through the remainder of the report which dealt with, amongst other points, an update on the police officer strength, the provisional Capital Reserves of £0.6m with a Capital Financing Requirement of £9.1m, reduction in training figures, redundancies, premises, communications and technology requirements, insurance, ill health retirements, transport, supplies and services, Op Melrose, Op Talla and surge funding.
- 3.i.3 A discussion took place around why it appeared that the virements had been made before a decision sheet had been submitted to the PFCC's office and also before it had been approved by the Commissioner. JG expressed concern that the virements had taken place prior to Commissioner approval. This was not in line with expected procedure. The Force said they had done it this way to take account of the end of year statutory deadlines for reporting and wanted to propose a different process for reporting at year end to deal with the Statement of Accounts. JG wanted to note her concern that the PFCC's governance and oversight of virements and year end reporting is not being exercised properly and was not content to accept a new process for year end reporting. However, it was agreed that for next year's reporting, we should explore setting up two meetings to address the draft Statement of Accounts, any virements arising and associated decision sheet, and the final year end reporting and Statement of Accounts rather than one meeting where it was presented as 'a done deal' to meet statutory deadlines.

### 3.ii Draft Unaudited Statement of Accounts (extracts)

- 3.ii.1 DM presented the extracts for noting, namely; the Group Narrative Report, extracts regarding remuneration and exit packages, and the Annual Governance Statement.
- 3.ii.2 DM confirmed that she had had correspondence from JB regarding the Group Narrative Report on certain aspects around whether to refer to 'underspends' or 'surplus' in the Report to make it easier for the reader to understand. DM went through the reasoning behind the figures to general reserves and the budget and virement reporting. JB commented that she wanted to look at the original Budget compared to actuals and try and explain to the user what has happened since the original Budget was approved by the Police, Fire and Crime Panel in February 2021. JB commented that she would like to see more explanation around the actuals and the increased surplus amounts received in the Report. DM agreed that she would work with JB and JP on this.
- 3.ii.3 DM confirmed that the exit packages and remunerations were now banded for officers of Chief Supt and above, and also included details on pensions.
- 3.ii.4 DM also confirmed that PBI had reviewed the Annual Governance Statement and that there were no changes or amendments to be made from the PFCC's office.

### 3.iii Treasury Management Report Outturn 2020/21 (Q4)

- 3.iii.1 DM presented the annual Treasury Review/ Outturn report for 2020/21 which set out the overview for how the PFCC's cash balances have been managed, whether there have been any deviations to the 2020/21 Treasury Management Strategy and what investments and borrowings were undertaken during the year.
- 3.iii.2 DM went through the tables in the report with items to note being Table 2 short term and long term investments, Tables 3 and 4 details on balance sheet, Section 6 for pay and Council Tax funding, changes to the CIPFA Prudential Code and Treasury Management Code of Practice, compliance (paragraph 8.7), and Money Market Fund (MMF).
- 3.iii.3 JP asked whether the issue highlighted by the external auditors in last year's accounts relating to £500k difference in the cash reconciliations had been resolved. MT confirmed that this had now been resolved and he did not foresee any repeat of this situation. A further discussion took place around the Money Market Funds and the issues with balances and MT confirmed that this had now been addressed with the assistance of JB. JP suggested that grouping the 'no's' would give a more positive and accurate reflection of the position as they dealt with the same issues. MT agreed to look at Table 6 and group the 'no's' as listed. MT would then pass a revised copy to SH for publication.

**Action:**

MT would look at Table 6 and group the 'no's' as listed as they deal with the same issues. MT would then pass a revised copy to SH for publication.

### **RJ and MT left the meeting at 1111**

### 3.iv Efficiency Savings Programme

- 3.iv.1 VH confirmed that this was the first report that combined the monthly savings plan update and the quarterly update for the Operational Transformation Reserve (OTR). Highlights to note from the report were that there had been some movement in the savings forecast due primarily to a change in a single area, on which there are ongoing discussions. Due to this change, the overall position is at £0.111m below the in year agreed savings target.
- 3.iv.2 VH confirmed that planning is underway for 2022/23 and is being overseen by the Efficiency and Savings Board.
- 3.iv.3 A discussion took place around the drones project and what it was tabled for initially. It was confirmed that there is no degradation to the drones team's operational capabilities but that it had taken a different direction mainly due to a lessening requirement for training.
- 3.iv.4 VH confirmed that there were a couple of recommendations for the OTR (in 2021) and proposals for subsequent years. VH commented that the Covid19 pandemic had had an impact on the Op Meteor and the FCR Digital Hubs, and a slight impact on the ECDA project. It is proposed that the amounts for the OTR for 2021/22 remain at £656k and that £139k is carried over to 2022/23 (relating to the ECDA project).
- 3.iv.5 VH confirmed that the staff survey bid had now closed and the remaining balance of £36k is proposed to be transferred back into the OTR fund as it has not been utilised. The remaining projects (FCR Digital Hubs, Op Meteor, ECDA, IT Research and Development, BWV storage, Dashcams) were all discussed.

- 3.iv.6 It was confirmed that as the £36k is already showing as a reserve in the OTR, there was no requirement to move it but to note that it was still in the OTR figures and would be set aside for something else and not for the closed staff survey work.
- 3.iv.7 JG thanked VH and her team for all the work done on the Programme. PM also wanted to note the reasonings behind the delay to the FCR Digital Hub caused by the pandemic and JG acknowledged this.

#### 4 Monthly Performance Report

- 4.1 VH presented the Monthly Performance Report and noted that five of the seven PFCC priorities had been graded as Good with two of the seven PFCC priorities graded as Requires Improvement (4 Tackling Gangs and Serious Violence, and 6 Protecting children and vulnerable people). All crime had fallen by 8.2% for the 12 months to April 21, there were 2,259 more offences in April 2021 than in April 2020 and there were 214 more Violence with Injury offences in April 21 compared to April 2020. The number of Anti-Social behaviour incidents was 18.6% lower compared with last year. Confidence in the local police compared with March 2020 has increased by 13.7% points. VH also confirmed that the Force are working towards increasing the number of Modern Slavery referrals to achieve greater range and engagement with hard to access groups.
- 4.2 VH went through the rest of the report and the Performance Indicator tables which showed 16 improving and 2 stable. JG thanked VH and the team for this work. SH asked about the Emergency Response figures on Priority 1 (page 4) and whether dropping below the figure of 80% would result in the grading changing to Requires Improvement? VH confirmed that the figures had been above 80% since December 2020 and now that demand was increasing, it would be difficult to say for this particular indicator as they were all looked at in the round. PM commented that this is a moving piece with resources being moved to fulfil the response requirement of 80% that the Force set itself.
- 4.3 SH asked about the Modern Slavery referrals figures and VH confirmed that work was being carried out in SCD to address the opportunities that will now be available with the lifting of restrictions, as the referrals had mostly arisen from the companies that were most affected by lockdown, e.g. car washes, nail bars, restaurants.
- 4.4 JG wanted to note the work that has been done over the past difficult year that has resulted in the high confidence levels that are currently being seen.

#### 5 Balanced Scorecard

- 5.1 VH presented the regular quarterly paper (Cycle 8 – review period October to December 2020) and the outline of the changes that are being proposed to the review time and reporting time. The paper also provides the rationale for the Force-level grades.
- 5.2 From the Executive Summary, the final grades for Cycle 8 of the Balanced Scorecard were: Keeping People Safe (Good), Community Focus (Good), Efficiency and Effectiveness (Requires Improvement) and Our People (Good). The Efficiency and Effectiveness grade is mainly associated with the Athena Remand File Compliance target which is being addressed and is on an improving trend.

**AP joined the meeting at 1150.**

- 5.3 VH went through the work that is tabled for the future along with the development and expected outcomes. The timings for the Balanced Scorecard Reporting periods will now be held within an 8 week timeframe following the end of the reporting period. It was also noted that 'Synergy' will now be called the Force Performance and Leadership Forum.
- 5.4 JG noted that there was lots to celebrate in the paper with all the red lines being met.
- 5.5 JP asked about Page 6 of the report under Keeping People Safe where the narrative does not seem to have changed. VH commented that it had not been changed and she would look into it as it should say Good. VH would send through a revised copy to the PFCC's office for publication.

**Action:**

VH to send a revised version of the Balanced Scorecard paper to SH for publishing

**DH left the meeting at 1155.**

**Meeting paused at 1154.**

**Meeting reconvened at 1202.**

## 6 Use of Force/ Stop and Search

- 6.1 AP presented the update paper on the Q1 data for 2020/21 on Essex Police's use of force and stop and search powers. From the Executive Summary, there were 4,687 instances of Use of Force during Q4, an increase of 518 compared with the same quarter for 2019/20 and 65% involved the use of handcuffing. The report outlined the Taser figures and Firearms along with the recorded Stop and Searches.
- 6.2 AP reported on the current work and performance being undertaken, especially around disproportionality, with a media campaign to explaining why and how for use of force, 3 Stop and Search pilots underway in districts, disruptor training, work with children and social care, and how BWV builds trust and confidence.
- 6.3 JP asked whether there was any data available relating to complaints around use of force and/ or Stop and Search? AP commented that he would be able to prepare complaint data on use of force as this is something that is looked at by the Use of Force Board for the next report. Unfortunately complaint data on Stop and Search is not something that is currently recorded.
- 6.4 SH confirmed that, following previous discussions and the change of template reporting (which now included disproportionality), the PFCC's office were happy with the new report format combining Use of Force and Stop and Search in one place.
- 6.5 SH asked about the transgender line on the Table on Page 7 and that there did not seem to be any figures? After a discussion, it was agreed that the figure was contained in the paragraph above the table (7 subjects identified as transgender).
- 6.6 SH also asked about the Table on Page 9 concerning staff injuries and whether there were any roles or locations that are particularly affected and whether it was true average? AP confirmed that the Use of Force Board deals with assaults on every single member of Essex Police and monitoring trends. AP confirmed that there were no reported trends. PM confirmed that Operation Hampshire supports officers and staff who are assaulted on duty.

## 7 Homicide Prevention

- 7.1 AP presented the Deep Dive Assessment on Homicide Prevention which had been prepared following the Policing Minister visit to Essex in November 2020 as part of the series of visits to forces who had high rates of homicide. Following a significant piece of analytical work that reviewed Homicide and 'near miss' offences, it was found that Essex was in line with the size of the population and when compared nationally, appeared to be on the trend line, with the Homicide rate remaining stable.
- 7.2 AP went through the current work and performance and the key drivers of Homicide (Gangs and County lines, Mental health, Domestic Abuse, Night-time Economy and Organised Crime Groups). A prevention lead and a thematic plan has been put in place for each of these key drivers to address these figures. AP also went through the recent analysis of 'near miss' data, the key preventative activity around homicide drivers that are in place, the governance and oversight for Homicide Prevention, the predictive modelling tools that are being used and additional preventative work.
- 7.3 TR wanted to acknowledge D/Supt Lucy Morris' work on the links between mental health and domestic abuse as she has been instrumental in this area.
- 7.4 JP asked about the mental health aspect and whether this refers to a pre-diagnosed mental health condition or an assessment on how the subject presents at the time? AP commented that it could be either. One of the big pieces of homicides and the link to mental health concerns registered licensed firearms holders, and how work is being done with GPs to change in patient's lifestyles etc.
- 7.5 PM commented that the annual Firearms, Shotgun and Annual Licensing paper is due at next month's P&R Board and will address some of these issues.
- 7.6 SH asked for confirmation that this paper had been presented as a Deep Dive paper and it had been put onto the Forward Plan as a Quarterly Report. It was agreed that it is planned to be a Quarterly Report.
- 7.7 SH asked about the bi-monthly meeting that takes place and whether the PFCC's office could see updates from the meeting? PM confirmed that the meeting updates are in the quarterly report to P&R and reflected in this report.
- 7.8 SH asked about the Local Essex Homicide Summit and AP confirmed that it had taken place last week and was an internal check and challenge event. PBI had attended from the PFCC's office.

## 8 Approval for publishing of documents

It was agreed that the papers for publishing were items 3.i, 3.ii, 3.iii, 4, 5, 6 and 7.  
MT would amend and reissue the paper for 3.iii.  
VH would amend and reissue the paper for 5.

## 9 Any Other Business

There being no further business, the meeting closed at 1239.