

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

29 July 2021, 1000 to 1300, via Microsoft Teams

**Present:**

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Kevin Baldwin (KB)	Assistant Chief Constable, Essex Police
Julia Berry (JB)	Head of Finance and S151, PFCC's office
Pippa Brent-Isherwood (PBI)	Chief Executive and Monitoring Officer, PFCC's office
Annette Chan (AC)	Chief Accountant, Essex Police
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 Leicester (RL)	Director of HR, 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
Kirsty Smith (KS)	Commissioning Officer, PFCC's office

Camilla Brandal Minutes, PFCC's office

**Apologies:**

Roger Hirst (RH)	Police, Fire and Crime Commissioner
Richard Jones (RJ)	Head of Business Partnering and Management Accounting, Essex Police
Andy Prophet (AP)	Assistant Chief Constable, Essex Police

1 Introduction and welcome

JG welcomed all to the meeting. Apologies were received from RH, AP and RJ.

2.i Minutes of last meeting and matters arising

- 2.i.1 AP's amendments to the previous minutes were agreed and would be incorporated.
- 2.i.2 VH asked that on Page 4, paragraph 5.3 that a note to confirm that Julia Berry had been included as part of the working group be added.
- 2.i.3 VH asked that on the bottom of Page 5 and the top of Page 6, that reference be made to "ethnic minority (excluding white minority) respondents" for consistency.
- 2.i.4 It was agreed that, subject to the further amendments, the minutes of the previous meeting were approved.
- 2.i.5 There were no matters arising.

## 2.ii Action Log

- 56/20 Crime Prevention Strategy  
Op Henderson now taken place and update received. Close.
- 01/21 Action Log  
Cashflow reporting – the cashflow performance and forecasts for the year are now included in Treasury Management Report for July onwards. Close.
- 19/21 Finance  
Capital reporting – dealt with under the Month 3 Finance report which covers revenue and capital. See 3.i Finance Report.
- 20/21 Finance  
Explanation of changes in capital position – dealt with under the Month 3 Finance report which covers revenue and capital. See 3.i Finance Report.
- 21/21 Finance  
Capital investment funded from internal financing – dealt with under the Month 3 Finance report which covers revenue and capital. See 3.i Finance Report.
- 30/21 CIPFA Report on FMCR  
A meeting had taken place with CIPFA, EP Finance and PFCC's office to discuss virements and reserves. A meeting is still to be set up with EP Finance and RH to go through the actions from the CIPFA report. To be picked up with RH on his return to the office.
- Action: 30/21 to remain open**  
**A meeting is still to be set up with EP Finance and RH to go through the actions from the CIPFA report. To be picked up with RH on his return to the office.**
- 31/21 Independent SMSR Survey  
RL to share the Essex Police report on the use of terminology regarding ethnic minorities with JP, thereby negating the need for JP to contact SMSR. Close.
- 32/21 PFCC Victims Commissioning Programme  
On today's Agenda. Close.

## 2.iii Forward Plan

SH confirmed that there were no additions or changes to the Forward Plan.

## **PBI joined the meeting at 1020**

## 3 Finance

### 3.i Finance Report – Quarterly update

- 3.i.1 DM presented the 2021/22 quarter 1 position for the Force and it was noted that the recommendations were for approval of the appropriations to and from earmarked reserves and to endorse and approve the £415k virement from Third Party Payments to Police Officer Pay for 6 ROCU officers.
- 3.i.2 From the Executive Summary, it was noted that the revenue forecast underspend is at £1.176m against the 2021/22 revenue budget of £330.3m. The capital position reflects

a forecast outturn position of £18.7m including two subject to approval projects (representing an underspend of £5.6m). The Police Officer strength forecast at the end of June 2021 is 3,442 FTE and is forecast to be 3,553 FTE at year end. The overspend on Police Officer Pay and Allowances is £0.6m. The Police staff strength end of May is 2,146 FTE. Vacancies at 31 May were 30 FTEs above vacancy factor of 152 FTEs. The underspend on Police Staff Pay and Allowances is currently £0.5m.

- 3.i.3 JG thanked DM, AC and the team for their work on the reports and the new layout of the tables. JP also thanked DM, AC and the team for the work done on providing the Year to Date figures.
- 3.i.4 DM went through the new layout in Section 3 which now included the Year to Date figures, which is to be read in conjunction with the new Supporting Commentary page. DM confirmed that a decision sheet will be submitted for the virement relating to the £415k from Third Party Payments to Police Officer Pay for 6 FTE PUP funded ROCU officers.
- 3.i.5 JB asked about the figures for the overspend on the staff and the vacancies – was the overspend connected to agency staff or something else? DM confirmed that it was a mixture of agency staff and overtime (especially in Contact Management and SCD). DM also confirmed after a question from JP that a 9% saving had already been taken into account for the vacancy factor.
- 3.i.6 Items to note from the remainder of the report are the current forecast figures on Officer Strength, leavers (currently forecast at 19 per month which will be closely monitored), PCSOs and Specials. JP asked about the difference between the establishment figures between Finance and HR, and DM confirmed that the PFCC's office are included in the finance figures but not in the HR figures.
- 3.i.7 DM confirmed that further work will be undertaken on the Detailed Reserves Analysis as at present there is not enough data from Month 1 to populate it.
- 3.i.8 The Capital Tables at Section 6 reflected the summary for 2021/22 and now include commentary and narrative to explain the tables. JB thanked DM and the Finance team for the commentary and narrative. JB asked if the asterisk that used to be against the Internal and External borrowing items be put back in to the report? After a brief discussion around how external and internal borrowing is reported, it was agreed that DM and AC would speak to JB and JP offline about this and bring back a solution, if required.

**Action: 33/21**

**It was agreed that DM and AC would speak to JB and JP offline about the internal and external borrowing reporting and text in the commentary.**

**Action: 34/21**

**AC would send through the paper that had gone to COG around internal and external borrowing.**

**Action: 20/21 to close**

**It was agreed that Action 20/21 could be closed as the progress and narrative were now included in the report.**

**Action: 19/21 – due date amended to September**

**It was agreed that Action 19/21 would stay open until JB had had discussions with DM and AC around the presentation format for the tables. Due date September.**

**Action: 21/21 – due date amended to September**

**It was agreed that Action 21/21 would be discussed offline between JB, JP and the EP Finance team. Due date September.**

- 3.i.9 PM wanted to recognise the work that the Finance Team have put in to the Finance reports which is enabling the Force to deliver their Force Growth Plan. JG repeated her thanks for all the work that has been done on the reporting which evidences this.

3.ii Efficiency Savings Programme

VH confirmed that due to timings of papers and the date of the Efficiencies and Savings Board not aligning with P&R, there have been no changes to the profile for this meeting.

3.iii Treasury Management Report

- 3.iii.1 DM presented the new report which forms part of a quarterly reporting cycle on the cashflow and treasury management activities for the current year. The report tabled the capital receipts and slippages in the capital programme which has not necessitated the need for external borrowing this year. The tables contained within the report deal with Cashflow - Income and Expenditure, Cashflow (incorporating Treasury Management Activity), Cashflow for the remainder of 2021/22, and external borrowing limits.
- 3.iii.2 JB wanted to thank DM and Matt Tokley for the report. A brief discussion took place around the reporting, grants received, narrative etc and it was agreed that the comments on the reporting would be taken offline between the Finance Team, JP and JB.

4 Monthly Performance Report

- 4.1 VH presented the Monthly Performance Report for June 2021 where 5 of the 7 PFCC priorities are graded as 'Good', 2 of the 7 priorities (Tackling Gangs and Protecting Children) have been graded at 'Requires Improvement'. All Crime fell by 4.3% for the 12 months to June 2021 which has primarily been influenced by the Government's restrictions on gathering and movement in relation to Covid19. There was a 4.5% increase in All Crime in June 2021 compared to June 2019 however, the Force recorded 3,438 more offences in June 2021 than in April 2020 (first lockdown). The Force recorded 541 more Violence with Injury offences in June 2021 compared with April 2020 but there were 19.3% fewer Anti-Social Behaviour incidents in June 2021 compared with June 2020. No change to the confidence figure from May with the confidence levels from the independent SMSR survey remaining at 79.3%. 3 FPNs were recorded in June with a total figure of 1,480 issued in the period April 2020 to June 2021. There had been a decrease of 4.8% Modern Slavery referrals which had been lessening over the past 12 months.
- 4.2 VH highlighted the following from the report:
- 4.2.1 The Force were now at 6<sup>th</sup> position for the All Crime harm severity score in the MSG (previously at 8<sup>th</sup>) as a result of the comparative positions improving.
- 4.2.2 ASB is now returning to pre-Covid levels with the SMSR survey position recording high confidence in the Force dealing with ASB.

- 4.2.3 Domestic Abuse had seen a decrease in incidents, a decrease in repeat incidents and an increase in arrests. Incidents are higher than at pre-Covid levels in June 2019. There was a 5% decrease in the number of solved DA outcomes compared with June 2020. A brief discussion took place around the decrease in the number of solved DA outcomes and whether the decrease in volumes would result in a downgrading from Good to Requires Improvement. VH would like to see the figures from July to see if this was a 3 month trend or not before taking any decisions to alter the grading.
- 4.2.4 Tackling gangs and serious violence has seen a decrease in homicides with one offence in June 2021 compared with two in June 2020. There had been a 4.3% decrease in Violence with Injury offences for the 12 months to June 2021 compared with the previous year but 541 more offences recorded in June 2021 compared with April 2020. There was a decrease in domestic abuse related Violence with Injury with Essex lying at 5<sup>th</sup> in its MSG for Violence with Injury offences per 1,000 population. There is no change in the MSG ranking for the combined harm (Crime Severity) score but there was a 2.2% decrease in the number of solved high harm offences in the 12 months to June 2021. There had been a 52.2% decrease in the number of stop and search for weapons in the 12 months to June 2021 but a 19.2% increase in the number of knife-enabled crime offences in the 12 months to June 2021. This increase is not necessarily reflective of the number of these offences that have been committed in the county but improvements in data quality.
- 4.2.5 There was a 93.1% increase in Organised Crime Group disruptions for the 12 months to June 2021, along with a decrease in trafficking of drug arrests compared with the 12 months to June 2021. Due to the increase in Organised Crime Group disruptions, the grading of Good is recommended.
- 4.2.6 Priority 6 – Protecting children and vulnerable people had moved to Requires Improvement in April due to the decrease in the number of child abuse outcomes and the increase of child abuse offences.
- 4.2.7 Priority 7 – Improve safety on our roads – there was an 8.6% decrease in the numbers of those Killed or Seriously Injured in Essex for the 12 months prior to June 2021 and Essex is 6<sup>th</sup> in its MGS of forces for casualties per 100 million vehicle kilometres. There was a 44.6% decrease in the number of driving related mobile phone offences recorded for the 12 months to June 2021 and an 18.8% decrease in drink/ drug driving for the 12 months to June 2021 compared with the 12 months to June 2020. The current phone use legislation is awaiting clarification in the courts which may impact on the year on year comparable data for driving offences related to mobile phones.
- 4.2.8 Items in Exceptions are an increase in Rape Offences, Racial/ Religiously Aggravated Offences, Hate Crime HO Definition and Public Order Offences. There were no statistically exceptional decreases.
- 4.2.9 VH confirmed that overall, there were 16 improving performance indicators, 10 deteriorating performance indicators and 1 stable performance indicator.

## 5 Quarterly Performance Report and MSG Aspiration

- 5.1 VH presented the quarterly report and wanted to highlight the Knife Angel visit to Chelmsford in September. JG confirmed that she would be attending the visit alongside the Force.
- 5.2 VH confirmed that the first Victim Feedback Panel took place in May 2021 and had produced positive feedback from staff and support services/ panel members along with support services already having identified victims willing to be part of future panels. SH

asked if the PFCC's office had been sighted on any of the feedback from the Panel? PM confirmed that the findings will go through the Victim Satisfaction Board which is chaired by ACC Baldwin (and has a PFCC representative).

- 5.3 VH went through Slide 17 which set out the update on the Force's Plan and the PFCC Priorities Aspiration document where, using comparative rankings, Essex is meeting its aspiration in two areas, not meeting its aspiration in eight areas, improving in two areas and deteriorating in two areas.

### **KB joined the meeting at 1130**

#### **6 Balanced Scorecard**

- 6.1 VH presented the overview of the final grades for Cycle 9 of the Rebalanced Scorecard and provides the rationale for the Force-level grades as determined in the Force Performance Board ('FPB') (formerly Synergy) held on 25 May 2021.
- 6.2 VH confirmed that there had been no changes to the gradings; Keeping People Safe remained at Good after being upgraded in the last cycle. The Redline Measures and KPS were showing either as meeting minimum standards or improving/ stable. The only exceptions to this were; Increasing length in completing High Harm and DA investigations, Deteriorating FCR 101 abandonment rates, Athena Remand File Compliance and PCSO sickness. PBI commented that the abandonment rates will be addressed under the Beating Crime Plan with increased reporting and transparency around 101 performance. PM commented that there is a Call Handling Paper tabled for August's meeting which will provide reassurance around the 101 performance figures.

### **AC left the meeting at 1134**

- 6.3 JG asked about the Athena Remand File Compliance issue where the target of 95% is not being met (currently 77.2%). VH confirmed that the target figure does not relate to what files go to the CPS but is what comes into CJ and needs to be rectified. VH also confirmed that the Government guidance for this area of work has changed with the 95% target is no longer going to be a target. KB confirmed that the previous way of measuring national file quality was removed about six months ago, and the CPS have just produced a new version which is more streamlined and computer based. The results of this change will not be available until September. The CJ Team quality assure a file before it goes to the CPS with the file quality improving particularly in Remand cases and guilty plea cases. The Force has had to adapt to the challenges faced with the new Attorney General's guidance which started in January 2021 which deals with preparing disclosure schedules for the CPS in advance of a decision which is adding about 150 minutes to every case file completed prior to submission. JP asked about the definitions for effectiveness and whether they were national definitions that had to be used? VH confirmed that they were not national definitions and that the Force were taking a holistic balanced approach so that no area was left out. A brief discussion took place around the PFCC's statutory duty around value for money and efficiency and effectiveness. JG asked whether the Balanced Scorecard definitions had been discussed with the PFCC and VH confirmed that they were, with detailed meetings around the outward facing and inward facing services for each quadrant and what service is being delivered to the public and internally to staff. It was agreed that this conversation would be taken offline with RH (on his return from leave) and any comments or queries arising would be fed back to VH.

**Action: 35/21**

**It was agreed that the value for money/ efficiency and effectiveness conversation would be taken offline with RH (on his return from leave) and any comments or queries arising would be fed back to VH.**

**Meeting paused at 1145**

**Meeting reconvened at 1155**

7 HR, Sickness and Attendance management, Staff Performance Reports

- 7.1 JG confirmed that as RL's report had been read in detail prior to the meeting and with his agreement, the meeting moved to questions on the report.
- 7.2 SH asked about the move to PEQF and whether there are any concerns that RL has? RL confirmed that the collaborative piece of work between Kent and Essex is due to go live on the first PEQF intake of March next year and is a significant change to the way the Force delivers education for new recruits, with non-degree holders being required to complete a 3 year programme and degree holders a two year programme. RL commented that one of the priority areas for both Forces is the development and finalisation of the resource plan with Anglia Ruskin, however, this is in hand and progressing to plan. No risks or critical paths have been highlighted and RL is confident that everything is on track to achieve the relevant outcomes. RL confirmed that it is hoped to have the Qualification Assurance Framework signed off by September this year followed by the progress of the implementation plan.
- 7.3 JP asked about headcount figures versus establishment and how they are not reconciling. RL confirmed that the Home Office monitor headcount and include secondments and career breaks, and the Force do not include secondments and career breaks as part of the establishment and strength as the Force deal with what is actually being paid for and committed to. After a brief discussion, it was agreed that RL would send JP the paperwork relating to the decision taken by the Force in the way that the reporting is sent through to the Home Office regarding PEQF.

**Action: 36/21**

**It was agreed that RL would send JP the paperwork relating to the decision taken by the Force in the way that the reporting is sent through to the Home Office regarding PEQF**

- 7.4 JB asked about how the non-established posts are accounted and where they are reported in the figures? RL confirmed that they are not shown on the establishment line but are included in the strength line and they are also reported on individually, with every non-established post having audits carried out against it and reasonings behind why it has been created etc. This information is available if JB would like it.

**KS joined the meeting at 1204**

**RL left the meeting at 1204**

8 Deep Dive – Protecting children and vulnerable people from harm

- 8.1 KB presented the Deep Dive report which set out key headlines in respect of resourcing, key initiatives and activities, demand, performance and future work. From the Executive Summary, the report focused on seven key areas; sexual offending (adults and children), domestic rape, management of sexual offenders and violent

offenders, online investigations, child sexual exploitation, criminal exploitation and missing, mental health and fraud and vulnerability of the elderly.

- 8.2 JG thanked KB for the very detailed report which encompassed a huge volume of work that takes place in one Command.
- 8.3 JB asked about the new pilot for investigating rape where the focus is on the perpetrator rather than the victim and whether there has been any feedback from it yet? KB commented that following on from the test case (which was an Essex case), the judiciary will be testing the culpability of the suspect. It is too early for any feedback but this will be reported on in the future.
- 8.4 SH asked about the Street Triage scheme where there is an Information Sharing Agreement for best practice waiting to be put in place, and whether this wait has had an impact on the scheme? KB confirmed that apart from a small period of time during Covid19 where the nurses were working from home, the scheme is running at full coverage. Having an ISA in place had been identified from another force as evidencing best practice.
- 8.5 JG asked if there is anything more that the PFCC and the office can assist with in this space? KB commented that the backlog in ISVA's follow up visits needed more resource, and how to define the Police's role in mental health with partner agencies, and how partner agencies can pick up the FCR calls that are not for Police. PM commented that it is hoped that the Crime Prevention Strategy (with partner agencies input) would pick up and address most of these concerns. PBI commented that she had had discussions with Shaun Kane and Nikki Metson from Essex Police who would be presenting the Force's 'asks' from the Crime Prevention Strategy to Safer Essex.
- 8.6 JG thanked KB for the work done on the report and to take the PFCC's thanks back to the Command for all the work being done in this area.

## 9 PFCC Victims Commissioning Programme update

- 9.1 KS confirmed that the paper had already been to the Force's Victim Satisfaction Board and that the report covered a full year's worth of figures. The report showed that the total number of victims the PFCC commissioned services have supported has increased by 12% compared with 2019/20. The increase is due to the impact COVID19 restrictions has had on victims and the increase in the needs of victims which require additional time to be supported. KS also confirmed that additional funding had been secured in order to respond to this increase on services. KS explained the two new risks that have been raised and the solutions to address the risks. Improved data demographic information shows an improved male engagement with support services, and an area of focus for the coming year will be an increased focus on underrepresented communities.
- 9.2 KS went through the report and updated on the work done by Synergy Essex, Mountain Healthcare, Safesteps, Changing Pathways and Next Chapter, and the non-specialist support.
- 9.3 JG thanked KS for her update and was encouraged to hear about the strong links between the Force and commissioned services that are in place.
- 9.4 PM commented that Chief Officers Group had been discussing how to improve the DA solved rate and one item that was being explored was embedding ISVAs and IDVAs into their teams. KS confirmed that she had spoken to Ch/Supt Andy Mariner about this and on her return from leave would be speaking to a couple of the providers about



the possibility of embedding IDVAs on the Force's teams. KS to update at the next P&R meeting.

**Action: 37/21**

**KS confirmed that she had spoken to Ch/Supt Andy Mariner about this and on her return from leave would be speaking to a couple of the providers about the possibility of embedding IDVAs on the Force's teams. KS to update at the next P&R meeting.**

**KS left the meeting at 1240**

**KB left the meeting at 1240**

11 Terms of Reference

- 11.1 SH confirmed that the two versions sent out with the meeting papers had the proposed changes to the Terms of Reference included. There is a section near the beginning which deals with the review of the Terms of Reference and which is tabled annually for June. JG suggested that this be altered to 'as and when required, but as a minimum annually'.
- 11.2 DM asked for some clarity around the monthly finance reports that have appropriations which will need a decision sheet and it mentions 'by exception'. Was this the right phrase to use as there as the appropriations occur every month? PBI confirmed that she had no objection to the decision sheets coming to each P&R Board. It was agreed to change 'in exception' to 'where appropriate'.
- 11.3 PBI commented on the scope of the meeting, second and third bullet points, and would like them to read 'support the PFCC in holding the Chief Constable to account for the performance....'
- 11.4 VH commented on the Procedure for meetings paragraphs and whether it was worth adding under 2 Notice of Meetings that 'in the event that a meeting date might need to be changed, there would be at least one month's notice wherever possible'.
- 11.5 VH commented on the Purpose of the Board paragraphs and suggested that the second paragraph reads '..... for the delivery of operational policing and where the police have due regard to the Police and Crime Plan.'
- 11.6 PBI commented on paragraph 5 on Decision Making, and suggested that the first sentence be omitted and the reference to how items are captured onto the Forward Plan be put into the Forward Plan section at paragraph 4.
- 11.7 It was agreed that SH would amend the Terms of Reference and send them to the Board members for agreement, and SH would then put them on the Agenda at September's Strategic Board for sign off.

**Action: 38/21**

**It was agreed that SH would amend the Terms of Reference and send them to the Board members for agreement, and SH would then put them on the Agenda at September's Strategic Board for sign off.**

**VH left the meeting at 1254**

12 Approval for publishing of documents

It was confirmed that the papers for publication would be 3i, 3iii, 4, 5, 6, 7, 8, 9 and 10.

13 Any Other Business

There being no other business, the meeting closed at 1256.