**MINUTES**

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

**ESSEX POLICE PERFORMANCE AND RESOURCES BOARD**

03 January 2019, 10.00 to 13.00, GF01, Kelvedon Park

**Present:**

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| Roger Hirst (RH) | Police, Fire and Crime Commissioner for Essex, Chair |
| Jane Gardner (JG) | Deputy Police, Fire and Crime Commissioner for Essex |
| Pippa Brent-Isherwood (PBI) | CEO, OPFCC |
| Ben-Julian Harrington (BJH) | Chief Constable, Essex Police |
| Andy Prophet (AP) | Assistant Chief Constable, Essex Police |
| Abbey Gough (AG) | Financial Scrutiny Officer and S151 Officer, OPFCC |
| Anna Hook (AH) | Head of Performance & Scrutiny, OPFCC |
| Debbie Martin (DM) | Chief Finance Officer, Corporate Finance, Essex Police |
| Victoria Harrington (VH) | Director of Strategic Change & Performance, Essex Police |
| Mark Gilmartin (MG)  (via teleconf) | Director of Support Services, Essex & Kent Police |
| Sarah Harrison (SH) | Management Accountant, Corporate Finance, Essex Police |
| Supt Simon Alland (SA) | Mobile Policing and Innovation Supt, Essex Police |
| Julian Ashley (JA) | Partner - ECFRS, Fire Collaboration |
| Glykeria Anyfanti (GA) | Boards Support Officer, OPFCC, Minute-taker |

**Apologies:**

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| Matthew Horne (MH) | Deputy Chief Constable, Essex Police |
| Charles Garbett (CG) | Treasurer, OPFCC |
| Jules Donald (JD) | Chief Information Officer, Essex and Kent Police |

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**1 Introduction and welcome**

RH welcomed all attendees to the meeting. Apologies were received and accepted from MT, JD and CG.

**2.i Minutes of last meeting**

The minutes from the meeting of 29th November 2018 were approved by the Board as accurate reflection of the discussions.

VH will send AH a few minor changes to be considered which do not affect the content of the minutes.

**2.ii Action Log**

Actions 42/18, 66/18, 68/18, 74/18, 90/18, and 92/18 are now completed and can now close.

Action 81/18 - Medical Contract/ Big Word. PBI and Liane Edwards from OPFCC will have a meeting with John Hallworth (Essex Police Custody) on 9th January to discuss the Big Word contract and feedback from Independent Customer Visitors (ICVs). This will be picked up as part of a wider discussion with Mike Gogarty, Director for Public Health, Essex County Council, around the links with Health and Justice Commissioning group. This meeting will take place the following week. Some work is still needed in order to align the feedback received on the procurement and that from ICVs. This action will remain open.

Action 91/18 - Academic study on Domestic Violence (DV). VH updated that this project originally consisted of three separate DV-related projects placed under the same heading, however this specification had not been transferred into the procurement document. The specialist in DV from Anglia Ruskin University (ARU) focused only on the first question around what reasons account for DA victim cooperation. The questions around DV protection orders (DVPO) and DV protection notices (DVPNs) had not been considered. The findings from this piece of research are expected by February 2019. VH and Diane Tate from the College are in discussions with ARU looking to find ways to incorporate all three topics of interest in the ongoing research at no extra cost. If this is not possible, there may be other options, for example to commission some work to another academic institution. VH advised that the process of commissioning will change and the management will be supported by the Research and Analysis Team. This action will be left open.

VH will update the Board at the next meeting.

**2.iii Forward Plan**

AH advised that the only change has been the addition of a quarterly report on Crime Data Accuracy.

**3 Kerslake Review, ECFRS paper**

JA attended the recent Greater Manchester Resilience Forum (GMRF) which offered the opportunity to reflect on issues of preparedness and emergency response to incidents of the magnitude and complexity of the Manchester Arena attack in 2017. It became apparent that the multiagency manner of handling this type of incident was identified as a key issue.

JA advised that key themes from the Kerslake Report may be reflected in line with the complexities and the pressures that are faced in these instances in the police Force Control Room (FCR), the role that the manager in FCR, the Oscar 1 position undertakes, and how an incident unfolds. Being able to understand a dynamic change in a risk environment and its implications, is the key on how to respond to an incident.

Essex Police and partners in ERF organised a multiagency workshop to present the Kerslake Report. There were participants from Essex Fire, National Interagency Liaison Officers (NILO), East of England Ambulance Service, counter-terrorism, FCR and from ERF emergency planning.

**Key learning point and actions:**

* Establishment of opening up and using the emergency services channel 1, which immediately creates an open channel of communications between Police, Fire, and Ambulance.
* There has to be a change in understanding. The usual methods of communications would have to be replaced by one-way flow of information from the Police FCR.
* One of the concerns was that, as these incidents are infrequent, the process of communication that has been put in place cannot be recalled after a while, especially when there are staff changes.
* The new practice to cope with different types of incidents will now be streamlined; there is evidence of its efficiency, and will be put into practice in real life events.
* There is ongoing work with partners to ensure the multiagency aspect.
* Police, Fire and Ambulance have all responded to allocated actions.

BJH. Significant changes have happened in the Police FCR. They now have Oscar 1 and Oscar 2 in the event of a crisis and there is appropriate staffing in place. It is important to be able to rehearse this method of working together so that it will not be forgotten.

AP thought that trust between organisations and good relations is also crucial.

RH. Relationships between the organisations have to remain live and real all the time. RH found interesting the point 3.4 in the Kerslake paper, referring to a “lack of a common operational picture and the differences as to the perception of risk” leading to a different response by each service. It is necessary to think how different services could come to be in the same place and develop a common view of the risk position.

JA mentioned that in Manchester, Police and Ambulance were able to get agreement around the risk as they work together. The fact that EP and FCR officers have exercised together in Essex is helpful, as well as JESIP, and the role of the NILOs.

RH wondered whether communication with the public might also be necessary. RH is interested in keeping the public informed and giving the right advice at the right time.

BJH advised that Gareth Nicholson, Head of Media, Essex Police, is developing a communications plan around responding to a big incident. BJH stated that the tactical communications element could be further developed. A recovery communications plan is needed and also the role of PFCC should be made clear in this context.

**Action 93/2018: A communications plan for the event of a crisis to be presented at the next P&R Board. Owner: BJH.**

(At this point, JA having completed his presentation departed from the meeting)

**4 Actions 74/18 and 75/18 – Mobile Policing Programme update**

Supt Simon Alland offered clarifications around the difference in figures in the original business case and those presented at the October Board meeting. The original business case was written in 2015 and it was finally approved in 2017. The business case (pg. 42) makes reference to time saving equating to 94 FTE and also to a combination of activities resulting to aggregated time of 70 minutes saved per officer per shift going forward. That paper made predictions with the information available at that time.

This project went live in April. The benefits approach was applied to the original business case, however the assumptions around frontline officer savings were out of date and did not reflect the priorities that were aimed to be achieved. The presentation by SA at the October P&R was based on the figures agreed at the Mobile First strategic Board in June. This was the reason for the difference from the original figures from the 2017 business case. The Mobile First Strategic Board rebase lined the benefits realisation targets based on improved intelligence around what was achievable.

The paper presented at this meeting seeks to ratify this approach; it also reflects an improving picture in terms of transactions whilst the predictions in June were quite conservative. It has since been agreed that the cashable savings in the original business case were unrealistic and cannot be achieved as such.

RH emphasised his understanding that the benefits achievable would be more aligned to increased officer visibility and therefore non cashable benefits. Clarity is required around the agreed methodology and assumptions regarding baseline time savings to enable savings to be captured.

RH observed that this review of the predictions does not affect the Medium Term Financial Strategy.

RH emphasised that when methodology and assumptions have been clarified, a communication piece will be required to continue to encourage progress towards the identified benefits targets. SA clarified that ideally the target of a 60 minute saving would be the end goal, however, recent surveys indicate that this will be reached incrementally.

RH referred to the quarterly table. With the inclusion of HCL it was estimated that they would achieve productivity gains worth £5 million a quarter. This was very impressive at the time and RH inquired where they currently stand around this.

SA advised that the HCL benefit line which was on the June table is taken out as there is currently no baseline available for this metric and this benefit is not claimed at the moment. The visibility metric can be included in future once it is possible to measure how often the officers are out of the station. The geo-fencing tool required will be available from HCL in Spring 2019. The figures will be revised nearer the summer to indicate how often transactions are taking place out of the station and there will be a benchmark around this.

AH mentioned that considering there is not a base line, what could be considered as a reasonable number of transactions. MG pointed out that they could agree a reasonable position around what was customer practice and could accept this as a working assumption, then the enhancement from HCL around geo-fencing will give a methodology to start add something more around time that otherwise would be spent returning to the station.

RH agreed that a set of agreed and workable assumptions and estimates are needed as a way forward.

**ACTION 94/2018: A paper to return to the Board in the Summer after the implementation of HCL – reflecting identifiable benefits based upon agreed assumptions of time saving.**

RH commented that fact that transparency and accountability are essential so it is important to understand how the original business case evolved and how it has moved on. This report is helpful in this aspect.

**5 Community Hubs progress update – Action 44/18**

AP asked the meeting to note that a key issue is the potential for future capital costs at Thurrock and Basildon. There is solid progress and every local partnership with the exception of Harlow have accepted to share space. AP spoke to Brian Keane, Managing Director of HarlowCouncil whose assessment is that the partnership in Harlow is solid in its current arrangement, an assessment that AP agrees with.

The new Community Safety Hub in Epping Forest opened in August 2018, and Chelmsford is opening imminently. There are conversations with Thurrock regarding a new hub at Thurrock Council. The costs are estimated to be in the region of £15K to £20K. The ambition of Basildon is to have a hub of similar size to Chelmsford. This will be a 50%-50% funding arrangement. A £50K to £80K capital investment has been identified. It will give the ability for other services (Fire, Health) to move as appropriate. This is expected to happen at the end of 2019.

Other updates:

The work continues with Fire colleagues with their involvement in the Hubs with 8 permanent staff. A local senior fire officer has been designated and will be the regular attendee at the Community Safety Partnerships.

Regarding the Violence and Vulnerability Unit, this will work with and across all the hubs. It will be based in the Chelmsford hub. Recruitment is ongoing for three posts and it is expected to be concluded by April 2019.

The Community Safety Partnerships (CSPs) are refreshing their annual priorities for 2020 and the cross-cutting priorities agreed by CSP managers are: street based violence, county lines, working in schools with young people and improving public confidence.

There was positive discussion regarding the benefits of the Community Safety Hub programme and ongoing governance.

**6 Collaboration (Quarterly)**

VH presented the Quarterly update on Collaboration, highlights of the paper included:

* Seven Force Strategic Collaboration Programme. The Policing Education Qualification Programme (PEQF) remains a significant focus for all forces.
* National Police Benefits Realisation Group. There is a business change council that MG chairs and a variety of subgroups, including a benefits realisation group.
* Digital Public Contact – Single Online Home. The Essex/Kent roll out is scheduled for June-July 2019 and transition work is to be commencing this month.
* Innovative partnerships - BT Hothouse. This is an innovative initiative where EP worked together with the charity Dot.com Foundation, with Microsoft, and children from the Holy Cross School in Thurrock. The aim was to create a digital version of the charity’s child safeguarding product and to extend it to include online harms e.g. online grooming, bullying and harassment. The e-version is out now. DFE will roll this out nationally and this will be a free product for schools. VH considers this as a great achievement.

BJH would like to make sure that the contribution of EP is visible as well as the benefit of this investment for the community. RH agreed there is a need to promote further this successful outcome.

VH referred to ongoing work with another charity, Safe to Net, aiming to develop an application for mobiles that will help parents identify inappropriate behaviours associated with children using mobile devices. BJH explained that an algorithm will be incorporated in this application that will warn children and also give parents a warning if there are increasingly risky uses of mobiles by children, for example sharing pictures of themselves.

VH updated on Thought Spot, which is part of the Hothouse work. Thought Spot resembles Google and uses data analytics and artificial intelligence to help EP identify highest risk outstanding suspects. This work is ongoing and it is pro-bono, aiming to draw the best expertise from different organisations.

BJH discussed the idea of having a more flexible amount of money assigned, alongside the IT plan which is already in place (a possible source could be the OTR). This amount of money could be used for pilot projects that are being tested and could cover expenses such as data cost or software cost. Agility would allow to seize an opportunity quickly, operationalise an idea and also get the credit for it.

RH found the suggestion exciting. It does not sound very expensive but needs to be explored more before deciding.

RH commented this is a very useful paper showing the diversity and effectiveness in ongoing collaborations. To take this to the next level, it would be useful to find a way to quantify costs and benefits, or give a RAG rating to flag any issues according to their significance.

**Action 95/2018: VH will integrate quantification of costs and benefits and apply a RAG rating in the next quarterly update on collaborations.**

**7 Recruitment of Specials (Quarterly)**

AP presented some highlights on this topic.

The overall picture is positive. By February 2019 EP Special Constabulary will have a headcount of 500 officers. By the end of March 2020 this number is expected to rise to more than 600 officers. The contribution is significant with benefits of £5 million in the last quarter.

An update was provided on employer supported policing in parish councils (detail of figures provided in the board paper) and the links with EALC to continue promoting this initiative and to provide information to councils.

AP advised that the BAME applications are 15.7% of all applications received between September and October.

Looking at the financial update for the project RH asked for clarity on the total spend for the project against the agreed business case. DM confirmed that the available budget is £4.9 million and the expectation is to spend £4.1 million.

AP asked SA and DM about the financial prospects for the project by 2020, and what the ongoing financial commitments might look like in order to maintain or to grow the project.

RH also suggested considering issues of benchmarking, comparing with other areas with Special Constabularies.

**ACTION 96/2018: AP to ask Simon Anslow to start modelling for diminishing returns and what should be the input in order to achieve a certain level of sustainability.**

**8 Public Perception Survey (Q2 results)**

VH presented main points from the survey results.

Essex results in comparison to Crime Survey in England and Wales are very similar. Essex is significantly higher in terms of the local confidence questions and how good a job EP is doing. That performance is being sustained and the robustness of the results indicates a reliable figure. If Q1 is compared with Q2 there is a dip but this can be explained through seasonal differences. If Q3 last year is compared to Q3 this year, there is a statistically significant fall. For the rolling 12 months year there is not a significant difference. The next quarter’s results will give a better idea.

In this paper two case studies related to Southend have been included which illustrate a number of benefits.

RH commented that there is a decline by 44% of the levels of satisfaction from policing in Southend. VH commented that this dip remains and it reflects the level of significance Essex residents attach to local policing and visibility.

Discussion followed about the socio-economic challenges in Southend but also the law and order issues that could explain the dip in public confidence. It is not as obvious what could affect public confidence in areas such as Uttlesford. VH advised that ARU is doing some work on these two districts which will be helpful.

BJH remarked that the survey mentions that 25% of the people feel that there is decreasing level of policing in the last quarter even though police presence in the street has increased. The narrative in public perception about how policing has been affected by the previous years of austerity, seems to persist.

RH commented that there is a big difference between the best and worst results for different areas ranging between 37% and 55%. It is necessary to explore what is working in Colchester and Chelmsford and what is not in other areas such as Uttlesford or Castlepoint.

**9 Results of Staff Survey (6-monthly Action 34/18)**

VH advised that a pulse-survey exploring the response to the staff survey findings is planned but this has been delayed until June 2019. This feeds into the Chief Constable’s 5.5K conversations and is part of the consultation and engagement activity. The full staff survey will be implemented in 2020. There have been various workshops with Durham University, and a lot of consultation from which the top five force pledges were elicited:

* Best possible technology to transform the way to work
* Ensure recruitment and vetting processes is the quickest possible
* Review working patterns and responsibilities to deliver the best team relationships possible
* Increase chief officer visibility and provide clear messages
* Provide the best possible welfare facilities in the buildings

BJH referred to the survey methodology which was developed by Durham University. The advice from the academics is to implement the survey when there has been enough time to deliver change otherwise the results will not capture the progress.

RH agreed that in this context the pulse-survey makes sense, as it follows a specific plan and also includes follow-up actions. The pulse-survey will give EP feedback around the efficiency of their work.

**Action 97/2018: To bring back a presentation linking the 5.5K conversations with the staff survey work, the** **five force** **pledges, local pledges, and the ongoing work on the internal engagement plan. Owner: BJH, VH.**

**10 Finance**

1. Efficiency & Investments Plan (Transformation Savings)

Some highlights from VH presentation:

For 2018/2019, the budget sets out an efficiency and savings requirement that is just under £3.5 million. Over 97% of planned savings is RAG rated as green, and 2.7% is currently amber. For 2019/2020, the saving target has been achieved through a combination of cashable and non-cashable savings – currently identified as amber with anticipation to move to green upon realisation. Looking at the shortfall in the cashable savings, this is a gap just under £1.7 million.

RH was happy with the process which appears to be very effective.

1. Monthly finance report

DM advised that for Month 8 the latest forecast revenue overspend represented no change from Month 7. The month started and ended with £0.8 million overspend. Overtime has gone up again and there have been discussions in COG about holding people to account on that. The changes were also related to police staff pay and allowances as there were some new starters in November but more details will be needed on starters and leavers. There was reduced forecast spend on Mobile First implementation programme and an increase around the apprenticeship levy. These costs will be reclaimed once employment and training of apprentices starts which will not happen before January 2020. Therefore, no recoup of training costs will be received this financial year. The levy can be claimed back within two years.

DM identified that there are two virements that need a decision sheet, namely adjustment to Op Back Spin budget to reflect actual outturn position, and the other is for taking money from earmarked reserve for legal claims. Regarding the analysis of reserves, most of them are as predicted.

RH finds this presentation very consistent.

AG inquired whether all the disposals have come through from the area of estates. DM replied that there is monitoring going on and they will know soon.

**11 Quarterly and Monthly Performance Reports**

VK presented the monthly performance report. Some highlights follow below:

* All crime has risen to 13.5% above the national average which is 10.3%
* There has been a change in the way in which the number of Organised Criminal Group (OCG) disruptions are counted in Essex. Data is available only for November 2018.
* In November four crime types experienced statistically significant increases: Stalking and Harassment, Death or Serious Injury caused by Unlawful Driving Offences, Rape, and Possession of Drugs.
* The All Crime solved rate is continuing to decline. There is a 2.3% decrease to 14.7% compared to the 12 months to November 2017. This is due to an increase in the number of crimes as well as a reduction of crimes considered “solved”.
* Violence with Injury. This is increased again, up to 4.2% now. The role Actual Bodily Harm is playing in terms of proportion remains the same. The proportion that is Domestic Abuse-related is very similar and in general it is quite stable.
* Domestic Abuse. This is continuing to increase and is now 45.9% from 42.4% last month. The percentage of DA in the crime mix keeps changing. The proportion represented by DA is now 15.6%, from 15% two months ago. VH explained that the DA incidents are increasing at a lesser rate than the numbers of crimes indicating that multiple crimes are recorded per incident. There is 21% increase in the number of incidents and nearly 46% increase in the number of crime. That crime mix change is significant around public order and DA.
* Statistical exceptions include Death or Serious Injury caused by Unlawful Driving, both in terms of the number of increase in crimes but also in solved rates. Essex is 8th in its MSG and 35% nationally for crimes per 1,000 of the population. Essex is 5th in its MSG and 25% nationally for crime increase.
* Solved Rates by Exception. The rate for the Death or Serious Injury caused by Unlawful Driving Solved Rate, fell over 10% (to 44.4%).

VH stated that the time series forecasting is much more accurate but it was decided not to forecast DA because there is a big gap between the forecast versus the actual crime, which goes up by nearly 25%.

RH commented that on the trends there are some positives, for example around burglaries. Also the homicide figures are down even though they are statistically volatile. Violence with Injury has gone up from 3.5% to 4.5 %; could this be an aberration?

VH. The picture on Violence with Injury was stable at 3%. During the last couple of months this is increasing suggesting that something is happening. This is not DA-related and there is no apparent explanation. This is still below the national average. It was agreed to seek understanding with regard to recording practices and their impact.

RH suggested taking the crime tree data rolling 12 months, back to May 2015 which was the point when decrease in crime rates changed to increase, and explore what the percentage change has been. A real investment is being implemented now and another one will follow in 2020. There should be effort to work out what the real numbers of crime were back in May 2015 and consider how to return to those figures. It is important to understand better the gap between predictions and actual crime, have some assumptions around the level of under-reporting in order to update expectations for change and improvement.

**ACTION 98/2018: Work on the Crime Data Tree back to May 2015 and explore what the actual percentage change in recorded crime has been, in order to inform future forecasting of crime. This piece of work once completed will be presented to the Board.** Owner: VH

**12 AOB & Close.**

There being no other business, the meeting closed at 13:20.