

# Essex Police and Crime Panel

<b>14:30</b>	<b>Thursday, 26 January 2017</b>	<b>Committee Room 1, County Hall, Chelmsford, Essex</b>
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## **Quorum: 5**

### **Membership**

Councillor Gavin Callaghan  
Councillor Wendy Schmitt  
Councillor Paul Barrell  
Councillor Godfrey Isaacs  
Councillor Bob Shepherd MBE  
Councillor Mike Lilley  
Councillor Gary Waller  
Councillor John Jowers  
Councillor Tony Durcan  
Councillor Penny Channer  
Councillor June Lumley  
Councillor Mark Flewitt  
Councillor Carlo Guglielmi  
Councillor Sue MacPherson  
Councillor Jim Gordon  
John Gili-Ross  
Kay Odysseos

### **Representing**

Basildon Borough Council  
Braintree District Council (Vice-Chairman)  
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

**Telephone:** 033301 34573

**Email:** [fiona.lancaster@essex.gov.uk](mailto:fiona.lancaster@essex.gov.uk)



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 the receipt (if any).	
<b>2</b>	<b>Minutes</b> To approve the minutes of the meeting held on 1 December 2016.	<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>The proposed Police Precept for 2017/18</b>	<b>11 - 28</b>
<b>6</b>	<b>Ethics and Integrity</b>	<b>29 - 32</b>
<b>7</b>	<b>Forward Look</b>	<b>33 - 34</b>
<b>8</b>	<b>The Police and Crime Commissioner to update the Panel on On-going issues</b>	
<b>9</b>	<b>Date of Next Meeting</b> To note that the next meeting will be held at 2.30 pm on Thursday 16 February 2017, in Committee Room 1, County Hall.	
<b>10</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.

**11**

**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 the meeting of the Essex Police and Crime Panel, held in Committee Room 1 County Hall, Chelmsford, Essex on Thursday, 01 December 2016

### Present:

#### Councillor

Alan Bennett  
Wendy Schmitt  
Bob Shepherd  
Mike Lilley  
John Jowers  
Tony Durcan  
Penny Channer  
Trevor Byford  
Joycelyn Redsell  
John Gili-Ross

#### Representing

Basildon Borough Council  
Braintree District Council (Vice-Chairman)  
Chelmsford City Council  
Colchester Borough Council  
Essex County Council (Chairman)  
Harlow District Council  
Maldon District Council  
Southend Borough Council  
Thurrock Borough Council  
Independent Member

### Apologies for Absence

Gavin Callaghan with  
Alan Bennett as his  
substitute  
Paul Barrell  
Godfrey Isaacs and his  
substitute Colin Riley  
Gary Waller  
June Lumley  
Mark Flewitt with Trevor  
Byford as his substitute  
Carlo Guglielmi  
Jim Gordon and his  
substitute Susan Barker  
Kay Odysseos

Basildon Borough Council  
  
Brentwood Borough Council  
Castle Point Borough Council  
  
Epping Forest District Council  
Rochford District Council  
Southend Borough Council  
  
Tendring District Council  
Uttlesford District Council  
  
Independent Member

The following Officers were in attendance throughout the meeting:

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

Fiona Lancaster, Committee Officer, Essex County Council

Roger Hirst, Essex Police and Crime Commissioner, was in attendance throughout and supported by Charles Garbett, Treasurer, and Greg Myddelton, Assistant Director for Commissioning.

Apologies for absence were received from Susannah Hancock, Chief Executive.

### 1 Minutes

The minutes of the meeting held on 3 November 2016 were approved as a correct record and signed by the Chairman.

### 2 Declarations of Interest

The Chairman reminded Panel members to declare any specific interests as appropriate throughout the meeting.

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

There were no questions.

**4 Budget scene-setting and Finance report**

The Panel considered report EPCP/19/16 by the Treasurer which set out:

- i) the 2016/17 full year forecast as at October 2016; and
- ii) the current and anticipated budget issues that would inform the Panel's discussions on the 2017/18 budget and precept.

The following points were made during the ensuing discussion.

- The Panel acknowledged the changes relating to the revenue and capital accounts as a result of the new Commissioner's first Police and Crime Plan for Essex.
- The Commissioner drew the Panel's attention to the low level of capital reserves and the likelihood that he would need to borrow in the future.
- Members noted that Essex Police expected to deliver a balanced budget for 2016/17.
- The Panel discussed the reasons for the underspend on employee costs being greater than expected at the end of October, and the plan to increase the recruitment of police officers in the fourth quarter of 2016/17. There were no plans to cut numbers any further.
- Members discussed the appointment of an Occupational Health Advisor and noted that this was essential to help tackle the high levels of sickness absence.
- The Commissioner highlighted the work being undertaken by the Rural Task Force and Essex Police's response to changing demands. He indicated that he intended to seek an increased level of funding for 2017/18 in order to achieve the delivery of the new Plan.
- The Panel questioned the amount allocated for gym equipment, its location and accessibility for staff, and whether gym memberships could be more cost effective. The Commissioner agreed to investigate the possibility of Essex Police sharing training facilities with the Essex Fire Authority.
- The Treasurer explained how additional funds were allocated for ill health retirements in line with statutory requirements.
- The Panel indicated that it would be helpful to see comparisons between previous allocations and what had been changed by the new Commissioner. In relation to budget in-year virements, the Panel felt that it would be helpful to have an appendix containing more detailed explanations and acronyms. The Commissioner agreed to re-consider how

some of the virements were grouped together, whilst retaining transparency in the report.

- The Panel noted the acceleration of the Estates Transformation programme which had led to additional contractor costs to dispose of sites promptly.
- The Panel discussed road safety and enforcement work and the use of cameras. The Commissioner reported that as a result of a recent SERP survey concluding that no more speed/ANPR cameras were needed he had asked for this rather surprising outcome to be reviewed.
- The Panel sought further clarification regarding the five year capital investment plan on the costs of renewing/replacing equipment and of developing mobile phone apps.

The Panel **noted** the report.

## **5 Tackling Gangs in Essex**

The Panel considered report EPCP/20/16 by Chief Superintendent Paul Wells and Greg Myddleton, Assistant Director of Commissioning, Office of the Police and Crime Commissioner (OPCC), which provided the Panel with:

- i) an overview of the approach to dealing with gangs within Essex;
- ii) the activity by Essex Police and partners to tackle gangs, including the development of a Violence Prevention Strategy; and
- iii) a programme of commissioning undertaken by the OPCC to commission services to divert young people away from gang involvement.

The following points were made during the ensuing discussion.

- The Panel noted that gang-related activity within Essex was increasing, and that it was more difficult to divert people away from gangs in urban areas.
- Essex Police had adopted the six key priorities listed in the Home Office 'Ending Gang Violence and Exploitation (2016)'.
- The involvement of the Institute of Community Safety (ICS) in helping to develop a strategic framework for the commissioning and delivery of community safety services in Essex.
- There would be further collaboration with Kent Police and other external partners, details of which would be provided to the Panel in due course.
- The anticipated launch in January 2017 of a mentoring programme aimed at young people identified as being at risk to prevent them being exploited by gangs.
- The use of intelligence from the health service to help identify and tackle

crime 'hot spots'.

- The Panel noted that the St Giles Trust had produced a film on gangs which showed the consequences beyond those directly involved, and which was being offered to schools. Panel members indicated their support for more crime prevention education in schools.
- The Panel would be provided with regular updates on Seed Funding regarding diversionary activity, and the detailed delivery targets and outcomes in connection with this activity.
- The Panel emphasised the need for the Commissioner to work closely with councils and the local community safety partnerships to share intelligence and help new police initiatives succeed.
- The Panel welcomed the new gang initiative and shared their concerns regarding the increased gang related crime across the County.

The Panel **noted** the report.

## **6 Annual Report 2015-16**

The Panel considered EPCP/21/16 presented by the Treasurer which provided the Annual Report 2015-16 that covered the final year of Office of the previous Essex Police and Crime Commissioner, Mr Nick Alston.

The following points were made during the ensuing discussion.

- The Panel expressed some concern regarding the reduction in the numbers of crimes solved. In response, the Commissioner explained that in his view there had been insufficient focus on prevention in previous years and across the UK there had been an increase in crime since 2015. More victims of abuse were coming forward to report crimes which had contributed to the increase.
- The Commissioner indicated that he would be seeking the Panel's support for additional resources in 2017/18 to help Essex Police tackle both high and low level crimes.
- In response to a question regarding the number of public meetings held in 2015/16, the Commissioner reported that the public engagement programme was currently under review. He mentioned that he had recently attended some local meetings and was keen to give the public the opportunity to raise matters of concern. The Commissioner noted the request to involve local councils with public meeting arrangements.

### **DECIDED:**

That the Annual Report 2015-16 be endorsed, prior to its publication.

## **7 A National Association of Police and Crime Panels**

The Panel considered EPCP/22/16 by the Secretary to the Panel which sought



the Panel's views on the possibility of establishing a national association of Police and Crime Panels.

The Panel welcomed the opportunity to work with other panels and acknowledged the number of benefits which could be available from having a national association. The Panel members also indicated their support for more local contact between panels, for instance with Kent to share information and knowledge.

The Commissioner supported the initiative for a national association and commented that the Association of Police and Crime Commissioners had proved a useful forum in which to discuss innovative ideas.

**DECIDED:**

The Panel supported Essex's involvement with the further investigation of the possibility of creating a national association of Police and Crime Panels.

**8 Forward Look**

The Panel considered report EPCP/23/16 by the Secretary to the Panel concerning the planning of the Panel's business.

The Secretary to the Panel confirmed that regular reports on the Estates programme, Athena, and the new initiatives for Tackling Gangs in Essex would be included in the content of the Forward Look. An update on the 101 telephone service would be provided as part of the report on Public Contact and Communication at the February 2017 meeting.

The Panel otherwise **agreed** the content of the Forward Look.

**9 The Police and Crime Commissioner to update the Panel on On-going Issues (if any)**

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

- The draft initial Local Business Case prepared by the Commissioner for the joint governance of Police and Fire & Rescue services in Essex would be available on 2 December 2016.
- The levels of crime in Basildon, Harlow and Southend were a concern.
- His wish to establish a separate Ethics and Integrity Sub-Group.
- The Commissioner confirmed that Essex Police would be involved with the Football Association's inquiry into sexual abuse.

**10 Date of Next Meeting**

The Panel **noted** that the next meeting would take place at 2.30 pm on Thursday 26 January 2017, in Committee Room 1, County Hall, and that this would be preceded by a private pre-meeting starting at 1.45 pm.

**Chairman**



**AGENDA ITEM 5**

Essex Police and Crime Panel	<b>EPCP/01/17</b>
Date: 26 January 2017	

**Proposed Precept for 2017-18**

Contacts: Roger Hirst, Police and Crime Commissioner (PCC) for Essex,  
Charles Garbett, Treasurer

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**1. Purpose of Report**

- 1.1 To present the PCC's proposed precept for 2017-18.
- 1.2 The PCC has set out his vision and seven policing priorities in the Police and Crime Plan 2016-2020 (follow link: <http://www.essex.pcc.police.uk/priorities-for-essex/police-and-crime-plan/>). The overall level of resources to fund policing and crime reduction work makes a difference in building safe and secure communities.
- 1.3 Members will recall the initial scene setting report approved at the last meeting of this Panel on 1<sup>st</sup> December 2016. Since the last meeting the Government have issued a Provisional Police Grant Report for 2017-18 with finalised figures expected shortly.

**2. Precept Proposal**

- 2.1 The PCC proposes a precept increase of 3.25%, equivalent to an increase of £4.95 a year from £152.10 to £157.05 for a Band D property, raising £3.1m of additional council tax receipts.
- 2.2 The Police and Crime Panel is invited to review and report back to the PCC on his proposed precept.

**3. Funding for the PCC**

- 3.1 The PCC's proposed net revenue budget of £268.9m for 2017-18 is financed approximately two thirds by Government grant and one third Council Tax.
- 3.2 The Provisional Police Grant Settlement for 2017-18 provides 1.3% less than 2016-17. The Government's headline from the Home Office is that no PCC will face a cash reduction in their overall funding as long as they maximise their precept. The position for Essex is set out in Table A below.

**Table A: Provisional Government Grant 2017-18 compared with 2016-17**

<b>Funding</b>	<b>2016-17 £m</b>	<b>2017-18 £m</b>	<b>Difference £m</b>	<b>% Change</b>
Home Office Core Grant	102.7	101.3	-1.4	-1.4
Home Office Formula Grant (Ex-DCLG Grant)	55.9	55.1	-0.8	-1.4
Legacy Council Tax Grants	13.1	13.1	Nil	Nil
<b>Total Provisional Government Grant (63% of total for 2017-18)</b>	<b>171.8</b>	<b>169.6</b>	<b>-2.2</b>	<b>-1.3</b>
Council Tax Precept	92.6	97.4	4.7	5.1
Collection Fund Surplus	1.8	1.9	0.1	6.0
<b>Total Council Tax receipts (37% of total for 2017-18)</b>	<b>94.4</b>	<b>99.3</b>	<b>4.8</b>	<b>5.0</b>
<b>Total Funding</b>	<b>266.2</b>	<b>268.9</b>	<b>2.6</b>	<b>1.0</b>

3.3 The Council Tax precept income shown in the above table consists of two changes totalling £5.1m:

- i) An increase in the precept Band D of £4.95 from £152.10 in 2016-17 to £157.05 in 2017-18; an increase of 3.25% and increasing council tax receipts by £3.1m.
- ii) A year on year increase in the tax base from 609,121 to 620,121 Band D equivalent properties; an increase of 1.8% and increasing council tax receipts by £1.6m.

3.4 Essex Police has an historic backdrop of lean spending, with the lowest net expenditure per head of population of all forces in England & Wales. In the context of the constraints on public expenditure resulting from the great recession, we must recognise the sterling work of the Force in delivering over £74m of savings over the course of the last six years.

3.5 The PCC has therefore separately earmarked the additional council tax receipts of £3.1m to be used to invest in priorities included in the Police and Crime Plan.

#### 4. **Using additional funds to meet priorities of the Police & Crime Plan**

4.1 Presenting the 2017-18 Budget provides a timely opportunity to draw together the PCC's recently published PCP and the resources best deployed to meet the seven service priorities and aims for keeping Essex safe. The 2017-18 budget has been developed working alongside the Chief Constable and his Chief Officer Management Team and presented in this report for members information and scrutiny.

4.2 The 2017-18 budget requirement is £268.9m and an analysis of the budget is contained within the following appendices:

Appendix A: A high level 2017-18 budget overview showing the movement between the 2016-17 original budget and 2017-18 final budget requirement.

Appendix B: A more detailed analysis of the movement between the original budget for 2016-17 and 2017-18. The analysis provides additional information on budget changes relating to:

- Unavoidable cost pressures
- New investment enabled by the precept increase
- Savings to be achieved.

Appendix C: 2017-18 Revenue Budget – Subjective Analysis

4.3 The financial performance of the Force is clear. For the latest financial year 2015-16, the PCC and Force spent within the overall budget of £262.5m to break even. Tight financial management and control enabled this position to be achieved and the expectation is that a similar result will emerge for 2016-17 spending contained within the overall budget of £266.3m. Moreover, the requirement to spend within overall budget provision applies to each future year of the MTFS. This position is not easily achieved and is recognised by HMIC in their assessment that financial management is sound.

4.4 From a sound financial base the PCC has drawn upon particular priorities within the Police and Crime Plan that are incorporated into his 2017-18 budget proposal for new investment:

***More local, visible and accessible policing and tackling more serious crime (£1.524m)***

The police officer establishment will increase by 41 police officers to 2,850 FTEs at an additional cost of £1.524m. There will be an additional 30 police officers for regular front line policing and for the Serious Crime Directorate (SCD). There will also be 11 additional firearms officers.

***Boost community volunteering – doubling the Special Constabulary, with a Special Constable in every community (£0.395m)***

There will be a phased expansion of the Special Constabulary, increasing the establishment from 350 to 700. It is anticipated that we will achieve 532 special constables in 2017-18 at an additional cost of £0.395m in 2017-18.

***Improved communications between the police and local communities (£0.518m)***

The PCC recognises the improvement needed in the 101 system based on the public's feedback and an additional 15.5 FTE staff will be recruited to the Force control room costing £0.518m to both support managing additional demand from 999 calls and investing resources in the 101 system.

***Tackle Gangs and Organised Crime (£0.492m)***

Investment in capability to meet the Strategic Policing Requirement in relation to cyber-crime, meet the increased demand in relation to fraud and referrals from the National Fraud Intelligence Bureau and progress with digital technologies. This investment will be backed by a range of performance measures including an increase in the number of offenders brought to justice and an increase in the incentivisation receipts due to proactive investigations.

***Effective Use of Technology (£0.358m)***

The plan to deliver mobile policing to all front line officers is firmly on track and real progress is being made towards ensuring effective delivery of the Athena Police IT system. Over the next 12 months five forces are planning to go live with Athena sharing an increased database thereby helping to achieve a stepped change in the use of police technology for Essex and the wider mutual benefit of the Athena family of forces. For the 2017-18 revenue budgets £0.358m is set aside for the revenue consequences of these projects.

***Service changes to address challenges (£0.442m)***

Following benchmarking and a review by PA Consulting the Force has acknowledged the need to introduce Finance Business Partners and a new Director post. The additional support enabled with this investment is expected to ensure that budgeted resources are closely aligned with Police and Crime Plan priorities. The costs of these changes are reflected in the recurring costs of £0.442m along with surveys, research costs and an additional analyst post and performance measurement is enhanced.

- 4.5 The above new investment totals £3.729m. However, taking into account the set up time for the new investment an in year saving of £0.659m is planned thereby reducing the investment cost in 2017-18 to £3.07m.

**Table B: Summary of new investment for 2017-18**

<b>Investment</b>	<b>£m</b>
More local, visible and accessible policing and tackling more serious crime	1.524
Boost community volunteering – doubling the Special Constabulary with a Special Constable in every community	0.395
Improved communications between the police and local communities	0.518
Tackle gangs and organised crime	0.492
Effective use of technology	0.358
Service changes to address challenges	0.442
Sub total	3.729
Less in year saving due to timing of investment	-0.659
<b>Total</b>	<b>3.07</b>

## 5 HMIC's view of Essex

- 5.1 HMIC's 'PEEL' assessments are a useful reference for an independent external view of 'Police Effectiveness, Efficiency and Legitimacy' in Essex. The PEEL assessments are annual, started in 2014 and are starting to offer the advantage of a single source viewpoint over a medium term.
- 5.1 The 2016 assessment graded Essex Police as 'good' for efficiency and legitimacy. The grading for effectiveness has not yet been announced. The 2015 assessment for effectiveness led to further investment in public protection services including more specialist police officers and staff to tackle horrific crimes such as child abuse, domestic violence and child sexual exploitation.
- 5.2 The Force has indeed taken the issues seriously with a significant shift in resources moved into public protection during 2016-17. The Force's spending on public protection is now the highest in comparison with the most similar group of Force's.
- 5.3 Overall, HMC VFM profiles have consistently shown Essex Police to be one of the most efficient forces across the country (add HMC link). In their 2016 profile, HMC highlighted the fact that Essex Police has the lowest cost of policing to the tax payer per head of population. Essex is already made significant efficiencies. It has a deep programme of collaboration with Kent Police, including sharing of back office functions, and is collaborating ever more closely with other forces in the eastern region and with wider public sector partners.

## 6 Capital Investment Programme

- 6.1 The Capital Programme for the five year period 2017-18 to 2021-22 shows estimated capital expenditure amounting to £17.415m for 2017-18. A summary of planned expenditure and funding sources is shown in Table C below.

- 6.2 Significant project work streams during 2017-18 are IT totalling £9.509m which includes the Mobile Policing Programme and the Emergency Services Mobile Communications Programme (ESMCP) Project. The Mobile Policing Programme is estimated to cost (total revenue and capital expenditure) a total of £13m over the next nine years and it is estimated that the efficiency savings through the use of this technology will enable savings in officer time to be further reinvested in front line services.
- 6.3 The programmed spend is not yet complete for future years beyond 2017-18 as work is in progress in elaborating the estates strategy and IT strategy. Nevertheless, the planned receipts from the disposals plan are included in order to forecast the scope for capital investment and avoiding external borrowing.
- 6.4 The closing funds balance indicates that, depending upon the profile of investment and receipts, the PCC may need to fund capital investment from internal borrowing for a temporary period.

**Table C – 5 Year Capital Investment Programme 2017-18 to 2020-21**

Capital Investment	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	Total £'000
Opening funds balance	4,068	(2,399)	5,275	3,393	(340)	31,472	
Resources generated in year:							
Home Office Grant	1,100	935	935	935	935	935	5,775
Capital Receipts	4,400	24,154	6,900	1,360	33,200	0	70,014
POCA/Revenue contributions	1,397	0	0	0	0	0	1,397
<b>Total Forecast Capital Resources</b>	<b>6,897</b>	<b>25,089</b>	<b>7,835</b>	<b>2,295</b>	<b>34,135</b>	<b>935</b>	<b>77,186</b>
Less estimated capital payments in year:							
- Approved projects	13,364	6,101	2,459	3,062	2,323	2,280	29,589
- Estates business as usual	0	725	100	2,500	0	0	3,325
- Estates Strategy	0	3,477	3,231	150	0	0	6,858
- IT Services	0	6,902	3,847	316	0	0	11,065
- Other	0	210	80	0	0	0	290
<b>Total Forecast Capital Expenditure</b>	<b>13,364</b>	<b>17,415</b>	<b>9,717</b>	<b>6,028</b>	<b>2,323</b>	<b>2,280</b>	<b>51,127</b>
<b>Closing funds balance</b>	<b>(2,399)</b>	<b>5,275</b>	<b>3,393</b>	<b>(340)</b>	<b>31,472</b>	<b>30,127</b>	

- 6.5 The total of Government Capital Grant and forecast capital receipts for 2017/18 are £25.089m and the forecast capital expenditure is £17.415m, with £6.101m already approved and £11.314m subject to approval. This is forecast to result in a surplus closing balance in 2017/18 of £5.275m. In other words, the cost of capital investment is planned to be financed from capital grant and capital receipts.
- 6.6 Work is in progress to align the future capital programme investment from 2018/19 with available capital grant and receipts. Both the estates strategy and IT strategy



are being refreshed over the next three months in order to ensure that the size and shape of investment making up the future capital programme enables a transformational change. The new capital programme, shown in summary in Table C above requires capital receipts from disposals to fund estates modernisation and transformational technology.

- 6.7 The PCC's capital programme is significantly different to the capital forecast presented to the Police and Crime Panel on 29 January 2016, which for convenience is shown below in Table D:

**Table D: Capital Investment Forecast presented to the PCP 29 Jan 2016**

Capital Investment	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	Total £'000
Opening funds balance	4,699	(26,056)	(49,033)	(30,345)	(31,577)	-	
Resources generated in year:							
Home Office Grant	1,100	1,100	1,100	1,100	1,100	-	5,500
Capital Receipts	3,373	5,150	36,450	13,150	2,500	-	60,623
<b>Total Forecast Capital Resources</b>	<b>9,172</b>	<b>6,250</b>	<b>37,550</b>	<b>14,250</b>	<b>3,600</b>	<b>-</b>	<b>66,123</b>
Less estimated capital payments in year:							
- Estates Strategy	14,626	20,300	13,850	10,570	3,380	-	62,726
- IT Services	10,576	5,909	2,005	1,926	1,127	-	21,543
- Fleet, ANPR, Southend Police Station & other	10,026	3,018	3,007	2,986	2,196	-	21,233
<b>Total Forecast Capital Expenditure</b>	<b>35,228</b>	<b>29,227</b>	<b>18,862</b>	<b>15,482</b>	<b>6,703</b>	<b>-</b>	<b>105,502</b>
<b>Closing funds balance</b>	<b>(26,056)</b>	<b>(49,033)</b>	<b>(30,345)</b>	<b>(31,577)</b>	<b>(34,680)</b>	<b>-</b>	

- 6.8 The capital payments forecast of one year ago shown in Table D above at £105m over a 5 year period includes investment in a new Force HQ. A replacement Force HQ is not yet shown in the new capital programme at Table B as a range of options are still being considered and the Chief Constable will make a set of proposals to the PCC. However, the capital receipts show a more meaningful comparison and show a higher figure of £70m in the current capital programme against an estimated £60.6m of one year ago. This is due to the PCC's prudent approach to maximising capital receipts by obtaining planning consent where appropriate to change the status of properties prior to sale from office to residential and adopting a fair but rigorous approach to negotiating sales.

## 7 Medium term Financial Strategy (MTFS)

- 7.1 The MTFS is based on a precept Band D increase of £4.95 for 2017-18 and 0% thereafter resulting in the following forecast:

**Table E: Forecast annual savings required over the 5 year medium term**

	2017-18 £m	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m
Annual growth/ (savings) required	(3.6)	(8.1)	(4.6)	(4.9)	(4.5)
Cumulative savings	(3.6)	(11.7)	(16.3)	(21.2)	(25.7)

- 7.2 Table E highlights the need to maintain strict financial control over the course of the medium term, continue to generate efficiencies through selective investment and closer collaborative working with partners.
- 7.3 As highlighted to Panel members on 1<sup>st</sup> December 2016 the level of general reserves forecast for 31<sup>st</sup> March 2017 is £13.2m and this low level of reserves, at 5% of net revenue expenditure is forecast to continue through the medium term to 2021-22.

## 8 Community Safety Grants

- 8.1 There are three funds supporting the PCC's allocation of Community Safety Grants with the indicative allocations shown in the Table E below:

**Table E: Indicative allocations for 2017-18**

Fund:	£'000
Community Safety	2,078
Community Safety Development	300
Victims' Commissioning	2,200
<b>Total</b>	<b>4,578</b>

### ***Community Safety Fund***

- 8.2 As per previous years, the PCC's Community Safety Fund will be used to provide grant funding to a range of partner agencies including Community Safety Partnerships, Youth Offending Teams, Drug and Alcohol teams and Safeguarding Boards. In addition, funding has been indicatively allocated to continue to support the DRIVE domestic abuse perpetrator pilot programme in North East Essex. £100,000 has been allocated to provide support for vulnerable young people at risk of exploitation by criminal gangs. Funding will also go to Crimestoppers, Neighbourhood Watch, and a strategic hate crime prevention partnership coordinator.

### **Community Safety Development Fund**

- 8.3 The OPCC will continue to make in-year grant funding available for a range of local community initiatives that support the priorities in the Police and Crime Plan.

### **Victims' Commissioning Fund**

- 8.4 The Ministry of Justice have confirmed the grant settlement for 2017-18 at £2.1m. In 2016-17 the OPCC for Essex received £2.1m, which was supplemented by a transfer from the PCC's Community Safety Fund.

**Table F: 2017-18 Victims' Commissioning Fund**

Service	Provider	Annual PCC cost £k
Referral and Assessment service	Victim Support	655
Independent Domestic Violence Adviser (IDVA)	Safer Places	451*
Community based sexual abuse support and Independent Sexual Violence Advocate (ISVA) service	Essex Rape Crisis Partnership	680
Essex Restorative Justice Service	Essex OPCC	120
<b>Total</b>		<b>1,906</b>

\* Plus additional contribution of £249,000 from upper-tier 3 local authorities

- 8.5 Additional funding from the Victims' Commissioning Fund has indicatively allocated to fund OPCC commissioning support resources, the Sexual Assault Referral Centre (SARC) at Brentwood Community Hospital, and a contribution to the partnership domestic abuse resources including the Multi-Agency Risk Assessment Team (MARAT) and a domestic abuse partnership manager.

## **9 Robustness of Estimates**

- 9.1 Section 25 of the Local Government Act 2003 requires that the Treasurer reports to the PCC when he is considering his budget and council tax. The report must deal with the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals, so that the PCC will have authoritative advice available to him when he makes his decision. Section 25 also requires the PCC to have regard to the report in making his decisions.
- 9.2 The decision on the level of the council tax precept is taken before the year begins and cannot be changed during the year, so allowance for risks and uncertainties that might increase spending above that planned, must be made by:
- Making prudent allowance in the estimates for each area of spend
  - Ensuring that there are adequate reserves to draw on if the estimates turn out to be insufficient
- 9.3 The following matters are taken into account when assessing the adequacy of reserves:

- Assumptions about inflation / deflation
- Estimates of the level and timing of capital receipts
- Treatment of demand led pressures and savings
- Financial risks inherent in any significant new development
- Financial standing (level of borrowing and debt)
- Track record on budget management
- Capacity to manage in-year budget pressures
- Year-end procedures in relation to over and underspends
- Strength of financial information and reporting arrangements
- Adequacy of insurance arrangements

- 9.4 The forecast level of general reserve as at 31 March 2018 at £13.2m will represent 5% of net revenue expenditure. In addition, there are forecast revenue earmarked reserves of £3.5m at 31 March 2018. The total level of revenue reserves is one of the lowest for PCC's in the country. The level of reserves is therefore recognised by the PCC, Chief Constable and Senior Officers and Staff as being at a minimum. Strict financial control is therefore maintained.
- 9.5 Maximising the capital resources available through disposal of property surplus to requirements and enables sound capital investment to be undertaken without recourse to borrowing. The timing of both capital receipts and investment in the context of a low level of reserves demands a robust approach to cash flow management, which has been developing over the past year. The Treasury Management Strategy 2017-18, to be published before 1<sup>st</sup> April 2017, will consider this aspect in more detail.
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## APPENDIX A

<b>2017/18 Budget Overview</b>		
Line Ref:	<b>£000</b>	
1	2016/17 Original Budget - Budget Book Net Expenditure	266,279
2	Adjustment for 2016/17 activity required in 2017/18	(1,823)
3	<b>2017/18 Opening Budget</b>	<b>264,456</b>
4	Activity occurring before 1st April 2017	(1,066)
5	<b>2017/18 Starting Budget after adjustment to 2016/17 base for activity occurring before 1st April 2017</b>	<b>263,390</b>
6	Unavoidable Cost Pressures	3,755
7	New Investment from Precept Increase	3,070
8	Transform Savings in 2017/18 - Activity after 31st March 2017	(1,143)
9	New Savings in 2017/18	(160)
10	<b>2017/18 Final Budget requirement</b>	<b>268,912</b>
11	<b>Source of Funding</b>	
12	Government Grants	169,620
13	Council Tax precept	97,390
14	Collection Fund surplus	1,902
15	<b>2017/18 Total Funding</b>	<b>268,912</b>
16	<b>Surplus / (deficit)</b>	<b>0</b>
17	<b>Council Tax Band D (£152.10 2016/17, £147.15 2015/16)</b>	<b>£157.05</b>
18	<b>CT Increase % (3.36% 2016/17, 1.996% 2015/16, 1.97% 2014/15)</b>	<b>3.25%</b>
19	Increased cost to Band D property / pa (£4.95 2016/17 & £2.88 2015/16)	£4.95
20	Additional income generated from precept increase	£3.07m
20	Additional Weekly Cost (10 pence 2016/17 & 6 pence in 2015/16)	£0.10
21	Tax base - number of properties (609.102m 2016/17 & 598.581m 15/16)	620,121
	<b>Transform 2017/18 2020 Savings</b>	<b>(3,564)</b>

Main reduction is one-off spend not required in 2017/18

Net impact includes Sept 2016 payrise of £1.4m & £2.3m Transform savings achieved in 2016/17

A reduction of £2.9m to the 2016/17 Original Budget

Total Transform Savings is £3.6m (£2.3m included in activity occurring before 1st April 2017 above)

Based on £4.95 precept increase

Included in above budget. Line ref: 7

Included in above (2017/18 savings excludes any shortfall from prior years)



Line Ref:	<b>2017/18 Budget Summary</b>		
		<b>£000</b>	
1	<u>2016/17 Original Budget - Budget Book Net Expenditure</u>	<b>266,279</b>	Includes one-off expenditure
2	Adjustment for 2016/17 activity required in 2017/18	<b>(1,823)</b>	From 2016/17 budget setting. Includes the amount above the £3.5m budget for one-off activity of £1.7m - one-off spend was £5.2m
3	<u>2017/18 Opening Budget</u>	<b>264,456</b>	As per 2016/17 Budget Setting
	<u>Activity Occurring Before 1st April 2017</u>		
4	Pay Changes	<b>1,364</b>	Includes Sept 2016 payrise, increase in Authorised Firearms Officer's bonus & PPU changes from restructure (Sept 2016)
5	Growth from previous budget settings no longer required	<b>(169)</b>	Includes historic growth for IT licensing and collaboration activity
6	Transform Programme - Non Pay savings	<b>(2,004)</b>	Includes savings from IT of £0.7m.
7	Transform Programme - Pay savings	<b>(257)</b>	Total Transform saving is £3.564m (see Line Ref: 6 & 46 for the balance)
8	<b>Total Activity Occurring Before 1st April 2017</b>	<b>(1,066)</b>	
9	<u>2017/18 Starting Budget after adjustment to 16/17 base for activity occurring before 1st April 2017</u>	<b>263,390</b>	<b>A reduction of £2.9m to the 2016/17 Original Budget</b>
10	<u>Unavoidable Cost Pressures</u>		
11	Pay inflation	<b>962</b>	Based on 1%
12	Pay (not inflation) e.g. increments/turnover	<b>(1,539)</b>	Includes increments of £1.7m & saving from average Police Officer turnover in 2017/18 of £2.1m
13	Local Government Pension Scheme - tri-annual valuation	<b>1,152</b>	Increase in employer contribution from 13.1% to 15.3%
14	Local Government Pension Scheme - tri-annual valuation - shortfall	<b>(614)</b>	Decrease in the historic shortfall payment of £1.9m.
15	Pay (pensions) - impact of auto enrolment - based on 50% take up	<b>619</b>	Based on implementation August 2017
16	Contractual Inflation & De-flation	<b>763</b>	
17	OPCC - Council Tax Sharing Agreement	<b>277</b>	Increases budget to £850k
18	Apprenticeship levy - net position	<b>734</b>	£0.8m for 0.5% levy offset with £0.3m of apprenticeship income + £0.2m costs for apprentices' pay and additional staff
19	Operational and Support unavoidable cost pressures	<b>1,401</b>	Includes SCD, ERSOU, IT, Training and Welfare Medical costs
20	<b>Total Unavoidable Cost Pressures</b>	<b>3,755</b>	



Line Ref:	<b>2017/18 Budget Summary</b>		£000
	<b>New Investment from Precept Increase</b>		
21	Maintain increase in Police Officer establishment at 2850ftes	<b>1,524</b>	Increase of 41ftes Police Officers. Includes increase for SCD and Authorised Firearms Officers
22	Digital Services, Cyber & Volume Fraud etc.	<b>492</b>	Responding to national requirements, HMIC and addressing increase in volume. Increase cost of 19 Police Officers is included in the Force increase to 2850ftes.
23	Increase Police Staff in Force Control Room	<b>518</b>	Increase of 15.5ftes Police Staff
24	Special Constabulary Development Programme	<b>395</b>	Increase to 532ftes Specials by March 2018
25	Service changes to address challenges	<b>442</b>	Spend required to enable delivery of challenges
26	Capital Programme (Proposed) - Revenue Consequences	<b>358</b>	Includes funding for IT projects for Athena, SAP and ESMCP
27	In-year reduction of New Investment	<b>(659)</b>	Reduction for set-up time of investment e.g. recruitment time
28	<b>Total New Investment from Precept Increase</b>	<b>3,070</b>	
29	<b>One-off costs</b>		
30	Capital Programme (Approved) - One-off revenue costs	<b>1,367</b>	Funding mainly for Mobile First
31	Capital Programme (Proposed) - One-off revenue costs	<b>2,100</b>	Funding mainly for the Estates Strategy
32	Unavoidable Cost Pressures - One-off	<b>259</b>	Includes costs for Athena, Estates and Police Now
33	Digital Services, Cyber & Volume Fraud etc. – SCD - one-off	<b>161</b>	Responding to national requirements, HMIC and addressing increase in volume
34	Special Constabulary Development Programme - one-off	<b>508</b>	Increase to 532ftes Specials by March 2018
35	7Forces Programme - one-off	<b>147</b>	Continue with 7Forces collaboration programme
36	Service changes to address challenges - one-off	<b>612</b>	HR, Finance & Strategic Change
37	2017/18 One-off projects agreed at 2016/17 Budget Setting - one-off	<b>164</b>	Continuation of 2016/17 projects requiring one-off expenditure
38	Additional Bank Holiday's in 2017/18 - one-off	<b>273</b>	1 extra day in financial year (March 30th 2018 - Good Friday)
39	One-off expenditure reduced to match funding available for one-off activity	<b>(2,091)</b>	General reduction in one-off costs
40	<b>Total One-off costs</b>	<b>3,500</b>	
41	One-off costs funded by permanent budget for one-off activity	<b>(3,500)</b>	£3.5m recurring one-off budget created in 2016/17 as no longer able to fund one-off expenditure from General Reserve (one-off activity removed to avoided double counting as £3.5m budget included in Opening Budget)
42	<b>One-off expenditure balance from £3.5m funding available for one-off activity</b>	<b>0</b>	



Line Ref:	<b><u>2017/18 Budget Summary</u></b>		
		<b>£000</b>	
	<b>Transform Savings in 2017/18 - Activity after 31st March 2017</b>		
43	Transform Programme - Non Pay savings	<b>(610)</b>	Identified savings in the 2020 Savings Plan
44	Transform Programme - Pay Savings	<b>(533)</b>	Identified savings in the 2020 Savings Plan
45	Additional Transformation Savings	<b>(160)</b>	Savings to be identified during the year
46	<b>Total Transform Savings in 2017/18 - Activity after 31st March 2017</b>	<b>(1,303)</b>	Total Transform programme savings in 2017/18 = £3.6m - see Transform savings in Activity Occuring before April 2017 ( Line Ref. 6 & 7) above for the balance.
47	<b><u>2017/18 Final Budget requirement</u></b>	<b>268,912</b>	
	<b>Source of Funding</b>		
48	HO Core Police Grant - 1.4% reduction	<b>101,346</b>	2016/17 £102.783m (2015/16 £103.372m)
49	HO formula Grant (ex DCLG grant) - 1.4% reduction	<b>55,149</b>	2016/17 £55.933m (2015/16 £56.253m)
50	Council Tax Freeze grant (2011/12) - 0% reduction	<b>2,133</b>	2016/17 £2.133m (2015/16 £2.133m)
51	Council Tax Support Grant - 0% reduction	<b>10,992</b>	2016/17 £10.992m (2015/16 £10.992m) - for reduction in taxbase from 13/14
52	Council Tax precept	<b>97,390</b>	2016/17 £92.644m (2015/16 £88.081m). Based on taxbase growth of 1.81% & 3.25% precept increase - £4.95.
53	Collection Fund surplus	<b>1,902</b>	2016/17 £1.794m (2015/16 £1.680m, 2014/15 £1.064m & 2013/14
54	<b><u>2017/18 Total Funding</u></b>	<b>268,912</b>	2016/17 £266.279m (2015/16 £262.511m).
55	<b>Surplus / (deficit)</b>		<b>0</b>
55	<b>Council Tax Band D (£152.10 2016/17, £147.15 2015/16)</b>	<b>£157.05</b>	Based on £4.95 precept increase
56	<b>CT Increase % (3.36% 2016/17, 1.996% 2015/16, 1.97% 2014/15)</b>	<b>3.25%</b>	
57	Increased cost to Band D property / pa (£4.95 2016/17 & £2.88 2015/16)	<b>£4.95</b>	
58	Additional income generated from precept increase	<b>£3.07m</b>	Included in above budget. Line ref: 28
59	Additional Weekly Cost (10 pence 2016/17 & 6 pence in 2015/16)	<b>£0.10</b>	
60	Tax base - number of properties (609.102m 2016/17 & 598.581m 15/16)	<b>620,121</b>	



# APPENDIX C

## POLICE & CRIME COMMISSIONER FOR ESSEX REVENUE BUDGET SUMMARY - 2017/18

### Subjective Analysis

	<i>2015-16 Outturn</i>	<i>2016/17 Original Budget</i>	<i>2017/18 Original Budget</i>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Employees			
Police Pay and Allowances	163,680	163,809	162,754
PCSO Pay and Allowances	7,239	3,141	2,935
Police Staff Pay and Allowances	69,589	69,016	74,769
Pensions (Ill Health / Medical)	3,933	4,561	4,288
Training	922	811	827
Other Employee Expenses	2,771	2,003	808
<b>Employees Sub Total</b>	<b>248,134</b>	<b>243,341</b>	<b>246,381</b>
Premises	10,161	10,310	10,607
Transport	4,430	4,695	4,297
Supplies and Services	26,543	24,759	24,430
Third Party Payments	5,709	5,966	6,180
<b>Gross Operating Expenditure</b>	<b>294,977</b>	<b>289,071</b>	<b>291,895</b>
Income	(28,455)	(23,332)	(23,272)
<b>Net Cost of Services</b>	<b>266,522</b>	<b>265,739</b>	<b>268,623</b>
Other Expenditure / (Income)			
Interest (Receivable) / Payable	(134)	8	(243)
Cost of the disposal of fixed assets	33	32	32
<b>Net Operating Expenditure</b>	<b>(101)</b>	<b>40</b>	<b>(211)</b>
Capital & Other Adjustments	319	500	500
<b>Net Expenditure</b>	<b>266,740</b>	<b>266,279</b>	<b>268,912</b>
Contribution to/(from) Earmarked Reserves	(1,962)	0	0
Contribution to/(from) General Balance	(2,070)	0	0
<b>BUDGET REQUIREMENT</b>	<b>262,708</b>	<b>266,279</b>	<b>268,912</b>



Essex Police and Crime Panel	<b>EPCP/02/17</b>
Date: 26 January 2017	

### **Constitution of an Ethics and Integrity of Policing in Essex Sub-Committee**

Report by the Secretary to the Panel

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Enquiries to: Colin Ismay: 033301 34571 colin.ismay@essex.gov.uk

### **Purpose of report**

To propose that an Ethics and Integrity Sub-Committee be constituted to advise and to hold the Commissioner to account.

### **Background**

At the last meeting the Commissioner referred to his wish for the Panel to consider establishing an Ethics and Integrity Sub-Committee. It was left that the Secretary to the Panel and the Chief Executive of the OPCC would liaise to bring a proposal back to the Panel.

The previous Commissioner set up a Strategic Board to ensure that as he and the Chief Constable focussed on current priorities, they were also looking to the longer term to ensure they laid down firm foundations for effective policing for the future. He established an overarching Strategic Policing Board with two committees, one looking at ethics and integrity and the other at strategic finance and investment. Five lay members were recruited. The membership of the Ethics and Integrity Committee included three of the five lay members and was chaired by the Commissioner.

The current Commissioner and the Chairman of the Panel have discussed the role for an ethics and integrity sub-committee going forward. The Commissioner's view is that whilst he would welcome the scrutiny of his role in ensuring the highest standards regarding ethics and integrity of policing in Essex he would wish this to be done in the most transparent way possible and believes that this can best be achieved by involving the Panel which is already tasked with holding the Commissioner to account on behalf of the public. The Chairman of the Panel fully endorses this view, agrees that it fits well with the work of the Panel and welcomes the opportunity for the Panel to have a clear role in this important area.

Taking the terms of reference of the original Committee as a useful starting point it is proposed that the Panel establish an Ethics and Integrity of Policing in Essex Sub-Committee with the terms of reference and operating arrangements as set out in the annex to this report.

**Recommended:**

- (1) That the Panel establish an Ethics and Integrity of Policing in Essex Sub-Committee with the terms of reference and procedure rules as set out in the Annex to this report.
- (2) That the membership of the Sub-Committee comprise three members of the Panel (names to be inserted at the meeting).

**Essex Police and Crime Panel  
Ethics and Integrity of Essex Policing Sub-Committee**

**Terms of Reference and Procedure Rules:**

**Terms of Reference**

To hold the Commissioner to account for his performance in ensuring that the highest standards of ethics and integrity of policing are maintained in Essex, both currently and in the future.

**Procedure Rules**

After each meeting the Sub-Committee will report back to the next available ordinary meeting of the Essex Police and Crime Panel.

The Sub-Committee has no decision-making powers but may make recommendations to the Commissioner and to the Panel and will monitor progress against such recommendations.

The Sub Committee will at all times have regard to the College of Policing Code of Ethics, the Nolan Principles and any other statutory or non-statutory code or guidance relevant to the ethics and integrity of policing. They will also consider the PCC's own Ethics and Integrity Framework.

The Committee will meet at least twice a year and its meetings will be governed by schedule 12A of the Local Government Act 1972.

The Sub-Committee has no role in reviewing operational issues or individual cases but may have regard to relevant themes emerging from operational issues and how they have been dealt with.

The Sub-Committee has no involvement in complaints made against individual police officers or members of police staff but may have regard to themes emerging from such complaints and how they have been dealt with.

**Definitions:**

For the purposes of the work of the Sub-Committee, the following definitions shall apply:

**Integrity:**

The conviction that Essex Police should comply, not only with the letter but also with the spirit of the law and with Police Regulations, and that Essex Police Officers and staff behave in a way that commands public trust and confidence. This includes the moral courage to do what is right regardless of personal interest or influence.

**Ethics:**

(i) The setting out of the behaviours, values and beliefs which underpin policing in Essex and which the public believe to be morally right for those upholding the law;

and (ii) Police officers and members of police staff consistently demonstrating those behaviours, values and beliefs.

### Membership

Three members of the Panel appointed at the Annual meeting.

The Commissioner and Officers giving account and the attendance by others

The Sub-Committee may request the Commissioner to invite specific staff or officers or may invite individuals to attend meetings who it considers can contribute to any particular matter which it is to discuss.

### Work programme

To enable forward planning and preparation for meetings, the sub-committee shall agree and keep under review a work programme of proposed areas and themes of focus. This will not prevent additional themes being added or changes made when agreed necessary by the Sub-Committee.



**AGENDA ITEM 7**

Essex Police and Crime Panel	<b>EPCP/03/17</b>
Date: 26 January 2017	

**Forward Look**

Report by the Secretary to the Panel

Enquiries to: Colin Ismay: 033301 34571 colin.ismay@essex.gov.uk

**Purpose of report and background**

To plan the business of the Panel.

The next Meeting of the Panel is scheduled for 16 February 2017.

Business proposed to be taken to the meetings is as follows:

<b>Date</b>	<b>Performance for period up to</b>	<b>Other business</b>
16 February	End December Q3	<ul style="list-style-type: none"> <li>• Hold against precept needing to come back</li> <li>• Police and Crime Plan Performance Data</li> <li>• Public Contact and Communication</li> <li>• Police and Fire Collaboration Business Case</li> </ul>
Late May / early June	End March Q4	<ul style="list-style-type: none"> <li>• Election of Chairman</li> <li>• Appointment of Vice-Chairman</li> <li>• Appointment of Ethics and Integrity Sub-Committee</li> <li>• Police and Fire Collaboration</li> <li>• Future role of the Panel</li> <li>• Estates Programme</li> <li>• Domestic Abuse Protecting children and vulnerable people</li> </ul>
20 July	End March Q4	<ul style="list-style-type: none"> <li>• Road Safety</li> <li>• Collaborative working</li> <li>• Serious Violence</li> <li>• Athena Update</li> </ul>
19 October		<ul style="list-style-type: none"> <li>• Tackling Gangs in Essex update</li> <li>• Information sharing and co-operation</li> </ul>
7 December		<ul style="list-style-type: none"> <li>• Budget scene setting</li> </ul>

The Panel is asked to identify any other business it would like to consider.

