**MINUTES**

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

**ESSEX POLICE PERFORMANCE AND RESOURCES BOARD**

28 June 2018, 0930 to 1230, GF01, Kelvedon Park

**Present:**

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| Roger Hirst (RH) | Police, Fire and Crime Commissioner for Essex |
| B-J Harrington (BJH) | Deputy Chief Constable, Essex Police |
| Vicki Harrington (VH) | Director of Strategic Change |
| Debbie Martin (DM) | Chief Finance Officer |
| Abbey Gough (AG) | Financial Scrutiny Officer and S151 Officer |
| Anna Hook (AH) | Head of Performance & Scrutiny |
| Camilla Brandal  | Minutes (OPFCC) |
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| **Guests:** |  |
| Simon Alland (SA) | Supt, Essex Police  |
| Emma Thomas (ET) | Communications and Engagement Manager (OPFCC) |
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| **Apologies:** |  |
| Stephen Kavanagh | Chief Constable, Essex Police |
| Charles Garbett | Treasurer, OPFCC |
| Mark Gilmartin | Director of Shared Services |
| Jane Gardner  | Deputy Police, Fire and Crime Commissioner for Essex |
| Denise Breckon | Chief Accountant |

|  | **Item** | **Action** | **Owner** | **Date for Completion**  |
| --- | --- | --- | --- | --- |
|  | **Introduction and welcome**RH welcomed all to the meeting. Apologies from SK, MG, DB, CG and JG were accepted by the Board.  |  |  |  |
| 1i | **Minutes of last meeting on 31 May 2018**RH asked the Board whether there were any points arising from the last meeting:Page 13 Public Perception Survey – VH asked that ‘group’ in the second paragraph, end of last sentence, to read ‘findings’.Page 13 Public Perception Survey – VH asked that the third paragraph be stricken as already under first paragraph. Page 14 Public Perception Survey – VH asked that the first paragraph read ‘recorded victims who stated that they needed…..’ Page 14 Public Perception Survey – VH asked that the first sentence reads ‘VH confirmed that a survey would be introduced…’ and that the words ‘pilot scheme’ on the third line be replaced with ‘survey’.Page 15 Public Perception Survey – VH asked that the word ‘Operational’ be inserted before Transformation Reserve on the first line.The Board agreed the above amendments and the minutes were approved. |  |  |  |
|  | **Item** | **Action** | **Owner** | **Date for Completion**  |
| 1ii | **Action Log** |  |  |  |
|  | 02/18 – Roads Police ReportUpdate: leave open until next meeting when the contact work will have been completed.15/18 – Gangs and Organised Criminal GroupsUpdate: proposed closed as now on Forward Plan for March 2019. 17/18 – Efficiency and InvestmentUpdate: VH confirmed that additional information will be brought to the July Board. 18/18 – GDPRUpdate: leave open until BJH and AH had had their discussion around access.20/18 – NTEUpdate: leave open as paper coming to September Board.23/18 – HR, Sickness & Attendance ManagementUpdate: proposed close as paper brought to June Board.24/18 – ProcurementUpdate: DM confirmed that following discussions, the paper will be brought to the July Board.25/18 – HMICFRS Inspection Programme impactUpdate: proposed closed as on Forward Plan.26/18 – Vulnerable GroupsUpdate: leave open as on Forward Plan for August.**ET joined the meeting** |  |  |  |
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|  | 27/18 – Operational Transformation ReserveUpdate: BJH confirmed that a paper will be prepared on the status of recruitment of the 150 officers. RH would like this paper to include an item on the process of how we are to spend the whole amount of £9.6m and for it to capture where we make savings. BJH will bring a paper to the July Board which will contain plans on how to spend reserves which will then form part of the budgeting figures for the future.28/18 – Vehicle TheftUpdate: propose close as analysis received.29/18 – Stop and SearchUpdate: on Forward Plan for August.30/18 – Use of ForceUpdate: proposed close as on Forward Plan for July.31/18 – Balanced ScorecardUpdate: proposed close as on Forward Plan for August.32/18 – Public Perception SurveyUpdate: proposed close as taken to Safer Essex.33/18 – Public Perception SurveyUpdate: RH taken District Plans to County Council at their Political Leadership Team meeting. AP to pick up and take to Chief Executive’s Agenda. Proposed close once item on Agenda.35/18 – Provisional Outturn ReportUpdate: proposed close. 36/18 – Provisional Outturn ReportUpdate: AG confirmed that once the sign-off process has been agreed on the ToR, Constitution and Regulations, the timeline can be agreed for publishing accounts. |  |  |  |
|  | **Item** | **Action** | **Owner** | **Date for Completion**  |
| **1iii** | **Forward Plan**AH to update title of Reserves paper which will be brought to July’s Board. AH to add DM’s Business Case template which is for circulation only. | **Action 37/18 AH to update title of Reserves paper** | AH | July 2018 |
| **2** | **Force Control Room**BJH presented a paper in which the recommendations were to note the Chief Officer’s intention to move towards a target operating model for Contact Management; and, to agree additional funds of £188k for this year for the Operational Transformation Fund.RH asked whether there will be processes in place to monitor the progress and BJH confirmed that the Project Change Plan will pick up the risks and issues related to progress.After discussion, it was agreed that an update paper on the progress would be brought to March 2019’s Board. It was also agreed that the risks outlined in the implementation plan would be put onto the Risk Register. | **Action 38/18 BJH to bring update paper to progress on FCR to March 2019 board.** | **BJH** | **March 2019** |
| **3** | **Mobile Policing – benefits realisation**SA presented a paper on Mobile Policing, the recommendations of which were for the Board to note the overview of the progress to date of the benefits realisation for the Mobile First Programme.From the Benefit Management Approach appendix, which covers financial and non-financial savings, SA commented that the majority of these savings are non-cashable savings. There are a number of tools which are being used to measure, the Benefits Register being one, which sets out how information is captured and measured. This information is fed through to a number of Boards and COMG. |  |  |  |
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|  | SA commented that the first report will be due at the end of the quarter and as we are still within the timeframe at present, it is anticipated that the report will show a benefits realisation of 10% in the first quarter. The target for the first quarter is £221k and over the course of the year the figure will rise to £1.3m which will hopefully be cashable savings. SA commented that the figures that were being used for this quarter have been extracted from the ‘desktop’ whereas the figures for the next quarter will be utilising specific software to capture the data going forward, giving more accurate reporting.After a discussion concerning the Summary sheet that had been produced, it was noted that it is anticipated that there will be £5m savings over the next 5 years for Essex. It was also to be noted that these were not cashable sums.RH asked how this piece of work tracked back to the original business case and is the spending now in line with that business case. SA confirmed that the spending was at £1.378m a year (which included licence costs of £910k per annum for both forces). Following a further discussion, it was agreed that SA would come to the October 2018 Board and report on progress.**SA left the meeting at 1050.** | **Action: 39/18 Supt Simon Alland to report on progress at October 2018 Board.** | SA | October 2018 |
| 4 | **Recruitment of Specials (Quarterly) to include Employer Support Programme and Community Specials**BJH presented an update paper on the progress of the Programme, the recommendations of which are to note progress, the risk to the ambition of 700 officers by March 2019, the detail for the 2017/18 budget underspend and the positive progress being made.It was noted from the paper that Town Councils and Parish Councils were starting to come on board with the plan which meant that work can progress. |  |  |  |
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|  | BJH commented that he thought it was unlikely that there would be 1000 people coming through as Specials, even with the My Other Life campaign. RH asked whether there was scope to do more with the marketing; i.e. contacting the local big stores, the EALC network, the Parish and Town Councils. BJH agreed that this was the way forward. RH noted that he was prepared to consider further contribution from PFCC budget should this be necessary to achieve the recruitment ambition.RH raised the question of vetting as it had been mentioned in the paper. BJH commented that vetting staff had been increased 5 months ago but it takes 6 months for them to train on all the systems that are used for vetting. It was recognised that there is a large backlog of vetting ‘health checks’ to be carried out; these are primarily checks on paperwork.After a discussion around training, BJH to speak to Richard Leicester about the possibility of bringing in trainers from outside Essex. BJH will report back at the September Board. | **Action: 40/18 BJH to speak to Richard Leicester about the possibility of bringing in trainers from outside Essex. BJH to report back at September Board.** | BJH | September 2018 |
| **5** | **Update on plans for peak demand around Summer**BJH took the meeting through the presentation on Operation Thistle. There had been a 20% uplift in incidents last week but this had been planned for and covered. BJH commented that the shift patterns for summer 2019 are not best loaded to meet core days but work is being done to anticipate this. ACC Mills’ Ops paper plots out the shift patterns over the year with peak events etc which will mean that there are people in place routinely to deal with peak demand.BJH confirmed that £200k has been authorised to be set aside for the targeted financial support which encompasses the Commands, Operations, prisoner process, PPU, contact management and the ECTCG Tasking Fund.  |  |  |  |
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|  | BJH confirmed that Operation Thistle has been put in place earlier this year and makes use of the learning that had arisen from last year’s operation. |  |  |  |
| **6i** | **Impact of Crime Prevention Strategy upon Scorecard**VH presented the overview paper on how the Crime Prevention Strategy features within the Balanced Scorecard. There were no recommendations as this paper was an overview and arose as a result of Action 8/18 on the Action Log. RH thanked VH for the paper which showed that work was being well aligned against plans and he looked forward to seeing the results of the mapping and analysis as they arose. |  |  |  |
| **6ii** | **Crime prevention Strategy Delivery Plan**BJH presented the paper on the Crime Prevention Strategy Delivery Plan where the Board were asked to note and comment upon the content.It was noted that although the table for Domestic Abuse had tasked allocated under Prevent, Pursue and Prepare, the column for delivery and measuring was blank. BJH will check this with ACC Prophet.RH asked whether there were any big metrics that would allow us to understand the impact of the Plan when it is depolyed. BJH commented that the results of the implementation of the Plan would be part of the Balanced Scorecard. RH commented that as it is proposed to launch the Plan in September 2018, a baseline should be in place setting out the Balance Scorecard items versus where they are at any given point in the future. VH confirmed that this information can be captured easily through the redline measures which will provide a before and after picture.  |  |  |  |
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|  | BJH asked whether it was worth bringing the paper back every 6 months and it was agreed that this item would be put on the Forward Plan for May 2019. It was also agreed that a baseline would be put in place and future reporting would be tied in to this baseline.After discussion, it was agreed that RH would be sighted on the Comms Plan that is to be launched in September 2018. ET commented that any support that the OPFCC can offer around a launch event will be given. BJH to speak to ACC Prophet and Gareth Nicholson to make sure that RH is sighted on the Comms Plan. | **Action: 41/18 AH to put Crime Prevention Strategy Delivery Plan on Forward Plan for May 2019.****Action 42/18 BJH to speak to AP and GN to make sure RH is sighted on EP Comms Plan.** | AHBJH | July 2018July 2018 |
| **7** | **Body Worn Video Update**BJH presented the paper which provided an update on the implementation plan of BWV, the governance structure and benefits realisation plan. RH commented that he had expected to see information in the paper relating to timelines, budget and benefits which was not there. BJH commented that the first milestone has been met, the Firearms item is going out shortly. Southend has produced some challenges and BJH has asked for timeline information in order to address the challenges.BJH to bring back more information on this paper to the July Board. | **Action: 43/18 BJH to bring revised paper back to July Board.** | **BJH**  | **July 2018** |
| **8** | **Community Safety Hubs**As a result of Action 09/18, a paper on the progress assessment on the Community Safety Hubs was brought to the meeting. The recommendations of the paper are to note and approve the co-location successes, note and approve the OPFCC contribution to capital funding and note and consider ongoing challenges in delivery. RH asked if co-location was a material difference from virtual or not. BJH commented that in his view they needed to be in the same place.  |  |  |  |
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|  | BJH commented that the Steering Group (chaired by Ian Davidson) are collecting feedback and is of the opinion that the Steering Group will be producing performance measures but the differences between co-located and non-co-located maybe something that might not be able to be measured.After discussion, it was agreed to bring an update back to the November 2018 Board. | **Action: 44/18 BJH to bring update to November 2018 Board.** | BJH | November 2018 |
| **9** | **Supporting Victims of Crime – Victim Hub model**As a result of Action 05/18, VH had produced an update paper on the revised victim services model, the recommendations of which were to note the progress made on the model in line with the new Victim Support contract. VH took the Board through the paper which included actions for improvement and future work/ development. Improvements are expected to be reflected in the new survey results in Q2 of 2018. |  |  |  |
| **10** | **Summary of District Engagement Plans**VH presented the paper on the Summary of District Engagement Plans and asked the Board to note that this was an update from the work carried out in March 2018 by the central Public Engagement Team.VH commented that there were two main areas for improvement; one was the hard to reach groups, and amendments to the engagement toolkit to remind DPAs to consider and include the date of evaluation.A discussion took place around the Overview of District Public Engagement Activities spreadsheet and the website links. It was agreed that it is a really good piece of work by Claire Heath and the team. |  |  |  |
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| **11i** | **Finance – Efficiency and Investments Plan (Transformation Savings)**VH presented the paper and drew the Board’s attention to changes on the tables on Pages 5 and 7 with RH commenting that he had been through these pages in detail with VH and did not have any comments.AH asked about the Business Case review for Op Hexagon and VH said that this is still with ACC Mills and will be circulated shortly. |  |  |  |
| **11ii** | **Finance – 2017/18 Closure Update report**DM gave a verbal report which updated the Board on the statement of accounts and the anticipated sign off of Accounts on 6 July 2018. Following work done by the auditors around pensions, the sign off date has been moved to 27 July 2018.  |  |  |  |
| **12i** | **Quarterly Performance Report**VH asked whether the Balanced Scorecard summary needed to be included in the quarterly update for this meeting. RH asked whether it was part of what we published, VH confirmed that it was not, and it was agreed that what was brought to the P&R Board would be what was reviewed and published for the future. RH asked whether there could be an additional page in the quarterly update which would set out the progress against the metrics i.e against the Police and Crime Plan. VH agreed that this could be included as a ‘first page’.RH commented that he had used the information on the Crime Tree Data already by sharing with MPs. RH asked whether there was a case for lifting some of the information which is published and matching it with what the public are most concerned about i.e at present it is knife crime, and whether it would be possible to write a paragraph to highlight it when published. VH will give some thought as to how to make certain items stand out more to the public on publication. |  |  |  |
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| **12ii** | **Monthly Performance Report**A discussion took place around the monthly report and it was noted that there has been a significant increase in domestic abuse incidents. The discussion also focused on death by unlawful driving and RH asked whether it was worth asking other counties for their data on death by unlawful driving so that we could make comparisons and maybe take the information to a SERP Board in the future. Stalking and harassment showed an increase but this is perhaps because it is a new item and better reported. VH to look at the 12 month figures reporting when producing information for publication and whether to simplify the information. VH to take out the word ‘statistically’ so that it just reads ‘significant’ in the header of the end column of Table 1 (Page 8).  |  |  |  |
| **13** | **Performance & Resources Board Terms of Reference**AH confirmed that clarity around the 4 week notice where further items are identified has been included. A key change is the introduction of paper status when being considered for publication. This classification status will rest with the paper’s author to decide the level of sensitivity and whether the paper is eligible to be published. It was agreed that, as an additional check going forward, that the Agenda would have an extra column added whereby the paper’s classification could be verified at the meeting. | **Action: 45/18 AH to add extra column for classification of papers on Agenda.** | AH  | July 2018 |
| **14** | **Any Other Business** There being no other business, the meeting closed at 1.00pm. |  |  |  |