



## **MINUTES**

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

### **PERFORMANCE AND RESOURCES BOARD**

30<sup>th</sup> March 2017, 09:00 – 11:00, 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)
- Matt Horne, Deputy Chief Constable (MH)
- Vicki Harrington, Director of Strategic Change (VH)
- Mark Gilmartin, Director of Shared Services (MG)

#### **Other Attendees**

- Abbey Gough, Finance Scrutiny Officer (AG)
- Adam Kendall, Interim Assistant Director for Performance (AK)
- Sarah Riddell, Management Accountant (SR)
- Denise Breckon, Chief Accountant (DB)
- Richard Leicester, Head of HR (RL)
- Jules Donald, Head of IT Services (JD)
- Steve Worrton, Temporary Assistant Chief Constable (SW) – Agenda items 1 & 2 only
- BJ Harrington, Incoming Deputy Chief Constable (BH)

#### **Apologies**

- Debbie Martin, Chief Finance Officer
- Jane Gardner, Deputy Police and Crime Commissioner

	Item	Action	Owner	Date for Completion
1.	<p><b>i) Minutes of last Meeting</b></p> <p>MH proposed a revision to the minutes in relation to Item 7 – LPT Staffing Level. It was agreed that the wording would be changed from</p> <p><i>It was discussed whether there were enough officers within the local policing teams and that any additional resources which were made available would go into the local policing team.</i></p> <p>To</p> <p><i>It was discussed whether there were enough officers within the local policing teams and it was agreed that this would be considered a priority area if any additional funding received through the funding review</i></p> <p>Subject to the change the minutes of the last meeting were agreed.</p> <p><b>ii) Action Log</b></p> <p><b>67/16 Establishing Community Hubs</b>– Further meeting to take place with Chelmsford City Council. Until the outcome of this Hub become clear this action is to remain open</p> <p><b>95/16 Data Analysts Topics</b> – Agreed that the action could be closed, however progress against the Violence Prevention Strategy to be added to the Forward Plan and discussed in September.</p> <p><b>101/16 Monthly Performance Report</b> –RH noted that significant progress had been made on the Monthly Performance Report, and agreed that this specific</p>	<p><b>106/16 – VH to present paper to the next board</b></p>	VH	27 <sup>th</sup> April 2017

	<p>action could be closed.</p> <p>RH requested that in regard to the performance reports that are published and made available to the public, a paper be brought to the next meeting which sets out the new performance report and recommends this report for publication to the public.</p> <p><b>102/16 Custody Peer Review</b> – It was confirmed that this has been shared with RH and SH. It was agreed that this action could be closed.</p> <p><b>103/16 Quality and Risk Assurance Framework</b> – RH agreed that this action could be closed if a review of how the balance scorecard approach has embedded across the force is added to the Forward Plan. This will be brought back to the May meeting.</p> <p><b>105/16 Local Policing Staff Availability</b> – RH agreed that this action could be closed if the review of LPT Staff Availability was added to the Forward Plan. This will be brought back to the August meeting.</p> <p><b>54/16 Night Time Economy</b> – RH agreed that this action could be closed as there is a paper of Night Time Economy later on the agenda.</p> <p><b>68/16 Performance Measures for Community Safety Hubs</b> - RH agreed that this action could be closed if the review of the Community Safety Hubs performance measures was added to the Forward Plan. This will be brought back to the May meeting.</p> <p><b>70/16 Analyst Topics</b> – RH confirmed that this action could be closed as there is overlap with Action 95/16.</p> <p><b>79/16 DVPN Review</b> – Discussion was held on the use of DVPN/DVPOs and the previous reports which have been provided to the board. It was noted that</p>	<p><b>outlining the new performance report to be made available to the public and recommending this to the PCC for publication</b></p> <p><b>107/16 – VH to speak to Northumbria Police regarding their use of</b></p>	<p>VH</p>	<p>27<sup>th</sup> April 2017</p>
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	<p>of the Domestic Abuse victims that were involved in the recent survey, none had been subject to a DVPN/DVPO, and EP had reviewed the existing policy and felt that how and when they should be used is clear. SH noted that Northumbria Police had completed an exercise over the Christmas period and had seen a significant reduction in DA incidents. RH stated that if the use of additional DVPN/DVPO's had such a significant impact, why would we not spend say £1 million to enable more to be issued and significantly reduce the number of individuals reoffending. MH stated that there is no evidence base to suggest that DVPN/DVPO's alone would have this type of impact, and many other factors are likely to contribute as to whether an individual would reoffend. VH said that she would speak to those involved at Northumbria Police to understand what was successful and determine if there was potential for a wider piece of work to be completed by ARU with regards to longer term effects.</p> <p><b>iii) Forward Plan</b></p> <p>RH asked for Part Night Lighting to be included on the forward plan as this is an issue often raised by local communities. MH said that EP had previously looked into this and would send the previously completed work to SH/RH to consider and agree if this is the approach which they would like to take forward.</p> <p>DB explained that there would be no financial report in April as they would be working on year end closure; however the Provisional Outturn Report would be reported to this meeting in May.</p> <p>CG asked for the proposed budget timetable to be added to the Forward Plan for June.</p>	<p><b>DVPN/DVPO over the Christmas period and provide a paper to the PCC outlining based on the outcome of the review, what the next steps are what Essex could achieve</b></p> <p><b>108/16 – MH to send previously completed work on Part Night Lighting to SH/RH for them to consider and agree approach forward.</b></p>	<p>MH</p>	<p>27<sup>th</sup> April 2017</p>
<p>2.</p>	<p><b>Organised Criminal Groups (OCGs)</b></p> <p>SW highlighted the importance of working with partner agencies to tackle OCGs. It was</p>			

	<p>important for EP to recognise the priorities of partners and how we can work together for a solution. SW noted that there were options available through the use of ancillary orders such as restricting the number of mobile phones which an individual can hold. Any breach can result in the individual being returned to prison. SW said that the number of OCGs in Essex has been under mapped; however Essex is getting better at mapping the OCGs. SW anticipated that the actual number of active OCGs in Essex should be between 70–150. Nationally Essex is an outlier on OCGs with number reported very low. It was suggested that by recording, flagging and highlighting data on Athena this would improve OCG recording.</p> <p>SH said that discussions were previously held at Safer Essex regarding convening an oversight panel and it was agreed that existing structures should be used to share intelligence. SW said that there is a dip sample taking place to see how far information is disseminated. It was noted that with the implementation of the Community Safety Hubs now would be a good time to revisit the process. RH suggested a sub group which could report back to Safer Essex.</p> <p>RH said that it would be useful to present a case study to partners to highlight the effectiveness of the partnership approach when dealing with OCGs. The case study could be taken to Safer Essex, County Council briefings and newsletters. MH and SW said that this was a good idea and that case study could be used to demonstrate the benefits of partnership working.</p> <p>RH asked for the current paper to be updated to include a forward looking statement including national benchmarking and circulated outside the meeting.</p>	<p><b>109/16 – SW to work on preparing a case study which could be presented at Safer Essex to highlight the benefits of partnership working around OCGs</b></p> <p><b>110/16 – SW to update the report to include a forward looking statement and circulate outside the meeting</b></p>	<p>SW</p> <p>SW</p>	<p>27<sup>th</sup> April 2017</p> <p>27<sup>th</sup> April 2017</p>
3.	<b>Custody</b>			

	<p><b>i) Essex Police Custody Provision</b></p> <p>MH said that the initial feedback from HMIC, in terms of Custody Inspection, was better than originally anticipated. MH said that HMIC has raised some design concerns at Southend; however MH was confident that this would be resolved.</p> <p>Discussion was held regarding the custody model and it was noted that the current model may be too lean; currently any gaps within custody are filled from the LPT. MH said that there are concerns that the existing custody provision is unsustainable, and a review is currently taking place to consider the implications of reducing the number of custody suites from 7 to 4.</p> <p>New pre-charge bail conditions take effect from 1<sup>st</sup> April, and EP anticipates this will reduce the demand on custody.</p> <p><b>i) Use of Force – Taser/Firearms</b></p> <p>MH said that there has been a change in what force is required to be recorded, which now includes the compliant use of handcuffs. Historically officers completed a paper form; however since October 2016 all use of force data is being collected using an online form. Work is underway to implement use of force form into the Mobile First App.</p> <p>A discussion took place regarding stop and search and the use of force on ethnic minority groups. RH highlighted that if you are black you are 4 times more likely to have been subject to Use of Force. Although Use of Force is a key activity, it would be far more useful to understand if your demographic would have an impact on you being involved in a police intervention. RH asked if there could be a report produced which would detail police interventions, and outcomes based on the demographic. MH agreed to return with an outline of what EP could complete.</p>	<p><b>111/16 – MH to provide an outline of what EP could produce in regards demographics/interventions linked to stop and</b></p>	<p>MH</p>	<p>27<sup>th</sup> April 2017</p>
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		search and use of force		
4.	<p><b>IT</b></p> <p><b>i) Retention and Recruitment</b></p> <p>JD explained that a number of staff had left the IT department in 2014 and has struggled to retain and recruit staff ever since. Since the IT staff restructure that took place last year the staff numbers had begun to stabilise, however there was still a significant vacancy factor. JD said that there are a number of challenges linked to recruitment including pay rates, vetting and time to recruit. JD said that the current vacancy factor was 10% down from 20%; JD said that in 12 months she would like to review and be at 7%.</p> <p>JD said that a number of new programmes are being developed such as graduate programmes and apprenticeships in order to encourage younger people to join the service. JD said that staff also more likely to stay for short length of time following a changing job market.</p> <p><b>ii) Gap Analysis</b></p> <p>JD noted that there were a large number of future projects which IT department were asked to deliver including a number of national projects which are Home Office or NPCC lead. JD said that EP were working to ensure that local projects and national projects do not duplicate work in order to minimise costs. JD said that work is taking place to ensure that future projects are mapped and will be providing better communication to staff about future projects.</p> <p>RH said that prioritisation is important and it is important that benefits and outcomes are transparent. JD said that her team were aware of which projects were key and needed to be prioritised.</p> <p>CG said that it was a very complex IT programmes and it is essential that</p>			

	<p>projects are contributing to the service. MG said that work was taking place to ensure that projects were not just replaced but also upgraded and help to provide transformation to the business.</p>			
5.	<p><b>Night Time Economy (NTE)</b></p> <p>VH introduced the NTE paper and noted that NTE crime reduced by 8.4% in December 2016 compared to December 2015. VH said that there were two police operations running during the festive period aimed to provide a high police presence in high risk areas such as Colchester and Southend; therefore it is difficult to assess their individual impact of them on NTE crime.</p> <p>By running the operations, it is likely that more NTE crime was recorded on those days as officers were on the streets. Any sustained reduction in NTE crime would be the result in effective partnerships including the bars and clubs themselves. Southend and Colchester are covered by Local Alcohol Action Areas, which aim to focus partners on tackling the NTE crime in these areas.</p> <p>It was agreed that a review of the existing Local Alcohol Action Areas would be undertaken to enable any best practice to be incorporated into other areas planning. This is to be added to the October Forward Plan.</p>			
6.	<p><b>Online Offences</b></p> <p>MH said that new guidelines have been adopted and ARMS risk assessment is applied. Operation Gloucester has continued to review low risk cases and good progress has been made. MH said that EP has now adopted a process termed reactive management of certain offenders. Offenders must be low risk on ARMS and consistently so for at least three years. The offender will also have been offence and adverse intelligence free for three years.</p>			



<p>7.</p>	<p><b>Monthly Performance Report</b></p> <p>VH confirmed that requested amendments from the previous meeting had been made and were included within the updated report. VH said that exceptions were included within the report and the exceptions were based on national data, percentage increases and Z Scores. This allows better comparison between different districts. VH said that the z score monthly comparison is based on the previous 36 months data.</p> <p>Going forward it is important that explanations for exceptions are provided. VH noted the key areas for this month were</p> <ul style="list-style-type: none"> <li>• Dwelling burglary has increased by 5.4%.</li> <li>• Violence with Injury has seen a reduction since its peak in September.</li> <li>• Racial and religious aggravated crime has had a significant spike this month making Essex a near outlier. It was noted that there is an ongoing campaign taking place to encourage hate crime reporting which may have influenced the data. MH said that this type of crime is currently underreported and it is important that the levels of reporting increase. This is to be added to the Forward Plan for July.</li> <li>• Theft of motor vehicles has seen a 12.9% increase with a continuous upward trend over the last 3 years. This was agreed to be added to the Forward Plan for June.</li> </ul> <p>It was agreed that further details and explanations should be provided in the quarterly reports. VH said that z scores could be added to Table 2.</p>	<p><b>112/16 – VH to include Z Scores within Table 2 of the Performance Report</b></p>	<p>VH</p>	<p>27<sup>th</sup> April 2017</p>
<p>8.</p>	<p><b>Finance</b></p> <p><b>i) Month 11 Exception Report</b></p> <p>Currently forecasting a £100k underspend. The capital outturn is showing a</p>			

	<p>£300k deficit on internal borrowing. DB said that there had been a number of small movements in the last month including changes to income which have changed the forecast. DB noted that the change in pension forecast is for both months 10 and 11. DB noted that the police officer strength is currently 2833 however this will be different at year end.</p> <p><b>ii) Transformation Savings</b></p> <p>VH reported that there was a £300k shortfall in the 2016/17 transformation savings plans and that for 2017/18 the combined shortfall was £540k.</p> <p><b>iii) Devolved Budgets</b></p> <p>DB presented the devolved budgets paper and noted that in 2012 the majority of budgets were centralised with a budget lead. Following the recent finance review, it was recommended that more budgets are devolved subject to training provided to budget holders. A six month pilot will be launch in 2017/18 where the pay budget will be devolved to budget holder to help identify any problems or areas of weakness involved in devolving budgets.</p> <p>It was agreed by COMG that pay budgets would be devolved in this trial period to IT, PPU and LPA South as well as the agency budgets. DB noted that the consultancy budget would remain a central budget.</p> <p>DB said that all budgets would continue to be centrally monitored and linked to performance. Future business partner roles would look at non-pay budgets in more detail. RH said that training of staff was vital to ensure that the process of devolved budgets was successful. MH said that there was a variety of support available to staff including computer based training.</p>			
9.	<b>AOB</b>			

	<p>MH said that a new report template should be used which includes a forward looking statement as well as clear headings and an equality and diversity section.</p> <p>RH noted that at a recent meeting on the funding formula there would be weighting applied the level of ASB/minor crime in an area. RH asked if this would impact on the level of funding EP receive. RH said that data integrity has been completed on the crime figures on <a href="http://www.police.uk">www.police.uk</a>.</p> <p>RH noted that rurality had been reviewed however the evidence base was too small to justify the cost changes which were being requested. However there was recognition that there is a high cost to police the same crime in a rural area compared to an urban area.</p>	<p><b>113/16 – New report template to be created including forward statement and equality and diversity statement</b></p>	<p>MH</p>	<p>27<sup>th</sup> April 2017</p>
<p>7.</p>	<p><b>Date of next meeting – 27<sup>th</sup> April 2017</b></p>			