

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

28 February 2022, 1400 to 1700, via Microsoft Teams

Present:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Julia Berry (JB)	Head of Finance and S151, PFCC's office
Pippa Brent-Isherwood (PBI)	Chief Executive and Monitoring Officer, 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
Rob Kirby (RK)	D/Supt, Head of Serious Violence, Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Glen Pavelin (GP)	T/Assistant Chief Constable, Essex Police
Janet Perry (JP)	Strategic Head of Performance and Resources, PFCC's office
Andrew Pritchard (APri)	Assistant Chief Constable, Essex Police
Andy Prophet (AP)	Deputy Chief Constable, Essex Police
Camilla Brandal	Minutes, PFCC's office

Apologies:

Roger Hirst (RH)	Police, Fire and Crime Commissioner
BJ Harrington (BJH)	Chief Constable, Essex Police

1 Introduction and welcome

JG welcomed all to the meeting. Apologies were received from RH and BJH.

2.i Minutes of last meeting and matters arising

There were no amendments to the minutes of 31 January 2022 and they were therefore approved. There were no matters arising.

2.ii Action Log

30/21 CIPFA Report on FMCR
Workshop date rearranged to April. Remain open.

- 41/21 Action Log – Balanced Scorecard
Ongoing – JP to arrange meeting with VH and MJ – due date amended to March 2022. Remain open.
- 48/21 Crime Prevention Strategy
Report format meeting taken place. Close.
- 60/21 HR, Sickness and Attendance Management, Staff Performance reports
Information on promotions by ethnicity to be added to the next Quarterly HR report for April. No update due this month. Remain open.
- 65/21 Annual Insurance update
On today's agenda. Update shown under 3ii. Remain open.
- 69/21 Use of Force/ Stop and Search
Information included in this month's report. Close.
- 70/21 Use of Force/ Stop and Search
Information included in this month's report. Close.
- 75/21 Recruitment of Specials
Meeting taken place regarding reshaping report. Close.
- 76/21 Crime Prevention Strategy
Due date March 2022. Remain open.
- 77/21 Independent SMSR Survey
Preliminary SMSR survey results sent to PFCC on 15 February. Close.
- 01/22 Forward Plan
Acquisitive Crime Monitoring paper proposed to be added to the Forward Plan for May. Close.
- 02/22 Finance Report – quarterly
Meeting taken place and queries addressed. Close.
- 03/22 Finance Report – quarterly
Information sent to PFCC's office on 8 February. Close.
- 04/22 Finance – Draft Closure timetable
It was agreed that the Board dates and deadlines for papers to be integrated into Closure timetable sheet would be discussed offline at a meeting on 14 March. Remain open.
- 05/22 Finance – Treasury Management Report
JB asked that when the Treasury Management Report is next discussed at this board to bear in mind the use of terminology agreed around the use of cash etc. DM confirmed that the next report will be the Outturn Report which will not have this issue. Propose close.
- 06/22 Deep Dive – Domestic Abuse
Due date amended to March. Remain open.

2.iii Forward Plan

RN had proposed that the Acquisitive Crime Monitoring paper be added to the Forward Plan for May. This was agreed.

It was agreed that AP would confirm the date for the annual paper on Compliance with Statutory Duties under Section 10 and 11 of the Children's Act 2004 with SH once he had spoken to colleagues (suggested in 2 to 3 months).

It was agreed that AP would confirm the date with SH for an annual paper on Public Contact (to include 1010 and LiveChat) (suggested September 2022).

It was agreed that the first bi-annual paper on Public Sector Equality Duty would follow after the publication of the Force's Annual Plan. AP would advise SH of the preferred months for this to be scheduled.

RH had asked if the response from the Force to the HMICFRS' publication of the joint thematic inspection of the Police and Crown Prosecution's response to Rape Phase 2 could be added to the Forward Plan. It was agreed that the Force's response to HMICFRS be brought to the March P&RS Board.

It was agreed that the Treasury Management paper be moved to May rather than April.

A discussion took place discussing a joint meeting between Police and Fire and possibly Audit Committee members. It was agreed that the PFCC's office would take this item away for further discussion and formulation.

Action 7/22:

SH would send through the list of items to be added to the Forward Plan to AP. AP would advise SH of the Force's preferred dates for items to be added to the Forward Plan.

3 Finance

3.i Finance Report – Monthly

- 3.i.1 DM presented the Month 10 position for the Force and it was noted that the board were asked to note the transfer between the Future Capital Funding Reserve and Transformation Reserve in relation to the Dashcam Project.
- 3.i.2 From the Executive Summary, DM confirmed that there was little movement between Months 9 and 10 with the revenue forecast underspend at Month 10 at £ £0.160m against the 2021/22 revenue budget of £330.3m. The capital position for Month 10 reflects a forecast underspend position of £6.736m compared with the original approved budget of £19.1m. The Police Officer strength forecast at the end of January 2022 is 3,554 FTE and is forecast to be 3,585 FTE at year end. The overspend on Police Officer Pay and Allowances is £1.2m. The Police staff strength end of December is 2,147 FTE. Vacancies at end December were 18 FTEs above vacancy factor. The underspend on Police Staff Pay and Allowances is currently £0.4m.
- 3.i.3 DM went through the report and updated on the Reserves Analysis, the Capital Programme and the current forecast underspends. A discussion took place around the reserves and the use of the reserves against the slippage in the Capital Programme

projects and the Dashcam project transfer between reserves. A further discussion took place around the reserves and appropriations figures in the summary.

3.ii Follow up from Annual Insurance paper – Action 65/21

- 3.ii.1 After a discussion around the summary, the value for money (and insuring against risk) figures and staff resources dealing with insurances, it was agreed that JP would speak to EP colleagues (Matt Tokley and Emma Burdett) outside of the meeting around the way that the PFCC's office would like to show the value for money assessments.

Revision/update to action 65/21:

JP to speak to EP colleagues around the way that the PFCC's office would like to show the value for money assessments.

3.iii Efficiency Savings Programme

- 3.iii.1 VH presented the monthly progress and updates against the current and future cashable and non-cashable savings. The combined cashable and non-cashable forecast for 2021/22 currently shows a surplus of £0.517m but with the inclusion of the £25k surplus brought forward from 21/22 and the addition of £70k from unrequired investment elsewhere, the overall position is one of a surplus of £0.612m. The 2022/23 proposed savings and efficiencies plan currently identifies savings of £4.662m, however, the outstanding pressure of £0.565m will be carried over from 2021/22 as a result of the unachievable business cases which will look to be addressed over and above the £4.662m (£3.756m recurring) target for the coming financial year.
- 3.iii.2 The expected 2022/23 non cashable savings for O365 and Vital Signs (and the Agile working benefits update expected in October/ November 2022) will provide a combined cashable and non-cashable total of £8.568m in the 2022/23 savings and efficiency plan.
- 3.iii.3 JG thanked VH for the report and the continued work being done around savings and efficiencies.

4 Monthly Performance Report

- 4.1 VH presented the first Monthly Performance Report which reported against the new Police and Crime Plan. The report also included the final update on the measures from the previous Plan.
- 4.2 VH went through the slides for the new Plan and the data for January's performance against the new priorities. The report presented 6 of the 11 PFCC priorities being graded as 'Adequate' and 5 of the priorities being graded as 'Requires Improvement' (4 Improving Safety on our roads, 6 Improving our service to support victims of crime, 7 Violence against women and girls, 9 Business crime, fraud and cyber crime and 10 Protecting vulnerable people and supporting victims of crime). It is to be noted that the grading of 'Adequate' has been introduced to remain in line with the HMICFRS grading structure of Outstanding, Good, Requires improvement and Inadequate.
- 4.3 From the Executive Summary, Confidence is recorded at 80.1% which has increased by 3.8% compared with year ending December 2020. All Crime increased by 7% for the 12 months from January 2021, there was a 4.3% decrease in All Crime in the 12 months to January 2022 compared with the 12 months to January 2020 (equating to

7,278 fewer offences). There was a 21.9% increase in the number of those Killed or Seriously Injured and a 10.4% increase in the number of repeat victims for the 12 months to January 2022. The violence against the person offences against females increased by 9.2% and there was a 33.4% increase in the number of sexual offences against females in the 12 months to January 2022. The number of sexual offences against females solved had decreased by 6% in the same period.

- 4.4 VH went through each new Priority and the reasoning behind the gradings. In-depth discussions took place around each Priority as it was presented.

GP joined the meeting at 1515.

- 4.5 VH confirmed that the data on Pages 17 and 18 of the report relating to the Plan's Performance Indicators for 2021/2024 will be finalised once there has been 12 month's worth of data to analyse (April 2022).
- 4.6 JP asked about how it is anticipated to close down the 'old' Plan and recording achievements. VH confirmed that Table 7 on page 25 of the report sets out the Performance Indicators from April 2016 to March 2021 (where it is split into years). PBI confirmed that the achievements for the Police and Crime Plan 2016 to 2021 will be set out in the Annual Report for the last financial year of the Plan.

5 Balanced Scorecard

- 5.1 VH presented the 11th cycle of the Balanced Scorecard which ran from July to September 2021 and confirmed that there were no changes to the grades compared with the last cycle (i.e. Keeping People Safe: Requires Improvement; Efficiency and Effectiveness: Requires Improvement; Our People: Good; and, Community Focus: Good). Two areas have been identified as topics for discussion at the next Force Leadership and Performance Forum, namely Decrease in solved Violence with Injury offences and Athena Remand File compliance.

RK joined the meeting at 1542

- 5.2 SH asked about fall in the correct files numbers under Efficiency and Effectiveness (which was an internal measure by the Force) where it fell by 20%, and whether the cause for this drop was known. VH commented that she did not know what caused the drop but that the figures have increased since September 2021. VH confirmed that she would look into the drop in numbers and let SH know. AP asked if it would help if SH could meet the relevant team and understand the performance measure criteria.

Action 8/22:

SH to meet with ACCs Kevin Baldwin and Glen Pavelin to understand the criteria, influences and processes relating to the percentage of correct files for GAP and NGAP.

- 5.3 JG asked for the meeting to revisit the slide on Page 25 of the previous report. The slide suggested there had been no improvement in confidence since 2018, showing confidence for the 12 months to March 2018 as 82.6%; a previous report to this Board in December 2018 showed confidence at 69% of people answering good or excellent, which would mean that there had been improvement between 2018 and 2022. It was agreed that VH would look at this and come back to JG.

Action 9/22:

VH would look at the reporting on confidence survey results and provide an explanation to the differences in levels of confidence in March 2018 as reported in December 2018 and February 2022.

APri joined the meeting at 1545
RJ left the meeting at 1545

The meeting paused at 1545
The meeting reconvened at 1555

6 Use of Force/ Stop and Search

- 6.1 GP presented the quarterly update on the Force's Use of Force and Stop and Search powers. From the Executive Summary there were 5,686 instances of Use of Force in Q3 which was an increase of 996 additional forms completed. 3793 forms involved the use of either compliant or non-compliant handcuffs. 27 forms showed Firearms as a first tactic which was a decrease from the last quarter. GP confirmed that in response to the Commissioner's question about how many incidents of injury had arisen from being tasered (i.e. heart attack or medical episode), GP had not been able to find any useful data which would confirm that injuries had arisen as a result of being tasered but that injuries occurred after being tasered, i.e. as a result from falling to the floor, cuts, bruises etc. 80.5% of subjects on Use of Force records were male with 51.2% of all subjects in the 18-34 age range. The proportions of subjects from Ethnic Minorities continues to be higher than the proportion within the population of Essex.
- 6.2 GP went through the Stop and Search figures with 4,199 stops recorded in Q3 which was an increase of 11.7% on the previous quarter but a 21.3% decrease on the equivalent quarter last year. The SMSR survey reported that 76.1% of respondents agreed that Essex Police use Stop Search powers fairly and respectfully. However, this falls to 67.4% for respondents from Ethnic Minorities. 3,927 stops were recorded as PACE and Misuse of Drugs Stops, and 16 Section 60 Stops in Q3.
- 6.3 The update contained items on current work and performance on Stop and Searches, the increase of mental health issues as an impact factor, and future work and development that is being planned.
- 6.4 SH asked about the geographical location of the Stop and Searches and whether it was possible to present these figures on this report. SH also asked whether it was understood that Forces who do more Stops have a higher or lower positive outcome rate, and whether there is any learning from this. GP confirmed that he would be looking at the Forces that have the higher positive outcome rates to see if the positive outcome means the same thing across the Forces, and would like to propose that some more information is provided in the next report concerning what determines a positive outcome.
- 6.5 JG asked whether the mental health aspect of the reporting could be looked at over the next quarter to help understand what the impact of mental health has on the factors, and also to encourage or explore conversations with colleagues from mental health services. JG also asked whether there was a campaign being set up specifically to improve the confidence in the Force. AP confirmed that this particular campaign (spring/summer) is being included as part of the Force's overall Communications Plan.

7 Homicide Scrutiny

- 7.1 APri introduced himself to the meeting and GP presented the paper (firstly thanking Ch Supt Lucy Morris for her work done on the report).

- 7.2 From the Executive Summary, it is to be noted that the report included a review of the analytical position on homicides at the conclusion of 2021 and an assessment of homicides in Essex in early 2022. The report also included an update on key homicide prevention activity carried out in areas such as serious violence, mental health and domestic abuse.
- 7.3 GP went through the report and updated on the current work and performance analysis, Op Nightshade, the refreshed Homicide Prevention Profile and key findings, the National Homicide Summit, work done by the Serious Violence Unit, Domestic Abuse Prevention activity and the proposed move to the DARA risk assessment model rather than the DASH model, the Mental Health Prevention activity, Night-Time Economy, Rapid Review Process pilot and Multi-Agency Reviews.
- 7.4 JG wanted to pass her thanks to VH and her team for the work that they are doing on the analytics behind the scenes. JG asked GP whether he thought that Domestic Abuse was now a bigger concern than drug driven activity when looking at influencing factors around homicides? GP commented that they were the two most prevalent factors when looking at influences and were the main priorities that the Force are focusing on.
- 7.5 SH asked, on behalf of RH in his absence, how many Stalking Protection Orders had been issued in Essex, and how many had been breached. SH asked if it was possible to get some more information around the Homicide Profile, including diversity/protected characteristics data relating to both victims and perpetrators. GP would provide this information to SH outside this meeting.

Action 10/22:

GP would provide information on the number of Stalking Protection Orders issued and breaches to SH outside this meeting.

Action 11/22:

GP and SH would meet to discuss the Homicide Profile.

APri left the meeting at 1640

8 Deep Dive – Reducing drug driven violence

- 8.1 GP introduced the paper and RK updated on the performance and activity that has been carried out around reducing drug driven violence. The paper included items on performance, key performance indicators, community violence, serious violence, knife enabled crime, street robbery, county lines and the Hampshire Scoring, assessment of the priority area (i.e. growth in FTE posts), case studies and knife bins.
- 8.2 RK also updated on work that will be done to reduce drug driven violence, i.e. partnership work on a whole system approach, the introduction of drugs desks, Triple P Team dealing with reports of cuckoo-ing, developing the Serious Violence Duty within Essex amongst other items.
- 8.3 JG thanked RK for the report and welcomed the detailed information contained within it. JG asked about the drugs desk concept and whether it was upskilling and if it would use dedicated uniformed officers? RK explained that the drugs desk officers would deal with the cases in custody that the Raptor Team do not; it would not be an exclusive dedicated role. A brief discussion took place around the ethnicity and gender with those involved in drug dealing etc and whether there was any greater or lesser risk for protected characteristics.

- 8.4 SH asked whether the Hampshire Score can be used against scoring with other Forces, and RK confirmed that the Force could use it but it was a system that did not lend itself to direct comparisons easily. A brief discussion took place around Op Cloud and the techniques used.

9 Approval for publishing of documents

The papers for publishing were agreed as 3i, 3ii, 4, 5, 6, 7 and 8. It was agreed that Papers 7 and 8 would be redacted and sent through to the PFCC's office prior to publication by APri and GP.

Action 12/22:

Redacted versions of papers 7 and 8 would be sent through to the PFCC's office prior to publication, by APri and GP

10 Any Other Business

There being no other business, the meeting closed at 1707.

[Subsequently after the meeting, JG would like to add this note to the minutes: In my haste to get to the Specials Attestations this evening, I completely and utterly omitted during the meeting to recognise that it was Julia's last Performance and Resources' Board before she leaves us for pastures new. I would like mine and Roger's thanks to Julia to be noted in the minutes for all her exceptional work done with the Force and the PFCC's office over the last year which has got us to where we are today. Thank you, Julia!].