**DRAFT MINUTES**

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

**PERFORMANCE AND RESOURCES BOARD**

26th April 2018 09:30 to 12:30, FF37 Kelvedon Park

**Core Attendees**

* Roger Hirst, Police and Crime Commissioner (RH)
* Jane Gardner, Deputy Police and Crime Commissioner (JG)
* Anna Hook, Head of Performance and Scrutiny (AH)
* BJ Harrington, Deputy Chief Constable (BJH)
* Vicki Harrington, Director of Strategic Change (VH)
* Abbey Gough, Finance and Section 151 officer (AG)

**Other Attendees**

* Supt Justin Smith, Head of Performance Improvement Unit (JS)
* Insp Adam Jones, Mobile First Deputy Programme Manager (AJ)
* Richard Leicester, Head of HR (RL)
* Claire Medhurst, Procurement Services Delivery Manager (CM)

**Apologies**

* Charles Garbett, Treasurer (CG)

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|  | **Item** | **Action** | **Owner** | **Date for Completion**  |
| 1. | 1. **Minutes of last Meeting**

The following amendments were requested:Page 5 of 10 – The update of specials – please can we ensure that the number of Specials that we said we have is minuted here – predicted establishment of 430.Page 7 of 10 – GDPR update. 2nd para “. has completed an audit for both Kent and Essex forces …”Page 8 of 10 – Finance i)second line – should be a £300k overspend not £300Page 9 of 10 – first para, change to read “MJ advised the board that the report circulated prior to the meeting was in line with ‘All Crime’ …..Last para, second sentence – amend to read – “RH noted vehicle interference on the crime tree is of low level of harm. What action might be appropriate to take? BJH advised that EP will tackle the issues but will not be prioritised.  With the above amendments the minutes were approved by the board.1. **Action Log**

01/18 Closed02/18: Awaiting update from Adam Pipe. Item to remain as proposed closed. 07/18: Closed08/18: Move to June 201808b/18: Move to June 201818/18: To remain open19/18: Scorecard to be brought back to May meeting. As a point of AOB, future documents will be labelled with a publication classification and the Terms of Reference for the board will be updated accordingly. The board discussed the differing terms and how these correlate to the publishing of information. The classification is to ensure that documents are not published in error and/or operational incidents are not compromised. 1. **Forward Plan:**

 AH also confirmed that papers regarding the Utilisation of Operational Transformation reserve for 150 additional officers are expected for the May meeting and further advised that all items highlighted on the  forward plan are for information purposes.BJH asked about the August DA update on Juno. AH confirmed the rationale behind the request advising that clarification is sought as to whether the SET structure is working for Essex Police. RH suggested that this is reviewed on an annual basis. RL requested whether agenda items could be rescheduled in order to allow attendees to leave once their item has been discussed. The board agreed to amend the running order for the rest of the meeting. \*\*\*\*RH left the meeting at 10:00 – JG assumed the chair ship \*\*\*\* | **21/18: Documents to contain classification so that publication can be assessed.** **22/18: To add to forward plan for annual review** | **BJH****AH** | **31/05/18****31/05/18** |
| 3. | **Body Worn Video:**BJH advised the board of the benefits that the new provision of BWV will bring and further advised that there is a gold group overseeing rollout. A clear policy for deployment will also be advised and communicated prior to rollout. AJ advised that concerns have been raised around the term “mandatory” with regard to use and consideration should be given to the circumstances of incidents. BJH advised that this would be defined within the policy – also reflecting on best practise where this has been addressed in the Met’s BWV policy. BJH also advised of the plans undertaken to implement the policy and that the staff associations input would also be incorporated. Additionally, a benefits realisation plan will also be implemented to demonstrate the measurement and mapping of efficiency and associated benefits and that these would be brought back to the board in June.AJ further advised that although contracts have now been signed; the current system will still be used until final switchover and that from now on, cloud storage would be used which has a negligible impact on the IT system. The board were also advised that the trial will commence with firearms units. The national deadline for BWV is April 2018, and although the new contract has an impact on our ability to achieve that, discussions with the College of Policing and the national lead on this policy has ensured that they are well sighted on the reasons for our delay and the intent to have this in place by June. It was confirmed that rollout would be simultaneous across both Essex and Kent forces and that cameras will also be made available to DA/DV teams. Both forces are looking forward to the positive changes BWV will bring. The board continued to discuss beneficiaries of the BWV system including CPS. JG enquired about the process of uploading and its efficiency. AJ described the progress in depth.The board were also advised that the Eastern Region forces are currently reviewing their storage as a result of the Essex/Kent police investment and may move to cloud based storage in the future.A further discussion was centred on statutory partnerships dialogue and AJ advised of expected baselines & impacts expected along with stakeholder plans. AH asked whether quarterly reports would be shared with OPFCC. The board also noted that recent public meeting feedback leans toward a media campaign to promote the benefits of BWV. BJH advised that media engagement would be built into plans and implemented once the system has been fully rolled out. JG asked if the OPFCC could help in any way. AJ advised that governance around the timeline is in situ via the mobile first strategy. JG requested notification of any issues that may arise. \*\*\* AJ left at 10:25\*\*\* |  |  |  |
| 4.  | **HR, Sickness and Attendance Management, Staff Performance Reports (Quarterly).**The board members were in receipt of a comprehensive report prior to the meeting. RL highlighted points contained within the executive summary appertaining to officer strength and recruitment plan. The board were advised that there are 350 officers currently in training and that the balancing of operational priorities are undertaken by HR and chief officers. RL also advised that areas with high levels of vacancies are being closely monitored. The board noted and discussed PCSO recruitment and were advised that turnover was negligible; with a reduction of officers leaving and at this point in time there are no vacancies for PCSO. As at 31st March 2018, there were 427 specials in post, which is a net increase of 59 since 31st March 2017. Although, 35% have left the specials to become regular officers it is expected that 540 will be in post by the end of the year.The board also discussed the new recruitment platform as well as diversity and BAME statistics. Areas requiring more work to be done were also discussed and AH asked whether mapping has been undertaken against county makeup information. RL confirmed that mapping had taken place and described the process in full. Essex Police are also undertaking a quality assurance process to review the quality of PDR’s This highlights good practice with clear evidence of detailed PDRs, with most containing relevant and clear developmental and performance objectives. It also highlights some areas of required development around objectives; in that some were quite broad and not specific enough.The board wished to acknowledge the amount of information contained within the report. JG asked about specials hours and the gap between high visibilities (122) and 40,000 hours. RL advised that an analysis is to be brought back for scrutiny and a summary will be sent across to the OPFCC. AH asked whether there are specials who are not doing what they expected to be doing when they volunteered. BJH advised that specials are deployed on the front line. JG also asked whether diversity work is on the forward plan. RL advised that Q3 would be a beneficial time to offer an update. AH asked about specials and BJH advised of Cyber Specials who have the use of warranted powers as well as Cyber Volunteers who have the knowledge of skills; both being distinctly different.AH also asked whether training capacity was an issue to recruitment. RL advised that the efficiency of training was a challenge as opposed to capacity. AH also asked for clarification on the under spend linked to training capacity on the specials budget. RL advised that he would refer to Supt Simon Anslow in order to ascertain the reasons.JG asked about the PDR process and its alignment to HMICFRS guidance. JS advised that an analysis of the process has been undertaken but further work is required. RL advised that the current completion rates is approximately 80%. The board were advised of the intent of ownership to command managers and that the quality of the PDR content was being promoted as best practise. BJH advised that an update is expected in June and the data will be brought back to the board in July. The board were in receipt of a comprehensive absence report prior to the meeting and were also appraised of the report highlights by JS. It was noted that the key reasons for absence are psychological and/or musculoskeletal. Long and medium term absences were discussed and noted. The board also discussed the number of officers on recuperative duties (390) and the trends in absence that were exacerbated by the winter flu season. The board asked whether a flu jab facility was in situ and whether it was being deployed in full. JS and BJH updated the board on the plans in place for flu jabs for this winter. AH asked whether there was a link to staff absences and post vacancies. JS advised that pressure may be a factor but contributory issues have been analysed with positive programmes being put in place. A link to vacancies has not been highlighted. AH sought clarification on average 9.25 days lost asking whether this was good or bad. RL advised that this is higher than commercial organisations, lower than the Essex County Council average but is on par for policing. The board were advised that HR is not the owner of attendance but does provide support to managers. BJH advised that managers have the scrutiny to manage staff absence and regular meetings are undertaken.Individual division absence statistics were discussed by the board and included PCSO, Contact Management, and Serious Crime. Improvements in absence in LPA and Crime and Public Protection divisions were noted along with the areas that require additional focus. AH asked for clarification on the 390 officers in restrictive duties equating to 15% of the force. BJH advised the board of the differences between recuperative, adjusted and restricted duties further advising that these are currently being analysed. RL advised of the challenges of managing these types of duties and the necessary adherence to employment law along with national guidance expectations. Ongoing analysis & interventions were discussed. The board also continued to discuss improvements in officer attendance and the 11,295 extra hours of work that has been achieved. It was agreed that the future format of the report is to be discussed by AH & RL. \*\*\* JS left at 11:25\*\*\* | **23/18: To liaise with Supt Simon Anslow regarding underspend on Specials Budget** | **RL** | **31/05/2018** |
| 8. |  **Procurement:**The board were appraised of the results from the staff surveys in the Procurement Team that were held in November 17. Staff morale and satisfaction is now reported between 80 & 90%. Additionally, the board were advised that £1m of revenue savings have been achieved. With regard to collaboration; there are a number of work streams that have the potential to impact upon procurement resourcing, delivery and compliance governance and achieve savings and efficiencies which are being analysed. However, a potential risk has been identified with regard to the naming on contracts for Essex Police and Essex County Fire and Rescue Service where it may be prudent to seek disaggregation between the two pipelines. AH advised that there are two separate seals that should alleviate this. CM advised that a QC has reviewed the situation and suggests that contracts issued under the Police, Fire & Crime Commissioner are deemed as one entity. Legal compliance will need to be reviewed and defined.CM also sought consideration from the board on the stage 2 business case template. Early sight was requested. CM advised that the national procurement awards had been held recently and Essex Police had received a highly commended award for innovation. The tremendous work of procurement was acknowledged by the board and included reference to the collaboration strands that are now in place. | **24/18: Stage 2 Business Case to be circulated to the board** | **CM** | **31/05/2018** |
| 2. | **NTE:**BJH introduced the content of the report that all board members had received prior to the meeting. The board noted the clarity of the plans contained within the report and the robustness of the crime reporting. The 4 P plans and methodology were also discussed in full and the maturity of protection/prevention was noted. JG praised the quality of the papers and extended her thanks to the authors.  |  |  |  |
| 5. | **Custody – Performance, Availability & Volume over the last 12 months:**All board members were in receipt of a copy of the report prior to the meeting. The board were advised of FCR approach to custody availability and the impact it has made. The board continued to discuss usage and estate availability as well as the age of accommodation. Exploration of collaboration was also discussed and possible efficiencies that this would achieve were also noted. BJH also advised that of the 25 HMICFRS suggestions that had been made; 27 have been completed. The board continued to discuss the improvement in mental health cases that have also been achieved. \*\*\* RH returned at 11:50 \*\*\*The board were also appraised of the 7 custody sites that are to be redefined and the work that has been undertaken over the past 6 months which has resulted in reductions in time taken to process custody admissions. RH asked about the content of the paper that had been submitted and the reasoning behind the comments as it did not appear to segue to the force as a whole – a strong custody specialism not a force perspective, and enquired whether it referred to a management / staffing issue. BJH advised that staffing challenges are known as well as issues around custody with regard to being “fit for purpose” and the safety of service which are recognised as being good. The utilisation of time to charge was discussed along with quantified improvements that have been made. BJH also advised of excess custody capacity and recent changes to bail regulations that have impacts as well as the internal drivers to facilitate the efficiency of custody.  |  |  |  |
| 6. | **HMICFRS Inspection Programme Impact:** VH advised the board that while FMS as a business model does not wholly align with the Police and Crime Plan, the prescriptive nature of the template has lessened and that full measurements or understanding of alignment may not be achieved until the 2nd or 3rd iteration. RH enquired whether there had been a response to the Chief Constables letter. BJH advised that the content had been noted and respected. RH offered to write or telephone in support of letter should the need arise. The definition of points requiring clarity were discussed and RH agreed to liaise with the Chief Constable in order to form an apt response.  | **25/18: RH to liaise with the Chief Constable in regard to any appropriate supportive response** | **RH** | **31/05/2018** |
| 7. | **Public Perception Survey Q3 results:**VH advised the board that the data from April to December 2017 was more reliable due to the increases in sample size, than the information contained within the Crime Survey for England and Wales. The use of the data was explained to the board. VH directed the board to the results sheets contained within her report and identified the areas that realistically require 4 quarters or one full year of data before full analysis can be undertaken effectively. The board were advised that the Essex perception of Police as a brand was high and that local policing achieved 7/10 which is good to excellent. The board continued to discuss points contained within the report in depth and drilled down to specific areas which also demonstrated the diversity in the demographics of the county. VH advised that with regard to the local engagement plan, local messages are being deployed along with content of existing publications. Individual points were discussed around Essex Police and the importance of uniformed officer visibility on perceptions. RH noted the areas of low satisfaction and asked what work is being done in these areas. The board discussed feedback and subsequent interventions in full including district perceptions which were analysed by the board. Sustained activities were also noted as the building blocks for the future and ongoing work being undertaken was also discussed and noted.  |  |  |  |
| 9. | **Performance (Standing Items):**1. **Monthly performance Report**

VH advised that the “all crime” figures have increased by 11.2% but that Essex has the lowest rate of increase out of six most similar group of forces. The rate of increase is slowing and there was no change in ranking. The board reviewed the individual areas of the report and noted the importance of understanding of reason & partnership solutions. Levels for serious crime were discussed.  |  |  |  |
| 10. | **Finance (Standing items)**1. **Efficiency Saving Programme**

 **(Transformation Savings)**The board were in receipt of a full report prior to the meeting. VH advised that figures for 2017/2018 with 93% rated as green; and a variance of £22k in 2017/2018 which needs to be achieved for 2018/2019. The individual breakdowns were noted by the board. The format for future reports was also advised. BJH advised that for 2019/2020 the drivers of productivity have been formed for delivery. Future cost savings and reinvestment were noted for future presentation along with the efficiencies and investments mechanism. The board discussed Home Office submissions and expected returns along with the content of MTFS and the expectation of figures and delivery of efficiencies.  |  |  |  |
| 11. |  **AOB & Close:**There were no items to be discussed under this heading.  |  |  |  |
|  | With no other business to be considered the meeting concluded at 13:15**Date of next meeting:****31st May 2018 – 09:30 to 12:30 - A Block Conference Room, EPHQ**  |  |  |  |