

MINUTES

OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR ESSEX

PERFORMANCE AND RESOURCES BOARD

02 February 2018 09:30 to 12:30, FF41 Kelvedon Park

Core Attendees

- Roger Hirst, Police and Crime Commissioner (RH)
- Charles Garbett, Treasurer (CG)
- Anna Hook, Head of Performance and Scrutiny (AH)
- BJ Harrington, Deputy Chief Constable (BH)
- Vicki Harrington, Director of Strategic Change (VH)

Other Attendees

- Adam Pipe, Casualty Reduction Manager (AP)
- Ch Insp Nick Lee, Operations Manager, Road (NL)
- Alison Brett Head of HR, Kent Police (AB)
- Supt Justin Smith, Head of Performance Improvement Unit (JS)
- Claire Heath, Head of Public Engagement and Customer Services (CH)
- Denise Breckon, Chief Accountant, Essex Police (DB)
- Liam Osbourne, Strategic Investigative Development Officer (LO)

- Matthew Tokley, Corporate Accounting Manager (MT)
- Richard Jones, Head of Business Partnering & Man. Acc (RJ)
- Jules Donald, Joint Kent & Essex IT Director (JD)

Apologies

- Jane Gardner, Deputy Police and Crime Commissioner (JG)
- Susannah Hancock, Chief Executive (SH)
- Mark Gilmartin, Director of Shared Services (MG)
- Debbie Martin, Chief Finance Officer (DM)
- Richard Leicester, Head of HR (RL)

	Item	Action	Owner	Date for Completion
1.	<p>i) Minutes of last Meeting VH advised the board of amendments that she wished to make to the minutes of the last meeting. The amendments included: <i>Vicky to email suggested amends to Anna.</i></p> <p>ii) Action Log 25/17: Close 72/17: Close 73/17: Close 74/17: Forward Plan March 75/17: Approved Closed 76/17: Approved Closed</p>			

	<p>DCC Harrington provided Athena update to the Board. Whilst frustrations at the delay in these developments the key priority is to develop a stable system. CG - multiple levels of activity to Athena – not least the reflection of new ownership by NEC and further exploration required to establish what the relationship with the new company will look like – raise the question of where we are in the new relationship and any impact on the innovation work. RH has spoken with David Lloyd Herts and he is still keen to meet with Northgate so he and RH will meet with them. Jules Donald to update Mark Gilmartin. 77/17: Open</p> <p>iii) Forward Plan: The forward plan was approved by the board. TO BE ADDED TO STRATEGIC BOARD FORWARD PLAN: Budget and district by district breakdown of resource allocation to 22 March Strategic Board meeting. 74/14 to be added to forward plan in March</p>			
2.	<p>Body Worn Video: NOTE: elements around this discussion are considered as commercially sensitive and have been redacted from the minutes. An update was provided by DCC Harrington. A comprehensive update on issues outstanding with software development resulting in the underutilisation of existing BWV investment. Whilst the installation of infrastructure and required storage facilities are on track and efforts ongoing to use what we have with the issues we face, this is a time critical point for reviewing the future direction of BWV, with consideration to utilising it to its full capacity and</p>	<p>01/18: A full options paper to come to the next P&R Board – this may require prior discussion with the PCC. AH to join the</p>	BJH	March 18

	<p>in the most efficient delivery. This is an Essex and Kent consideration. This also has significant impact on Firearms Officers and compliance regarding BWV by April 2018 Current storage expiring in May - we run out of space to record any more footage at that point. All of this to be covered in paper to come back to next P&R Board.</p>	<p>Gold meetings to progress issues.</p>		
<p>3.</p>	<p>Roads Police Report: Update provided by Adam Pipe and Ch. Insp Lee. Background update on the 2 Response Hubs and how they are staffed and the proactive roads team. 2017 relatively good and stable statistics – fatalities pretty much static. CRASH system - now giving a true reflection of what is happening on Essex roads and across the country. Mauve indicator on supporting papers - we have extrapolated to factor in CRASH effect. Recognition of improvements in recording through CRASH - automated and consistency of assessment, removes officer interpretation of severity. Statistical increase - Pedal cycles have seen increase as have pedestrians. Motorcycles concerns for us and across the country. Age group analysis – 16-25 year olds remain a concern as do over 70. Those over 70 identified on CRASH receive a home visit and currently seeing a 1 in 9 failure rate on suitability to continue driving. Concern for whole country given aging population. Also resource intensive for the team Road Crime – AP highlighted a wealth of proactive activity that is being delivered in this area which has been supported by OPC and has resulted in numerous arrests. This includes making best use of small investigation team utilising road safety cameras and other intelligence to deliver effective</p>	<p>02/18 – AP and Ch. Insp Lee to follow up with GP commissioning groups re over 70s concerns</p>	<p>AP</p>	<p>TBC</p>

	<p>disruption to OCGs and gang activity. Examples included instances of false nominations for camera / speeding offences (often exploiting vulnerable people).</p> <p>SERP update - Community Speed watch. Acknowledgement to work led by Mary Wiley who has been driving up membership and engagement and in turn driven up public confidence in this area.</p> <p>Increase in volunteers - next stage to make these people road safety champions going forward. This is growing with more communities coming on board.</p> <p>MDC enforcement officers - pilot. Success being monitored with a view to roll out within a year elsewhere.</p> <p>Extra eyes campaign - going well. Uploading of video from GoPro, dashcams etc and CCTV.</p> <p>Risks – were discussed as per inclusion in the papers with a focus on in car cameras for pursuit vehicles.</p>			
4.	<p>HR Quarterly Report: Detective Pathway: Liam Osbourne</p> <p>Comprehensive update to the Board regarding how officers move through pathways for Detective training and accreditation, including a focus on the exam and the support that has been brought in by the Force including an external training company to support study techniques, online Q and A manuals, 2 day crammer course and mock exam. This has seen an improved progression through exam and attractiveness of recruiting onto the programme. Emphasis on quality and competence as well as timely accreditation.</p>			

<p>Looking at new ways of recruitment, adoption of national programme for direct entry for detective, which is new for us. Other forces have seen impressive numbers applying.</p> <p>Also discussion regarding the opening up of pathway for existing special officers to become detectives - Special detective constables. Already interest coming from established specials. Local DS's mentor them through the programme.</p> <p>Resourcing commentary paper and HR data Pack: Alison Brett, Supt Justin Smith</p> <p>Resourcing - commentary paper and data pack – data to 31 December Officer levels: 2916.95 - over establishment Expectation of 98 over establishment by March 2018.</p> <p>The Board discussed the data pack and representation of roles within it and how they are reflected due to joint funding between Kent and Essex for these roles.</p> <p>Discussion re Section 1c - support services – disparity between establishment and actual figures. Explanation that this is where probationers are reflected. They will go to LPA eventually but reflected here while in training.</p> <p>Specials - 418 in post, duty hours consistent at 10000. The continuing push on recruitment to regulars will have a significant impact on specials recruitment. Wider recruitment implications were discussed in depth by the Board, including market availability, shaping and retention.</p> <p>Absences - Supt Justin Smith took the Board through key points. Acknowledgement that flu has hit force heavily.</p>	<p>03/18: Updated on recruitment of Specials to come to P&R Board</p>	<p>BJH</p>	<p>TBC</p>
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	<p>PCSOs - deep dive to into high absence recording. Engagement with PCSOs and HR and Unison is progressing improvement in this area. Acknowledgement that there is some really good practice re engagement and some areas which require attention.</p> <p>P4 - The Board was updated on work being undertaken by ACC Mills regarding absence in Contact Management</p> <p>LPA north south and west - all showing a reduction in officers. North is still higher than others - RH raised concern over its persistency. BJH raised the insight that North has 49% demand and 42% of asset and is more dispersed. ACC Prophet looking at this - part of the work to look at where we deploy asset. The Board requested clarity and further analysis into the issues – BJH to look at in the bigger picture work and bring back to the Board.</p> <p>Update on impact of the Flu force related absences. Significant impact during last 2 weeks of December and it's carried on into January. Planning to mitigate for next year including examination of business case for in house delivered flu jabs.</p>	<p>04/18: BJH to bring back further analysis regarding resources and demand re deployment of assets (this to form part of the work going to Strategic Board 22 March 2018)</p>	<p>BJH</p>	<p>Strategic Board 22 March 2018</p>
<p>5.</p>	<p>Supporting Victims of Crime</p> <p>The Board discussed the paper at length, including updates on improvements regarding Victims Personal Statements, with 9 out of 10 being offered. Actions for improvement were discussed (p13) – acknowledgement that much dissatisfaction is driven through poor communication and untimely feedback. RH confirmed that this is an area which requires focus and improvement and is raised at ever public meeting. This has been acknowledged by the Force who are focusing efforts to do more around this issue.</p>			

	<p>In preparation for development in systems that will allow online investigation and update tracking work is ongoing to encourage officers to ensure that they add updates to the system – whilst this may be reported by others over the telephone to victims it requires accurate and timely update.</p> <p>New victim hub model – the Board queried the ongoing work and ‘what does good look like’ – CH advised the Board that this is still being worked on. Testing what good is looking like - update back to the board - June this year to bring back (3 months after contract goes live) to P&R.</p>	<p>05/18: Update on new Victim Hub Model to come back to the Board in June 2018</p>	<p>CH</p>	<p>P&R June</p>
<p>6.</p>	<p>Finance (Standing items)</p> <p>i) Monthly Finance Report. RH approved the decisions required from the paper. Reserves position - working on month 10 figures to come back next month</p> <p>ii) Efficiency Saving Programme VH advised that all savings this year were green. Looking at savings for 2018/19 line by line there is confidence in the development of the business cases underpinning them and moving towards green once they are signed off. SCD review amber, OPC Op Hexagon – still not absolute clarity so Red Police overtime being worked up - plan to COG for Feb for sign off.</p> <p>iii) Treasury Management Strategy The Board were taken through the paper by Matt Tokley. No principle borrowing this year and no significant changes to investment strategy.</p>			

	<p>Caution about investing long to spend short - CG has assured that we are wary of this.</p> <p>iv) Insurance Claims expenditure going up - work ongoing to understand why. High level liability claims main driver. Impact of increased excesses are a factor. Risk management and mitigation - looking to do more in this area going forward.</p> <p>The impact of claims expenditure continuing at the current level is currently not adequately covered in our Medium-Term Financial Strategy.</p> <p>The claims budget value will be reviewed as part of the 19/20 budget setting process with a view to potentially increasing this (we will report back to COG/P&R following confirmation of the 17/18 year-end position, which will then inform the direction for future budget levels)</p>			
7.	<p>Performance (Standing Items):</p> <p>i) Quarterly performance Report All crime – a slight decrease in the increase and we have hit the aspiration of 4th in MSG Statistical exceptions were homicides which peaked in December 2017. Theft from vehicle and shoplifting were positive outliers PCP performance figs - trafficking of drugs improve and driving under drink and drugs (improving and was deteriorating)</p>			

	Homicide and serious violence most worrying right now – deep dive on all areas of serious violence discussed in detail at Synergy – AH attended for OPFCC.			
8.	AOB & Close: AH – discussion of constraints around receiving of data and internal governance in providing papers to the Board.	06/18: AH and VH to look at timelines and implications for meeting dates in the second six month of the year with a view to amending dates from that point if possible.		
	With no other business to be considered the meeting concluded at 12:30 Date of next meeting: 01 March 2018 – 09:30 to 12:30 – GF01 Kelvedon Park			