

# Essex Police and Crime Panel

<b>14:30</b>	<b>Thursday, 18 February 2016</b>	<b>Committee Room 1, County Hall, Chelmsford, Essex</b>
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## **Quorum: 5**

### **Membership**

Councillor Tony Hedley  
 Councillor Wendy Schmitt  
 Councillor William Russell  
 Councillor Godfrey Isaacs  
 Councillor Bob Shepherd MBE  
 Councillor Tim Young  
 Councillor Gary Waller  
 Councillor John Jowers  
 Councillor Tony Durcan  
 Councillor Penny Channer  
 Councillor Jo McPherson  
 Councillor Ian Gilbert  
 Councillor Lynda McWilliams  
 Councillor Jane Potheary  
 Councillor Jim Gordon  
 John Gili-Ross  
 Kay Odysseos

### **Representing**

Basildon Borough Council  
 Braintree District Council  
 Brentwood Borough Council  
 Castle Point Borough Council  
 Chelmsford City Council  
 Colchester Borough Council  
 Epping Forest District Council  
 Essex County Council (Chairman)  
 Harlow District Council  
 Maldon District Council  
 Rochford District Council  
 Southend Borough Council  
 Tendring District Council  
 Thurrock Borough Council  
 Uttlesford District Council  
 Independent Member  
 Independent Member

### **For information about the meeting please ask for:**

Colin Ismay, Council and Member Support Manager, ECC, and Secretary to the Panel

Fiona Lancaster, Committee Officer

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Essex County Council

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## **Part 1**

(During consideration of these items the meeting is likely to be open to the press and public)

		<b>Pages</b>
<b>1</b>	<b>Apologies for Absence and Notices of Substitution</b> The Secretary to the Panel to report receipt (if any).	
<b>2</b>	<b>Minutes</b> To approve the minutes of the meeting held on 29 January 2016 (attached).	<b>5 - 10</b>
<b>3</b>	<b>Declarations of Interest</b> Members are invited to declare any interest in any item on the agenda. Members may still declare an interest in an item at any time prior to its consideration.	
<b>4</b>	<b>Questions to the Chairman from Members of the Public</b> The Chairman to respond to any questions relevant to the business of the Panel from members of the public.	
<b>5</b>	<b>End of term report by the Commissioner</b>	<b>11 - 16</b>
<b>6</b>	<b>The Police and Crime Commissioner to update the Panel on On-going Issues (if any)</b>	
<b>7</b>	<b>Date of Next Meeting</b> To note that the next meeting will be held at 2.30 pm on Thursday 26 May 2016, in Committee Room 1, County Hall.	
<b>8</b>	<b>Urgent Business</b> To consider any matter which in the opinion of the Chairman should be considered in public by reason of special circumstances (to be specified) as a matter of urgency.	

## **Exempt Items**

(During consideration of these items the meeting is not likely to be open to the press and public)

To consider whether the press and public should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part I of Schedule 12A of the

Local Government Act 1972 or it being confidential for the purposes of Section 100A(2) of that Act.

In each case, Members are asked to decide whether, in all the circumstances, the public interest in maintaining the exemption (and discussing the matter in private) outweighs the public interest in disclosing the information.

**9            Urgent Exempt Business**

To consider in private any other matter which in the opinion of the Chairman should be considered by reason of special circumstances (to be specified) as a matter of urgency.

## MINUTES OF A MEETING OF THE ESSEX POLICE AND CRIME PANEL HELD AT COUNTY HALL, CHELMSFORD, ON FRIDAY 29 JANUARY 2016

Present:

### **Councillor**

Tony Hedley  
Graham Butland  
Colin Riley  
Bob Shepherd  
Tim Young  
Gary Waller  
John Jowers  
Tony Durcan  
Stephen Savage  
Jo McPherson  
Martin Terry  
Lynda McWilliams  
Jane Potheary  
Susan Barker  
John Gili-Ross

### **Representing**

Basildon Borough Council  
Braintree District Council  
Castle Point Borough Council  
Chelmsford City Council  
Colchester Borough Council  
Epping Forest District Council  
Essex County Council (Chairman)  
Harlow District Council  
Maldon District Council  
Rochford District Council  
Southend Borough Council  
Tendring District Council  
Thurrock Borough Council  
Uttlesford District Council  
Independent Member

### **Apologies for Absence**

William Russell	Brentwood Borough Council
Godfrey Isaacs with Colin Riley as his substitute	Castle Point Borough Council
Penny Channer with Stephen Savage as her substitute	Maldon District Council
Ian Gilbert with Martin Terry as his substitute	Southend Borough Council
Jim Gordon with Susan Barker as his substitute	Uttlesford District Council
Kay Odysseos	Independent Member

County Councillors Nigel Le Gresley, Michael Mackrory and Stephen Robinson were also in attendance.

The following officers were in attendance throughout the meeting:

Anna Hook, Commissioning Support Manager  
Colin Ismay, Council and Member Support Manager, Essex County Council,  
Secretary to the Panel  
Fiona Lancaster, Committee Officer, Essex County Council

Nick Alston, the Essex Police and Crime Commissioner, was in attendance throughout supported by the following officers:

Susannah Hancock, Chief Executive  
Charles Garbett, Treasurer

## **1. Minutes**

Subject to the insertion of a new bullet point in minute 5 ((a) Finance Report and Budget Plans) to read “The Committee noted that operational police issues could be raised with local Crime and Disorder Partnership Panels.”, the minutes of the meeting held on 26 November 2015 were approved as a correct record and signed by the Chairman.

## **2. Declarations of Interest**

Councillor Martin Terry declared a personal interest in that he was standing as a candidate in the Essex Police and Crime Commissioner elections in May 2016.

Councillors G Butland, A Hedley and J Jowers declared a personal interest in that they were all members of the Essex Fire Authority (minute 6 below refers).

## **3. Questions to the Chairman from Members of the Public**

### **From Councillor Stephen Robinson**

Councillor Stephen Robinson asked for comments on the implications for the City, Borough and District Councils of Essex of the police force’s withdrawal from dealing with local issues such as parking obstructions and anti-social behaviour.

### **From Councillor Nigel Le Gresley**

Councillor Nigel Le Gresley asked for comments on whether the policy on community policing and the reduction in PCSOs would be re-considered if there was an increase in low level crimes.

### **From Councillor Michael Mackrory**

Councillor Michael Mackrory asked for details on the local policing teams, to include the number of PCSOs and dedicated police officers across Essex, and the number of individuals dealt with who had mental health issues.

The Chairman responded that these questions would be addressed as part of item 6 (The proposed Police Precept for 2016/17) on the agenda.

## **4. Actions arising from the last meeting**

The Panel received report EPCP/01/16 by the Secretary to the Panel highlighting the matters raised during the previous meeting that required further action and indicating the action taken.

The report was noted.

## **5. The proposed Police Precept for 2016/17**

The Panel considered report EPCP/02/16 and accompanying appendices by the Commissioner setting out the proposed precept for 2016/17.

The following points were made during the ensuing discussion.

- Members welcomed the improvement made to the detail and argument contained within the proposals in comparison with the previous year's report. A greater emphasis on outputs would be a helpful addition in future.
- Essex Police faced cost pressures of £12.4m in 2016/17, even with the unexpected news in the Autumn Statement 2015 that police budgets would be protected in line with inflation.
- The Commissioner's disappointment at the slow progress with the review of the Government's national Police Funding formula, given the potential monetary gain for Essex Police which had been historically underfunded in comparison with other forces over a number of years.
- Members acknowledged that expensive underutilised Estate assets such as police station frontline counters could not be kept.
- The Commissioner explained that an extra 100 specialist posts were being put into public protection to deal with the increase in hidden harms such as domestic abuse incidents. There would also be increased focus on cyber-crime and burglaries. Some of the specialist posts would be filled by civilians.
- Some Panel Members expressed the view that the reduction in PCSO numbers to 90 should be reconsidered in light of the negative effect this could have on local intelligence gathering. The Commissioner commented that the proposed staffing levels could be reassessed if Essex Police received an increased Government grant allocation, and if the PCSOs continued to deliver value. The Commissioner confirmed that there was still an opportunity for local councils to fund PCSOs.
- Members noted that there were over 300 Specials in Essex, although the turnover rate was high. More volunteers would be valued.
- The Commissioner reported that Essex Police would need to work in partnership with other authorities to ensure that issues such as dangerous parking and anti-social behaviour were dealt with appropriately. Members noted that around 20% of all Essex Police incidents involved dealing with individuals with mental health issues.
- The Treasurer to the Commissioner explained the re-shaping of the staff costs and emphasis away from local policing. He acknowledged that comparative tables would be useful.
- Some of the recent changes on how crimes could be reported by telephone or online had led to some Essex residents feeling more remote from their police service. Better communications and alternative ways of improving resident access to police officers were being explored.
- The need for efficiencies to be sought with costs relating to overtime being closely monitored and sickness absence rates improved.

- The Panel noted that Essex Police was expecting the results of its PEEL (police effectiveness, efficiency and legitimacy) inspection shortly.

Following consideration of the report and having listened to the Commissioner's justification of the need for an increase, the Chairman invited the Panel to vote on the Commissioner's proposal for a precept increase of 3.36%, equivalent to an increase of £4.95 a year from £147.15 to £152.10 for a Band D property and thus raising £3m of additional council tax receipts.

#### **DECIDED:**

That the Commissioner's proposal for a precept increase of 3.36 % be accepted.

Councillors M Terry and T Young requested that their names be recorded as having voted against.

Councillor Butland requested that his name be recorded as having abstained.

#### **6. Forward Look**

Councillors G Butland, T Hedley and J Jowers declared a personal interest in this item (minute 2 above refers).

The Panel considered report EPCP/03/16 by the Secretary to the Panel concerning the planning of the Panel's business.

The Panel agreed to the suggestion that it would be helpful to receive an update on the process regarding closer working / collaboration between the Police and Fire Services, in the light of the recent Government announcements. It was acknowledged that a clear business case would be needed for the Commissioner to take this forward.

The report was otherwise noted.

#### **7. Update on On-going Issues**

The Commissioner provided the Panel with a brief update on the following:

- The "Airwave" radio system contracts had been let in December and Essex Police was expected to move to the new secure emergency network in 2017. Members noted the high levels of risk associated with the project, in particular regarding reliability, coverage and funding. Essex and Kent Police were working together on a roll out model. The Commissioner advised the Panel to keep this issue under scrutiny.
- The Police Estates Transformation Programme had identified a new commercial partner to support the development of the programme. The Commissioner acknowledged that there needed to be better communication with Essex residents as police stations were closed and disposed of.



- Members were invited to contact the Commissioner for details on the Business Crime Forum.

#### **8. Date of Next Meeting**

The Panel noted that the next formal meeting would take place at 2.30 pm on Thursday 18 February 2016, in Committee Room 1, County Hall, and that this would be preceded by a private pre-meeting starting at 1.45 pm.

Chairman  
18 February 2016



## AGENDA ITEM 5

Essex Police and Crime Panel	<b>EPCP/04/16</b>
Date: 18 February 2016	

### **PCC End of Term Report**

Report by the Police Crime Commissioner

Enquiries to Susannah Hancock, Chief Executive:

[susannah.hancock@essex.pnn.police.uk](mailto:susannah.hancock@essex.pnn.police.uk)

#### **1. Purpose of report**

- To summarise the key issues, challenges and achievements that have taken place since the PCC took up office in November 2012.
- The report is an overview only and is not intended as an exhaustive account. The PCC will speak to the paper in detail in the Panel meeting.

#### **2. Recommendation**

- That the panel note the contents of the report.

#### **3. Background**

- 3.1 Since the PCC first took up office 3 and a half years ago, there has been a period of significant change both in crime and in communities across Essex. The profile of crime has continued to change, with a shift away from the more traditional crime types such as theft and burglary, towards new and emerging crimes including the more hidden harms of domestic abuse, sexual violence and child sexual exploitation. Many more crimes are now committed on-line, with fraud and on-line abuse of vulnerable people on the increase. This has called for a different type of policing, with a movement away from what some call the 'bobbies on the beat' approach towards a model that has public protection and safeguarding at its core.

- 3.2 In addition, the demographics of Essex are changing. With the significant increase in new homes being built across the county, we see communities growing and changing, bringing with them economic growth and new employment opportunities, but also social challenges. For example, our close proximity to London has resulted in a number of London boroughs re-locating some of their more troubled families into Essex, including the placement of children in care in Essex care homes. We have also seen a rise in the levels of organised criminal activity, much of it drug related, coming into Essex from London and surrounding areas. All of this has an impact on policing and on wider social care agencies.
- 3.3 With a new governance structure, led by the PCC, it has been inevitable that there has been a fresh look at Essex Police itself. The retirement of the previous Chief Constable Jim Barker McCardle allowed the PCC to advertise for and recruit Stephen Kavanagh to the position of Chief Constable from a strong field of candidates. Since then, through support and challenge, the PCC has encouraged the Chief Constable to refresh the culture, lift the standards and build the professionalism of Essex Police.
- 3.4 The combination of both internal and external change has led to what is now a significant programme of transformation across Essex Police involving police estates, ICT, public contact and the development of a new policing model. The creation of the role of PCC has also allowed a new partnership approach to addressing some of the challenging crimes and harms, such as Domestic Abuse. There is significant scope for the further development of this leadership role in seeking partnership solutions to complex problems.

#### **4. Challenges:**

- 4.1 Areas of challenge include:
- 4.2 **Child Protection:** The Panel will be aware of Operation Maple. This commenced in autumn 2014 and revealed some significant, systematic inadequacies within Essex Police in relation to the investigation of child abuse and its work with vulnerable people. Responding to these critical performance challenges has been a key focus for both the PCC and the Chief Constable, resulting in a significant increase in investment in public protection and safeguarding across Essex Police. A further critical report by HMIC is anticipated shortly. However, the PCC and the Chief Constable are confident that re-inspections from March this year will begin to show improvements in this critical area.

- 4.3 **Professionalisation of Police Staff:** The deficit of expertise and skills within Essex Police in relation to critical support areas such as ICT, programme and change management, HR and Finance has been a key area of concern. Work is well advanced to address these skills gaps, with a number of recent appointments drawing in new skills and experience into the organisation from outside of policing. Investment in police staff continues to be an important area of focus.
- 4.4 **Financial management:** Essex Police has historically had a traditional, transactional model of financial management but with the demands of modern policing, it now needs one that is much more strategic, transparent and focused on linking resources to outcomes. A recent independent financial review has helped to identify key areas for improvement and an improvement plan is now in place to address these issues.
- 4.5 **Public confidence and contact:** According to national police surveys, confidence in Essex Police continues to be low in comparison to other similar forces. Essex Police needs to be able to communicate more proactively and openly with the public of Essex, speaking about the positive work they do as well as the challenges they face in a language that engages local communities. This needs to translate into how the public can in turn contact and communicate with Essex Police including having access to a wide range of contact channels to improve reporting and local engagement. The new Public Contact programme is seeking to achieve this.
- 4.6 **Police Estates:** The Police estate is expensive, in significant disrepair and not fit for purpose for modern policing. Essex Police needs to embrace more efficient, agile ways of working that move away from large, inefficient buildings towards a smaller police estate that is more responsive to demand. This will reflect the use of mobile policing technology and greater co-location with partners through local community safety hubs.
- 4.7 **ICT:** Essex Police has led a challenging journey through the implementation of the new ATHENA system. The police IT infrastructure is also being rationalised to be more cost effective and easy to maintain. The introduction of fully mobile working has been hesitant with too many false starts over many years - a problem common across UK police forces. The planning of the next phase is well advanced and now needs to be effectively landed to deliver the new operating model.

## 5. Achievements:

- 5.1 The past 3 and a half years have seen a number of significant achievements. Some examples include:
- 5.2 **Holding the Chief Constable to Account:** Arguably this is the key role of the PCC who has made scrutiny of Essex Police performance a key priority, ensuring open, transparent and highly visible accountability through the Essex Police Challenge, through the publication of performance information in public domain and through a comprehensive scrutiny programme.
- 5.3 **Eradication of police targets:** The PCC removed all local police targets and their unintended consequences, and instead pointed to one primary outcome within the Police Crime Plan – that of reducing crime. This has provided an important focus throughout the period and has enabled Essex Police to focus on quality and outcomes instead of chasing volume targets. This has not been without challenge for a force where many managers had become accustomed to meeting targets imposed by senior managers without regard to local circumstances.
- 5.4 **Victims focus and Commissioning:** The PCC made victims a key priority within the Police Crime Plan. He has led the development of new victims commissioning strategy, investing over £2m a year in support to local victims of crime, and ensuring that victims have a real voice in the criminal justice system.
- 5.5 **Domestic Abuse and Hidden Harms:** Domestic Abuse was the only crime type specifically singled out in the Police Crime Plan as a key area of focus, and has continued to be a key priority for the PCC throughout his term in office. This has now expanded to include wider hidden harms. The PCC has invested heavily in tackling Domestic Abuse and hidden harms, and continues to champion the partnership response to this issue through chairing the DA Strategic Board and through his work across the safeguarding boards.
- 5.6 **Community safety:** The PCC has sought to invest and deliver local solutions for local problems through his New Initiatives Fund and Community Safety Development Fund, investing over £2.4m a year in local communities and community safety partnerships and, more recently, helping drive the creation of new Community Safety Hubs to embed close partnership working between Essex Police, CSPs and other key local community safety stakeholders. He has maintained funding for CSPs throughout his tenure and encouraged efficient joint working under the Safer Essex umbrella.

- 5.7 **Partnership working:** The PCC has maintained a strong focus on partnership working, working with and alongside Safer Essex, Essex Criminal Justice Board, Essex Partnership Board, the SET Safeguarding Boards and a range of other forums and bodies to enable systems wide responses to some of the most challenging issues.
- 5.8 **Public engagement and visibility:** The PCC has engaged directly with the diverse communities of Essex through holding regular public meetings in each district and unitary across the county, engaging with more vulnerable communities through specific events and the development of youth forums, and through having an open access approach whereby the public can correspond and speak directly with him and his office.
- 5.9 **Reducing reoffending:** The PCC has worked closely with criminal justice partners to improve criminal justice system wide responses to tackling perpetrators and supporting victims, has through his Deputy set up an out of court disposals panel to review out of court decisions and processes, and continues to support the work of the Reducing Reoffending Board and Integrated Offender Management scheme.
- 5.10 **A focus on the Business and Rural Communities:** Against the backdrop of increasing demand from the busy urban areas of Essex related both to volume crime and to the many hidden harms, the PCC has also built strong relationships with the Business and Rural communities and encouraged Essex Police to listen and respond to their particular concerns. Quality data about crime affecting these communities is now available and is helping to shape Essex Police response to what can be economically damaging crime.

## **6. Issues for the next term:**

- 6.1 Whilst proud of these achievements, the PCC considers there are many 'works in progress' that an incoming PCC will need consider, as well as new tasks to begin. These include:

### **6.2 In progress:**

- Supporting the Chief Constable as he embeds the culture change ;
- Developing the programme through which the Chief Constable and the work of Essex Police is scrutinised by the OPCC, building on the lessons of the first term;
- The on-going delivery of the Strategic Transformation programme;

- Continuing to refine the relationship with the Police and Crime Panel, including resolving the issue of the handing of complaints against the PCC and his Deputy.

### 6.3 **New Developments:**

- Responding to the Government's desire for emergency service provision to be 'reimagined', seeking improvements in operational collaboration, infrastructure efficiency and governance especially between Essex Police and Essex County Fire and Rescue Service;
- Working with public and voluntary sector partners to address the critical issue of demand on all public services across the health, social care and community safety sectors, focusing on early intervention and prevention;
- Responding to the new initiatives from the Ministry of Justice, and taking advantage of the lessons learned from the introduction of PCCs, to look to streamline and make more efficient the local delivery of criminal justice across policing, the CPS, courts, probation / the new CRC, and prisons.