



## **MINUTES**

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

### **PERFORMANCE AND RESOURCES BOARD**

29<sup>th</sup> June 2017, 09:00 – 12:00, Chief Constable Conference Room, Essex Police HQ

#### **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)
- Debbie Martin, Chief Finance Officer (DM)
- Jules Donald, Joint Essex and Kent IT Director

#### **Apologies**

- Jane Gardner, Deputy Police and Crime Commissioner (JG)
- Mark Gilmartin, Director of Shared Services (MG)
- Carly Fry, Assistant Director for Performance and Scrutiny (CF)
- Richard Jones, Management Accounting and Insurance Manager, (RJ)

	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>7/17 – Community Safety Hub</b> – RH has spoken to Andy Prophet however a further conversation is required to discuss the CCC hub.</p> <p>RH noted that the Tendring Community Safety Hub had previously been a success story however there has recently been a significant increase in crime in the Harwich area. What does this mean for the hub? Additional work was needed to ensure that the hubs continue to sustain impact and have the correct success measures so we can measure performance.</p> <p>CSHs work on CSP priorities and whilst there should be alignment these do not always directly correlate to crimes or crime types.</p> <p><b>3/17 – Mobile First</b> – BH noted that there was a detailed internal and external communication and engagement plan. This includes a new poster campaign, and good news stories being circulated.</p> <p><b>12/17 – Monthly Performance Report KSI</b> – discussion was held regarding the different measures available for killed and seriously injured. It was agreed that the existing measures would be kept along with ‘All persons killed or seriously injured’. It was agreed that table 3 would remain as it was.</p> <p><b>16/17 – Adult Triage</b> – BH noted that 50% of the force had vulnerability</p>			

	<p>training. BH explained that Essex Police refer cases to adult and children social care however if these cases do not meet the social care threshold, then social care are not likely to take the case further. Information is fed back into Athena to keep officers up to date for the future.</p> <p><b>17/17 – Domestic Abuse Definition</b> - BH provided an update on the DA definition and confirmed that 16 and 17 year olds are included within the definition. BH confirmed that restorative justice interventions can be used; however in the event of knife and sexual offences then only a criminal justice proceeding would take place.</p> <p><b>iii) Forward Plan</b> The forward plan was reviewed and no changes requested</p>			
2.	<p><b>101 Call Handling</b></p> <p>RH said that the paper presented did not answer the necessary questions regarding call handling and the improvements needed. RH asked that a more detailed briefing is prepared which includes, current progress, recruitment update; establishment level and potential call handling target and does the original improvement plan need to be revisited. BH said that he and ACC Mill would provide a full briefing to RH and SH on 101 call handling in the next two weeks, and a date was being identified for this meeting. ACC Mills used to lead on FCR for the Met Police and comes with significant expertise in this area. She has already identified areas for further improvement and will report back at the meeting.</p> <p>BH provided an overview of the service and said that approximately 10% of all crimes are reported online. In May the Home Office online reporting form was unavailable for 14 days.</p> <p>BH said that the average time to answer a 999 call was 19 seconds. BH said that ACC Mills was looking into the FCR and 101 call handling. It was noted that the average</p>	<p><b>21/17 - BH and ACC Mills to provide a briefing to RH and SH in 101 call handling</b></p>	BH	July 2017

	<p>time to answer a 101 call was 9 seconds, however often the delays experienced by the public were after the calls were transferred to FCR, Crime Bureau and Quality of Service teams.</p> <p>BH said that the call abandonment rate was at 25%, however sometimes the abandonment rate was related to individuals choosing to report a crime online and therefore ending the call. BH said that a full brief would be provided the PCC in the next two weeks which would answer the questions asked above.</p>			
<p>3.</p>	<p><b>IT Quarterly Report</b></p> <p>JD introduced the IT quarterly report, which was focused on current risks. JD noted that the current email performance issues did impact on service due to the slow running of the system from time to time; JD said that the mitigation plan is to migrate to Microsoft Office 365 for email later in the year.</p> <p>IT infrastructure remains a red risk. JD said that there is an extensive mitigation plan in place which will impact upon much of the system including body worn video and cyber security. JD said that resources remain amber however it is an improving picture with the vacancy factor reducing from 22% to 8% in two years. JD said that this will likely always be an amber risk.</p> <p>There are a number of protection levels to prevent a cyber-attack on the force. Software patch updates are installed regularly to ensure that system security is up to date, however assessments have to be made to ensure that the patches are compatible with the system. JD said that staff education was important to ensure that malicious emails are deleted to prevent a virus entering the system.</p> <p>There is currently insufficient storage available to roll out the additional 850 body worn video devices which were recently purchased. A third party supplier is currently looking into the storage capacity and the expected storage requirement for the remainder of the year. JD confirmed that a capital bid will be submitted during the budget setting process which will be for the storage requirement from April 2018 – March 2019.</p>			

	<p>It was noted that there is the need to store large amounts of data as body worn video which is used as evidence has to be stored for seven years. Digital Media Advisers are being recruited who will work within the LPAs and will assist officers to allow them to access and download media from difference devices.</p> <p>RH said that during public meetings he has been told that police officers are not always collecting CCTV evidence. BH said that he would look into this and how this evidence is obtained.</p> <p>JD said that a software upgrade was required from the supplier which once in place will assist with some of the performance issues. RH said that it was essential that the cameras are operational since there are benefits to both the public and staff. It was asked whether monthly updates could be provided to the Performance and Resources Board regarding the body worm video roll out.</p>	<p><b>22/17 - BH to review how CCTV evidence from the public is dealt with by Essex Police</b></p> <p><b>23/17 - JD to provide a monthly update to the Performance and Resources Board on the body worm video roll out</b></p>	<p>BH</p> <p>JD</p>	<p>July 2017</p> <p>July 2017</p>
<p>4.</p>	<p><b>Spit Guards</b></p> <p>BH introduced the spit guard paper; nationally the use of spit guards is an approved tactic with a number of forces within the region using this. BH said that the proposal was considered by COMG on the 31<sup>st</sup> May and was approved in principle pending the following caveats: policy is written and, procurement of the items are looked into to ensure best value for money. This may include a regional procurement option. Training needs to be in place to ensure the correct use of the device.</p> <p>RH said that EP must ensure that the devices purchased are in accordance with Home Office guidelines. BH agreed. BH said that it is for officer to decide when to use the device in accordance with the training and guidelines which they have been instructed. Use of spit guards would be reported under use of force data. A further report is due to be presented to COMG for final approval.</p> <p>Use of spit guards will be monitored on an ongoing basis through the 'use of force'</p>			

	monitoring reports.			
5.	<p><b>Finance</b></p> <p><b>i) 2016/17 Draft Outturn Report</b></p> <p>DM presented the draft outturn report. DM noted that £0.9m had been included with the earmarked reserve for legal claims.</p> <p>Discussion was held regarding the underspend against police officer/staff pay and allowances. RH said that he would like to see Essex Police become less risk adverse regarding recruitment and over programme in year to reduce the chances of underspend. It was confirmed that the HR team have been working on the recruitment plan and this is underway.</p> <p>CG also highlighted that there were no capital reserves at 31<sup>st</sup> March 2017.</p> <p><b>ii) Budget Setting Timetable</b></p> <p>DM set out the budget timetable for 2018/19 and said this would start with a non pay workshop in August. There were a number of dates set aside to discuss the savings and investment bids which would be taken to Strategic Change Board. DM said that the dates of the Strategic Change Board would be added the timetable.</p> <p>An OPCC star chamber has been included in the draft timetable for October, BH said that he would discuss the proposal with the Chief Constable.</p> <p><b>iii) Transformation Savings</b></p> <p>VH confirmed that the savings target for 2017/18 was £3.56m and for 2018/19 the savings target was £8.1m with a shortfall of £3.79m</p>			

6.	<p><b>Performance</b> <b>i) Monthly Performance Report</b></p> <p>VH provided an update on action 7/17 and noted that commentary would be provided for priorities which are counter intuitive re performance trends. However she confirmed that no forward looking statement would be provided against this.</p> <p>VH said that trend lines are now included within the performance report.</p> <p>Discussion was held regarding the forecasts and expectations for performance. BH said that there was a risk that forecasts could be perceived as targets. RH was clear that he was not looking to set targets but that measures of success were important. It was noted that the impact of operational decisions on performance should be understood to ensure that resources are being used in the most effective way to reduce crime in Essex.</p> <p>RH agreed that we should not have a target based culture; however he does want to see a direction of travel and timescales for this. BH said that 12 months trend have been included within the performance report, and Essex Police can be held to account through the Performance and Resources Board.</p> <p>SH said that the use of most similar group should be considered to provide good benchmarking data. Going forward Essex Police need to establish a way of including MSG as an objective and expressing where we want to be. VH and BH said that they could start by looking at the performance of each area of the force and ensure that comparison with MSF is included in update on monthly report.</p> <p>Post-meeting note (included for clarification, raised in July meeting): BJH raised the topic of where EP should aspire to be in respect of its Most Similar Force Group (MSG), for various crime types and solved rates. It was agreed that EP will review its aspirations and confirm aims in MSG for areas that support the Police and Crime Plan and EP's Control Strategy. To be completed by the end of August. These will then be included in the performance reports.</p>	<p><b>24/17 - VH &amp; BH to look into the performance of each area of the force and the balanced scorecard to establish how this links to the Police and Crime Plan, MSG and plan on a page</b></p>	<p>VH/BH</p>	<p>July 2017</p>
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	<p>Z scores were noted</p> <p><b>ii) Quarterly Performance Report</b></p> <p>VH said that the balanced scorecard has been included within the quarterly report and that this also takes into account quality. VH highlighted that the quarterly report is not for publication, primarily because of the balanced score card self-assessment information. It was anticipated that the balanced scorecard outcomes should link to HMIC inspection outcome results.</p> <p>Currently a review of the balanced scorecard is taking place, it was discussed that it would be useful to look into the balanced scorecard and see how this links into the Police and Crime Plan and the Plan on a Page.</p> <p>SH and RH asked if further context could be included with the monthly performance report which explained potential reasons for the increases and decreases in crime. SH suggested that the quarterly performance report could be used as a public facing document with the self-assessment information removed.</p> <p>RH said that he would like to use the quarterly performance report to inform the public and Police and Crime Panel of activity which has been undertaken. RH and SH said that the OPCC would write the report and provide the Essex Police a copy in order to ensure that the content was suitable for the public domain.</p>	<p><b>25/17 - VH to include additional context to the monthly performance report</b></p> <p><b>26/17 - VH and SH to discuss how the quarterly performance report can be developed as a public facing document.</b></p>	<p>VH</p> <p>VH</p>	<p>September 2017</p> <p>July 2017</p>
7.	<b>AOB</b>			
7.	<b>Date of next meeting – 27<sup>th</sup> July 2017</b>			