



## **MINUTES**

### **OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR ESSEX**

### **PERFORMANCE AND RESOURCES BOARD**

27<sup>th</sup> April 2017, 09:30 – 12:00, OPCC Conference Room, Hoffmanns Way

#### **Core Attendees**

- Roger Hirst, Police and Crime Commissioner (RH)
- Jane Gardner, Deputy Police and Crime Commissioner (JG)
- Susannah Hancock, Chief Executive (SH)
- Charles Garbett, Treasurer (CG)
- Vicki Harrington, Director of Strategic Change (VH)
- Mark Gilmartin, Director of Shared Services (MG)
- BJ Harrington, Deputy Chief Constable (BH)

#### **Other Attendees**

- Abbey Gough, Finance Scrutiny Officer (AG)
- Adam Kendall, Interim Assistant Director for Performance (AK)
- Richard Leicester, Head of HR (RL)
- Supt Dean Chapple, Head of PIU, (DC)
- Stephen Kavanagh, Chief Constable (SK)
- Supt Martin Wilson, Mobile Policing and Innovation, (MW)
- Claire Medhurst, Department Improvement Manager (CM)

#### **Apologies**

- Debbie Martin, Chief Finance Officer (DM)
- Susannah Hancock, Chief Executive (SH)

	Item	Action	Owner	Date for Completion
1.	<p><b>i) Minutes of last Meeting</b></p> <p>Minutes of the last meeting were agreed.</p> <p><b>ii) Action Log</b></p> <p><b>67/16 Establishing Community Safety Hubs</b> – RH said that further conversations are required with Chelmsford City Council and Thurrock Council. SK noted that the appointment of a new ACC whose portfolio is local policing will help. Andy Prophet to speak with Chelmsford City Council and for the PCC to be informed of the outcome of the discussion.</p> <p><b>107/16 DVPN Review</b> – VH updated the board and confirmed that after speaking with Northumbria Police the reduction in repeat domestic abuse over the Christmas period was 4%. VH confirmed that she had reviewed the source data. It was confirmed that EP have carried out a similar process by monitoring those that have been issued DVPN/DVPOs are considered in the top 50. SK said that in order to understand the impacts and future potential a long term study should be commissioned with a local university. Commissioning should be joint between EP and OPCC, and consider whether the academia fund can be used to part fund this initiative.</p> <p>VH said that the legal department are looking into No Further Action cases. VH said that a dip sample is taking place to ensure that there are no missed opportunities for issuing DVPN/DVPOs.</p>	<p><b>9/17 – Andy Prophet to speak to Chelmsford regarding the CSH, and report his discussion to RH</b></p> <p><b>1/17 – Long term study to be commissioned with a local university to review the effectiveness of DVPN/DVPO and understand the impact</b></p> <p><b>2/17 – EP to complete dip sample of cases to ensure that there are no missed opportunities for</b></p>	<p>AP</p> <p>SH / VH</p> <p>VH</p>	<p>May 2017</p> <p>October 2017</p> <p>June 2017</p>

	<p><b>111/16 Use of Force</b> – BH said that this should be considered in conjunction with stop and search. Work to be completed which looks into the outcomes for use of force. Details on proportionately should be included within the stop and search scrutiny group. Stop and search/use of force to be included on forward plan for August.</p> <p><b>113/16 Forward Look</b> – draft template has been sent to AK who will review ensure that a draft is available for discussion at the May board.</p> <p><b>84/16 Force Numbers</b> – RH noted to BH that the action and that he understood the complexity of the request</p> <p><b>iii) Forward Plan</b></p> <p>RH noted that conversation have taken place regarding the forward plan between RH, VH and CG. Further conversations are to be had to ensure that the plan reflects the needs of the PCC.</p>	<p><b>DVPN/DVPOs to be issued, in a replica of the Northumbria piece of work.</b></p>		
<p>2.</p>	<p><b>Mobile First</b></p> <p>MW provided an update on Mobile First and said that it had been well received with a number of positive anecdotes received from officer on how they have been able to use the devices. MW said that the system is expected to go live in July 2017 with additional functions being introduced until December 2017. MW said that it was important to understand how the benefit realisation is extracted and understood. Reporting will provide details against key functions and the achievements made. Currently 5% of crimes are reported using a mobile device, MW said that it is estimated that 45% of crimes could be reported using a mobile device. In order to achieve 45% the link with</p>			

	<p>Athena needs to be fully implemented and there will need to be further communications with officers and their managers to realise the benefits.</p> <p>BH noted that there can be difficulties in changing culture of staff; this includes the move to using mobile devices. JG said that this was a good news story and it was important that we get this information out to the public. SK that media stories on Mobile First need to be communicated both internally and externally.</p> <p>MG said that following the tender a challenge was received however it was unsuccessful. MG said that there was a lot of interest in the Mobile First programme however he noted that there was a governance structure in place and he would ask the board to consider the not adding an additional level of governance to the process.</p> <p>Work is taking place to ensure that the software works with the next generation of mobile technology. MW said work was taking place to assess whether the Mobile First software is compatible with existing devices, once this is established it may assist with the wider roll out of Mobile First. Currently there are 2000 devices which have been issued with some teams not included initially.</p> <p>MW anticipate that the full benefit of the mobile devices will be established by spring 2018, however this may be brought forward if current mobile devices are compatible with the software. DC said that the wellbeing benefits of Mobile First should also be considered in addition to the financial benefits, since the introduction of mobile First may help to reduce stress.</p>	<p><b>3/17 – Good news media stories to be communicated internally and externally on Mobile First</b></p>	<p>BH</p>	<p>May 2017</p>
<p>3.</p>	<p><b>Procurement Report</b></p> <p>CM said that the team had been working on the Procurement Improvement Plan since December and good progress had been made. Positive recruitment campaign has taken place and a number of posts have been recruited to and individuals should be in post by August 2018. Contracts register is now in place and there are processes in place to ensure that this is kept up to date. There is a contract pipeline now in place</p>			

	<p>which will assist planning going forward.</p> <p>CM noted that successful Expos took place in Kent and Essex and as well as the joint governance panel which has been implemented. CM noted that even with the additional staff recruitment and increase in market supplement, procurement spend remains lower than other MSGs in the HMIC value for money profiles.</p> <p>CG confirmed that there have been vast improvements within Procurement since the Dave Edwards and Claire Medhurst have been in post. CG noted that the lack of resources has on occasions resulted in slower than planned procurement process and customers not receiving the service they require. CM said that the market supplements have helped with the recruitment of staff, however the process does take time due to vetting and individuals notice periods. RL noted that there have been difficulties in finding staff in a number of departments such as procurement, HR and IT. Apprenticeships are being considered which would allow for in house staff development.</p> <p>RH asked for the net promoter score to be included within the next procurement report. CM said that another survey was due to be available in June/July.</p>	<p><b>10/17 – Net Promoter Score to be included in the next Procurement Report</b></p>	<p>MG</p>	<p>Oct 2017</p>
<p>4.</p>	<p><b>HR</b></p> <p><b>i) HR Report</b></p> <p>RL said that they anticipate reaching target 2850 by August and maintaining this. Intakes are now planned for every month with the force looking to recruit 282 officers by the year end. RL said that a new recruitment media campaign is scheduled for July.</p> <p>There has been an increase in the number of officers transferring into the force, including officers which had previously left to join other forces. There</p>			

	<p>are currently 96 staff vacancies across a number of different departments.</p> <p>EP has received 450 new Specials applications of which it is expected that 90 of these applicants will become Specials. RL also noted that 20% of Specials become full time regular officers, it was noted that this creates additional pressure on the Special recruitment and retention.</p> <p>CG noted that if the levels of under recruitment continue throughout the year it will result in an underspend. RL confirmed that the HR department is in regular talks with finance to ensure that that budget and recruitment plans are aligned.</p> <p>RH asked if he could receive police officer data by command as well as rank within the HR data pack.</p> <p>RL said that EP needs to look further into the reasons why only 90 out of 450 Special applications are successful. There are a number of points within the process where Specials could drop out of the process; RL said further work needs to be reviewed.</p> <p><b>ii) Absence Management Report</b></p> <p>DC discussed the highlights of the Absence Management Report and noted that Essex had seen significant improvements in staff and officer sickness. Essex was 39<sup>th</sup> nationally however it is projected that this will improve. Live Well Feel Well programme has been very effective and continues. DC noted that it is difficult to compare data with other forces as different forces record the data differently.</p> <p>DC said that the improvements were being seen in custody; previously there had been an increase in the sickness which is in part linked to the introduction of Athena. Psychological sickness continues to be the main</p>	<p><b>4/17 – RL to include officer data by command within the HR data pack</b></p> <p><b>5/17 – RL to look into the reason why Special applicant are unsuccessful or drop out of the process</b></p>	<p>RL</p> <p>RL</p>	<p>July 2017</p> <p>July 2017</p>
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	<p>reason for sickness followed by musculoskeletal. Additional work is now planned to take place into the reason behind musculoskeletal sickness and will be presented to the DCC at the Absence Scrutiny Board.</p> <p>RL said that there were a number of people are now available to support the process and managers that contact the department however it was in part cultural change which was required to ensure that the process is embedded. DC and RL said that there was senior management support now which should help significantly to ensure that the process is embedded.</p> <p>JG and SK both thanked DC for the good work that the PIU has completed and noted that this was a great step forward. RL said that EP had placed a bid to the Police Dependency Trust for funding which would allow for the Live Well Feel Well programme to continue to be delivered. Outcome of this bid should be known in July.</p>			
5.	<p><b>Transformation Savings</b></p> <p>VH noted that there was no change in the Transformation Savings report from the last report.</p>			
6.	<p><b>Monthly Performance Report</b></p> <p>RH thanked Essex Police for the work which taken place to complete the updated performance report. VH noted that Z scores had now been included within the report and they indicated areas where there has been significant increase or decrease in crime in the last month.</p> <p>It was agreed that the new style monthly performance report would be published on the OPCC website going forward with the March performance data being the first. It was noted that in March there was a spike in crime, however further months need to be reviewed in order to establish if this is a trend.</p>	<p><b>6/17 – New style monthly performance report to be published on the OPCC website</b></p>	<p>AG</p>	<p>May 2017</p>

	<p>RH noted that it was difficult to establish whether the arrows linked to the performance indicators were good or bad. A discussion was held on the benefits of RAG ratings however it was agreed that the arrows would be kept, with the addition of words improving, stable and deteriorating.</p> <p>RH asked if all driving offences, including death by dangerous driving are recorded within the Miscellaneous Crimes Against Society section. RH asked this because there was no crime severity score against this and there are a high number of deaths linked to dangerous driving. MG said that he thought that death by dangerous driving was reclassified as a sub section of homicide. VH said that she would look into the details surrounding death by dangerous driving and whether it is a sub section of homicide.</p>	<p><b>7/17 – VH to include ‘improving, stable and deteriorating’ to the performance indicators</b></p> <p><b>8/17 – VH to look into the details of death by dangerous driving, whether this is a subsection of homicide and if a crime severity score can be applied.</b></p>	<p>VH</p> <p>VH</p>	<p>May 2017</p> <p>May 2017</p>
7.	<b>AOB</b>			
8.	<b>Date of next meeting – 25<sup>th</sup> May 2017</b>			