**MINUTES**

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

**ESSEX POLICE PERFORMANCE AND RESOURCES BOARD**

25 October 2018, 9.30am to 12.30pm, GF01, Kelvedon Park

**Present:**

|  |  |
| --- | --- |
| Roger Hirst (RH) Chair | Police, Fire and Crime Commissioner for Essex |
| Jane Gardner (JG) | Deputy Police, Fire and Crime Commissioner for Essex |
| Pippa Brent-Isherwood (PBI) | CEO, OPFCC |
| Matthew Horne (MH) | Deputy Chief Constable |
| Pippa Mills (PM) | Assistant Chief Constable |
| Vicki Harrington (VH) | Director of Strategic Change |
| Richard Leicester (RL) | Director of HR |
| Jon Burgess (JB) | Head of Performance Improvement Unit Supt |
| Simon Alland (SA) | Mobile Policing and Innovation Supt |
| Denise Breckon (DB) | Chief Accountant |
| Richard Jones (RJ) | Head of Business Partnering and Management Accounting |
| Anna Hook (AH) | Head of Performance & Scrutiny |
| Liane Edwards (LE) | Media and Engagement Assistant, OPFCC |
| Camilla Brandal | Minutes, OPFCC |
|  |  |
| **Apologies:** |  |
| Charles Garbett | Treasurer, OPFCC |
| Abbey Gough (AG) | Financial Scrutiny Officer and S151 Officer |
| Mark Gilmartin (MG) | Director of Shared Services |
| Debbie Martin (DM) | Chief Finance Officer |

1 Introduction and welcome

RH welcomed all the meeting. Apologies were received from CG, MG, DM and AG. RL presented MG’s items. DB and RJ presented DM’s items.

2i Minutes of last meeting

There were no amendments to the minutes of 27 September 2018 and they were subsequently agreed.

2ii Action Log

02/18 Roads Police Report

**Action update: 25.10.18** RH took to SERP Board on 11 October where it was well received. Nicola Foster was on annual leave and RH would speak to her on her return. The general mood was to take up the items and work out the impact on elderly people and health. Propose close.

42/18 Crime Prevention Strategy

17 November 2018 date agreed for Comms Plan.

**Action update: 25.10.18** Plan to be shared with Darren and RH. Leave open.

51/18 Collaboration

**Action update: 25.10.18** JG to approve CCG draft and then send out.

63/18 Night Time Economy

Propose close.

64/18 Essex Juno update

Developing rolling data set to be included in the next paper. Propose close.

65/18 Special Constabulary

**Action update: 25.10.18** MH to draw up briefing note on Specials (including messaging, funding, applications etc) that can be sent through to the Essex Association of Local Councils.

66/18 Special Constabulary

**Action update: 25.10.18** RJ confirmed that the funding lines around Specials will hopefully be reported on by the next P&R Board.

67/18 Finance – monthly report

Propose close.

68/18 Finance – monthly report

**Action update: 25.10.18** Decision sheet to be prepared and sent through to the OPFCC.

69/18 Finance – monthly report

It is now understood that the pot designated the “DCC’s Discretionary Fund” is budgeted for as such and does not contain reserves. Propose close.

70/18 Monthly Performance update

The report has had the details requested included. Propose close.

71/18 Operational Support Group

**Action update: 25.10.18** After discussion it was clarified that a paper would be brought to the next Board on what we are expecting to achieve with OSG and what benefits are being expected this year, in order that the outcomes can be measured in six months’ time.

2iii Forward Plan

AH asked that it be noted that the May P&R Board has been moved to Wednesday 22 May 2018 in order to accommodate the review of the Draft 2018/19 Statement of Accounts. MH to check this. VH commented that bringing the meeting forward would have an impact on the figures – RH agreed that if the figures were not available, they were not available.

DB commented that the potential Budget update paper for the November P&R Board may be a verbal update depending on how discussions go between 21 and 28 November with the Chief Constable and RH.

3 Mobile Policing Programme Update (Action 39/18)

Simon Alland presented the update paper on the progress of the Mobile First programme. The report now contained transaction data from officer usage along with the productivity hours saved by officers. SA confirmed that Athena has moved versions from 5.1 to 5.3 and this is proving to be a stable platform. EP are now trialling a new App for reporting on tasking and briefing, the results of which will reducing briefing and tasking from 18 minutes to 13 minutes, thereby saving 5 minutes per briefing per officer. It has been calculated that this may result in a saving of £680k for Kent and Essex in the first year of usage.

RH asked about the cashable and non-cashable savings table that was provided with the previous paper. After discussion it was agreed that SA would provide an update with a table that showed ‘the figures that were proposed and the figures that have arisen’ so that the details are in one place for reference. RH wanted to clarify that the correct comparable figure for the £1.4m is now £0.9m.

**Action: 74/18**

**SA to update with a table on cashable and non-cashable savings for comparison purposes from the original business case. SA to discuss with AH on date for paper to return on Forward Plan.**

PBI asked whether it would be useful referencing progress against the wider benefits in the programme under item 6.1 of the paper which links the benefits to the Police and Crime Plan priorities. After a short discussion, it was agreed that SA would make reference to the progress in the priorities in the updated paper.

**Action: 75 /18**

**SA to include progress on the Police and Crime Plan priorities under item 6.1 of the current paper. VH to help with pulling data together for the update.**

4 Anti-Social Behaviour (Action 48/18)

MH presented the update paper for which it was requested that more information be included on the impact of local authority partners, Community Safety Partnership Hubs and Restorative Justice on ASB levels. There were no recommendations sought from the paper but the Board were asked to note the benefit/ progress of the launch of the Community Safety Hubs and encourage of the use of legislative tools (i.e Community Protection Warnings and Notices).

RH agreed that there were a lot more details in the update paper but it has been focused on in a different way. RH would still like to know ‘what is thought to be effective and what has been done to bring the ASB figures down’ as it was not clear from the update paper.

MH is of the opinion that the reduction could be due to a different way ASB is recorded but in order to evaluate this further, there would be issues with resources in carrying out this piece of work. VH commented that as organisational design moves from a performance information unit to a performance analysis unit, there will be a resource issue for a short time (there are currently 10 vacancies to be filled). VH confirmed that looking at the data provided in the paper, the bulk of the ASBs is nuisance reporting and evaluating this would need to be looked at in terms of priority and the lack of resources currently being faced.

JG commented that RH has said that this is an issue for the public but it is also a real issue for our Partners. There needs to be more ownership from the Partners about how they evaluate their interventions, whether they are using all the tools available to them, and the impact locally. JG is of the opinion that more work could be done through the Hubs to address this.

PBI commented that if one of the reasons ASB is going down is that it is being recorded as something else, there needs to be a wider conversation with Partners around doing it differently, maybe under the new Violence and Vulnerability Framework.

There were no specific actions arising from this item.

5 Strategy and outcomes for Community Safety Accreditation Scheme Organisations (Action 49/18)

MH presented the paper on the current status and direction of the CSAS in Essex. Essex remains the largest CSAS in England and Wales with 54 Accredited Organisations and 539 Accredited Persons signed up. All Accredited Persons have links with their local CPTs and attend their Local Policing Hub and Hub Tasking Meetings.

After discussion around data analytics, VH would look at the return on investment and the possibility of using PhD students for this piece of work.

RH asked whether this piece of work needs to be looked at for gaps and what capacity is available in order to evaluate the progress of CSAS. RH asked whether there were any risks arising from companies and people having access to information that they wouldn’t normally have and MH confirmed that there would always be risks but that audits and dip sampling will be regularly carried out to check on this.

AH asked whether Appendix A could be reclassified/ redacted for publication.

**Action: 76/18**

**MH to look into and report back to AH on reclassification/ redaction for publication of Appendix A of the paper.**

RH asked whether it would be worth producing this as a single news item.

**Action: 77/18**

**MH to ask GN whether the number of people signed up to CSAS could be issued as a single news item.**

6 19/20 Investment supporting the Police and Crime Plan (Action 53/18)

VH presented the second Quarterly report on the new investments and the forecast expenditure from that investment and commented that more narrative had been included as per Action 53/18. From the Executive Summary, £9.611m of the new investments identified in the 18/19 budget, £1.104m are amber risk and £8.507m are green risk. Detailed analysis on the profiling and monitoring of the £4m police recruitment for 150 officers and £1m supporting staff and no-pay costs arising from the 150 officer uplift has been completed and is now being monitored.

On paragraph 5, Table 2 sets out the 18/19 investments with a total re-occurring investments of £9.924m. The item under investment plans no longer required in 2018/19 at £0.055m relates to rent and an alternative to the use of MDP Wethersfield. This is not being pursued. Table 2 also shows the investments agreed from 17/18 but still required with the Appendix showing the line by line detail.

AH to speak to VH about where this same piece of work would be programmed in for next year.

**Action: 78/18**

**AH to speak to VH about where new investments and forecast expenditure is to be programmed in for 19/20.**

7 Operational Transitional Reserves (Action 61/18)

VH presented the Operational Transformational Reserves paper around bids approved at the P&R Board on 30 August 2018 together with a proposed monitoring and reporting framework, which had arisen as an Action point. The paper also provided a business process and timeline for future submissions of OTR bids, and the Board were asked to consider a £60k bid for a trial of a Missing Person Analysis Tool which focussing on missing person investigations in Thurrock.

The first Appendix sets out the approved bids, with the benefits tracking and reporting being shown on Page 2. The table at paragraph 5.5 of the paper sets out the timeline for the bids and proposals in more detail. VH confirmed that it is proposed that new bids are brought to P&R Board twice a year, namely in March and September. The new timeline at paragraph 5.4 sets out the proposed process in more detail. It was discussed that it may be more appropriate for decision at Strategic Board. VH to work with AH regarding updated timeline and Forward Plan.

**Action: 79/18**

**VH to work with AH regarding updated timeline and Forward Plan.**

RH asked about the Missing Person Analysis Tool NG bid and how it didn’t show whether it was urgent or how it had arisen. VH confirmed that the bid had been part of the Police Transformation Fund previously. VH confirmed that this bid had only just been seen at COG last week but was not sure as to the reason for the delay in submission (the bid paper has the date of 14 August). MH confirmed that it was a ‘straggler’ but that the testing/ trialling of the system looks really good. MH showed RH an example of how the Missing Person Analysis Tool worked.

After discussion, it was agreed that a Decision Sheet needed to be drawn up in order to draw down the reserve. RH asked that the Missing Person Analysis Tool OTR bid be brought to the Strategic Board in December.

**Action: 80/18**

**[VH] to draw up a Decision Sheet for the Missing Person Analysis Tool bid in order to draw down reserve.**

VH confirmed that RH had asked that once SCCB and COG had reviewed the bids that they were subsequently scrutinised by the PFCC and this has been factored into the new OTR timeline.

8 Contracted Services provision to Custody Command

MH presented the paper on the performance of contracted services to Essex Police Custody Command. The paper was for reporting purposes and an update on the current situation. MH confirmed that the healthcare provision in Essex Policy Custody is ‘better’ than it was under previous provision and the model is anticipated to be fully staffed before Christmas 2018.

RH asked what is being done about this, and MH confirmed that there is an active governance group chaired by County. RH asked whether Ben Hughes’ Health & Justice Partnership Board is the same as the governance group? PM confirmed that Greg Myddelton from the OPFCC sits on the Partnership Board. RH asked whether the Partnership Board is the same as the Commissioning Board and where do the funds come from? AH believed that they are two separate Boards with funds coming from County. MH to ask John Hallworth about Terms of Reference of these two Boards and their funding streams.

**Action: 81/18**

**MH to speak to John Hallworth around Terms of Reference and funding streams for the Heatlh & Justice Partnership Board and the Governance Board.**

A contingency plan is being progressed to meet the shortfall in service in custody of the interpreter/ translation provision with direct use of the Association of Court and Police Interpreters.

RH asked what the action plan is on this and MH confirmed that it will be brought to PM’s Board and the provisions of the contract are being looked at by Procurement. RH pointed out that on Page 9 the information does not set out the timeframe of who is doing what and by when, and MH confirmed that this would be brought back to RH with the timeframe/ action plan. Following a question from LE, PM confirmed that if a request is made of the current provider and it is not met within satisfactory timescales, the APCI will be used as an alternative. PBI asked whether this means that every single requirement is being met through one or other of the providers? PM stated that it was too early to comment on this particular aspect.

**Action: 82/18**

**PM to produce a summary of the action plan on the translation services provision. PM to confirm when this comes back to P&R with AH.**

PBI asked whether the paper should be marked ‘Official Sensitive’ as it currently had no security classification. MH confirmed that it should be marked ‘Commercially Sensitive’ and company names should be redacted.

Simon Alland and Liane Edwards left the meeting at 11.15am

9 HR Sickness and Attendance Management. Staff Performance Reports (quarterly)

RL took the Board through the commentary which accompanied the HR strategic dashboard (which was the first iteration of the data). RL confirmed that the commentary had been cut down in length and now consisted of 19 pages instead of 36.

From the Executive Summary of the paper, the officer strength as at 30 September 2018 was 2950.91 full time equivalent (‘fte’) which is 49.09 fte under the establishment of 3000 fte. As at the same date, the police staff strength was 1966.48 fte which is 193.57 fte under the establishment figure of 2160.05fte. The current vacancies which can be recruited to are 101.77 fte. The PCSO strength as at 30 September 2018 is 100.10 fte which is 1.90 fte under the establishment of 102.00 fte.

A recruitment and training plan is in place for the remainder of the financial year (October 2018 to March 2019) which can accommodate up to a maximum of 188 fte. It is projected that a total of 102 specials will join between October 2018 and March 2019 which would result in a projected headcount of 516 by March 2019.

A short discussion took place around budget setting and vacancy factors and it was confirmed that the vacancy factor is not always an absolute and that it is generally part of the consideration of recruitment. The reduction of 4.25% of the established budget is built in at budget setting. RJ confirmed that the next round of budget setting would seek to increase the vacancy factor but this would be a discussion for the future.

Item 2 of the commentary dealt with Specials, the headline figures of which were that as of 30 September 2018, there were 476 specials in post and as at the end of March 2018, Essex Police had the third largest Special Constabulary in England and Wales and the largest growth of any Special Constabulary over the last financial year.

RL reported on the recruitment and training plan and a transferee campaign is being designed by Corporate Communications and Corporate Recruitment which aims to bring in skilled officers particularly for the areas of investigations and firearms.

RL reported that there was a marginal increase in the recruitment of BAME staff with a positive action programme being put in place with the new Inclusion and Diversity Manager.

RH asked if a couple of the tables that were in the previous report could be reinstated; namely total of officers in LPAs, where officers were deployed etc.

**Action: 83/18**

**RL to reinstate vacancy and deployment tables into dashboard.**

Absence report

JB reported on the absence figures which currently showed a reduction in the average hours lost per officer each month, but there has been an increase of average hours lost for staff and PCSOs. The Commands with the highest amount of average hours lost are Contact Management, LPA North, Crime and Public Protection. The PIU are prioritising the three Commands with drop ins, team briefings and further manager/ supervisor support. Flu vaccinations have been purchased and will be used in high impact areas (last year’s data showed FCR and the North – around Colchester). 9 Commands are showing improvement in average days lost for police officers and 6 Commands are showing improvement for overall staff absence. Psychological absence remains the highest reason for all employee groups.

For the adjusted and recuperative figures in 2015, EP were 38th out of 43. As of today’s date EP are 31st and the ambition is to be in the second quartile for police officers.

A general discussion then took place around Equality Act legislation, disability, dismissals on the grounds of capability and civil emergency contingencies.

Supt Jon Burgess left the meeting at 12.20pm

10 Essex Police proposed response to the Home Office Serious Violence Strategy

MH presented the paper which outlined the proposed response by EP to the Home Office. The paper sets out the Home Office’s revised Serious Violence Strategy which is focused on 4 main themes. In June 2018 The Safer Essex Violence and Vulnerability Framework was approved in order to address the Strategy.

After discussion, it was agreed that MH would report back on what is to be expected on the outcomes and actions in the paper in December.

**Action: 84/18**

**JG and ACC Prophet to speak in order to quantify anticipated areas in this paper in the context of implementation of the Violence and Vulnerability Framework.**

11 Operational Policing Commands (‘OPC’)

PM presented the overview of the OPC’s contribution to the 7 priorities within the PFCC Police and Crime Plan. The report concentrates on the main teams within OPC, namely; Armed Policing, Roads Policing, Specialist Operations, Operational Support Group, Operations Centre and Stansted.

PM took the Board through the overview specifically pointing out the work done by the armed policing units, the shotgun licensing applications, the different interactions that armed police have with the public versus the local community policing members, SERP work, and the Extra Eyes campaign to name a few.

From the overview, the future work/ development by the Operational Policing Command will continually strive to improve their performance and contribution to local policing. They are repeatedly innovative and lead nationally on key work streams including Drones and Op Servator, alongside representation on national Roads Policing groups. The crucial areas of work include Op Hexagon, 7F collaboration, Drones and FSEL will form an essential part of the 2018/19 work stream.

RH had one comment to make – is there something that can be done with the OSG in terms of more sustained and planned intervention in areas that could really make a difference in a particular area? PM confirmed that this had been discussed and plans are in place to task staff to areas for a period of time in order to problem solve.

12 Body Worn Video update

MH presented the update on Body Worn Video which commenced its rollout in the second week of September and is due to complete in the second week of November. Staff have been positive about the new devices and BWV is already being used in interviews and it has been noted that there is an immediate change in offender behaviour when they see the camera. 98% of all training required for the use of BWV was completed in a 2 week window, with take up being global with devices being used immediately.

RH asked whether a short Comms piece could be written to promote this good news story. It was confirmed that this has been raised for progression at the Implementation Board.

13i Finance - Efficiency & Investments Plan (Transformation Savings)

VH presented the paper outlining the progress against the current and future efficiency and savings plans as set out on the Budget and the MTFS. Highlights from the paper are that there is an efficiency and savings requirement of £3.497m for 2018/19. A summary of the existing reporting of cashable savings continues to be developed and are outlined in Tables 1.1 and 1.2 in the report.

13ii Finance - Quarterly finance report

DB and RJ presented the 2018/19 Quarter 2 position for EP where the latest forecast revenue overspend is £0.990m. There has been a saving of £318k achieved early in 2018/19 due to the SCD Dedicated Source Unit restructure. The Capital Reserve is forecast to be £11.281m surplus at year end and the forecast capital expenditure is £11.064m and the forecast capital income from property disposals is £19.146m. The forecast net reduction in Earmarked and Carry Forward Reserves is £4.6m (following a £2.7m transfer from the general reserve to earmarked reserves to create the Operational Transformation Reserve).

RJ confirmed that virements for overtime overspends will be performed in months 7 and 8, Page 25 of the report sets out 5 virements that fulfil the requirements (three of which require approval and the other two have been previously agreed at the August P&R). As previously mentioned, Decision Sheets will be drawn up for Q1, month 4 and 5 and these virements which feature as Q2 virement reporting. RJ pointed out that there are two new Appendices to the report, namely; Medium Term Capital Resources and the Medium Term Financial Strategy which will be incorporated in each of the quarterly finance reports.

RH asked about the change in the capital provision being £3m and RJ confirmed that this is shown in at table 8.2 on page 18. DB confirmed that the majority of the change in capital relates to the disposal programme resourcing which has shifted into 19/20 rather than the last part of 18/19. . Work is being undertaken to provide Patrick Duffy with more staff in order to free him up to work on the disposals. This is in hand with MG. RH asked about the money due from the sale of Brentwood police station and DB confirmed that this is due at the end of November.

RH asked RJ about having to vire another £790k from police officers pay and allowances. RJ confirmed that the SCD savings would be a virement, and the Bear Scotland virement has arisen as an account code change for associated costs. The virement for custody/ ligature mitigation costs arose as an action from Reserves in month 4, however, this is not likely to happen until 19/20 so is a reversal. RJ confirmed that this particular virement would form part of the month 4 Decision Sheet that will be drawn up and proposed as they are cancelling each other out, they will not appear in the Decision Sheet.

AH asked whether delaying the costs to 19/20 would have an increase in risk, and PM confirmed that this had been discussed at the Estates Strategy Board because there was a conflict between the Chelmsford closure and the dates slipping, with an action to look at the impact on the work being undertaken on ligature.

A discussion took place around pensions modelling and the impact on police officer numbers.

Reserves – RH commented that the APCC and PACTS had just completed another piece of work around changes to reserves and this has been sent off to the Home Office in the last couple of days. The piece of work centres around analysis on earmarked reserves and RH is of the opinion that the Home Office will pick up on the fact that all forces had said that in 2017/18 they would spend £411m of the earmarked reserves and had only spent £188m meaning that less than half of the planned spend on earmarked reserves had been spent. RH asked DB whether a critical look was needed on the earmarked reserves and DB commented that the forecast movements on reserves are contained in Section 14, Appendix F of the report (Page 30). DB accepts that the planned figures for 17/18 are not in the report which would be helpful. RH asked whether these figures could be put in in a future report but once DB had looked at the figures and anything was surprising, DB was to let RH know before the next Board.

**Action: 85/18**

**DB to look at including 17/18 reserves figures into the Reserve Forecast and alerting RH if there are any immediate surprises in the comparison with this year’s Reserves figures.**

14 Monthly Performance Report

VH presented the Performance Update for September and commented that on the Balance Scorecard on keeping people safe, for the first time we have been able to score ourselves as a Force as ‘good’. There is a large amount of work going on internally and there were only two Commands (West LPA and Crime and Public Protection) which graded themselves as ‘requires improvement’. The results were measured against the latest HMICFRS inspection and MSG averages, and it was found that EP were better than the MSG average. The Force and LPAs were better than MSG percentage change in respect of the high harm offences.

VH commented that the latest ONS quarterly figures (ending June 2018), the Force compares very well with the national average. Two areas to note that EP do not compare very well are stalking and harassment and vehicle offences.

VH commented on the new forecasting methods which no longer include a linear trend line which did not take into account any seasonal activity. The new forecasting uses 3 year’s worth of data and forecasting using seasonality and trends.

Headlines from the report are that there was an 11% increase in all crime but no change to our ranking nationally. The forecast for the next 3 months is predicting a decrease in crime with the all crime solved rate slowing. Violence with injury has been stable for a whole quarter and compared with the national increase is a good news story. A decrease in DA is also forecast.

Table 1 Police and Crime Plan Priorities show one change since last time which was showing as the number of homicides deteriorating but this is now showing as improving. RH commented that there were more ‘improvings’ on the table than ever before.

Table 2 Crime Tree Data shows positive movement on the volume of outcomes. The volume of outcomes on state based crimes has increased and for a long time this was going in the opposite direction. If you compare the differences between 17/18 and the rolling 12 months to September, violence without injury, stalking and harassment, robbery all show an improvement.

On the Crime Mix page, VH reported that the two items that are increasing are violence against the person and public order. VH commented that the impact of public order might be having on anti-social behaviour. DA has also increased from 14.6% for 12 months to August 2018.

RH commented that the number of those driving under the influence of drink and/or drugs is up by 48%. Is this as a result of the drug wipes? PM confirmed that it is and is showing as an increase in reporting. PM commented that the measures could be used as the number of drug wipes conducted and the number of positive results. RH would like the message to the public to be fairly simple on this, as if we are saying this is a good news story because we are doing our detection better, then we will need to say that more clearly.

15 Any Other Business

There being no other business, the meeting closed at 1.20pm.