**MINUTES**

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

**ESSEX POLICE PERFORMANCE AND RESOURCES BOARD**

9 April 2019, 09.30am to 12.30pm, GF01, Kelvedon Park

**Present:**

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| Jane Gardner (JG) | Deputy Police, Fire and Crime Commissioner for Essex (Chair) |
| Pippa Brent-Isherwood (PBI) | CEO, PFCC’s office |
| Pippa Mills (PM) | Deputy Chief Constable |
| Andy Prophet (AP) | Assistant Chief Constable |
| Vicki Harrington (VH) | Director of Strategic Change |
| Richard Jones (RJ) | Head of Business Partnering and Management Accounting |
| Matt Tokley (MT) | Corporate Accounting Manager |
| D/Ch Supt Stuart Hooper (SH) | Deputy Head, Serious Crime, Kent and Essex Police |
| Abbey Gough (AG) | Financial Scrutiny Officer and S151 Officer |
| Anna Hook (AH) | Head of Performance & Scrutiny |
| Camilla Brandal | Minutes, PFCC’s office |
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| **Apologies:** |  |
| Roger Hirst | Police, Fire and Crime Commissioner for Essex |
| Mark Gilmartin | Director of Shared Services |
| Debbie Martin | Chief of Finance |

**PART A**

1 Introduction and welcome

JG welcomed all to the meeting and confirmed apologies were received from RH, MG and DM.

2.i Minutes of last meeting

2.1 PM asked that item 6.3’s last sentence reads that “CE confirmed that Contact Management had attended a separate scheduled session as part of the Chief’s Tour”.

Subject to this amendment being made, the minutes of 28 February 2019 were approved.

2ii Action Log

95/18 Collaboration

This action is on the Agenda for this meeting. Propose close.

07/19 Vulnerable Groups

Update now on Forward Plan. Propose close.

08/19 Crime Tree Data reporting

AH is discussing with Mark Johnson.

2iii Forward Plan

2.iii.1 AH updated in the meeting on the Forward Plan and confirmed that VH had provided a list of the items scheduled for the Deep Dive, which had been seen by RH, JG (who agreed the schedule) and PBI and AH would share an updated version after this meeting. AH confirmed that the Complaints Process had also been added to the Forward Plan (having been requested by Darren Horsman and Dean Chapple).

2.iiii.2 PM asked if the item on OSG benefits could be moved from June to October. It was confirmed that this would be moved in order to allow time for the benefits reporting to have been carried out.

2.iii.3 RJ asked whether the devolved budgets paper which had already been written could be put in for May. AH confirmed that she would put it on the Forward Plan for May.

3 Collaboration

3.1 VH presented the quarterly update report on the future and current collaboration activity and expected benefits. The report now included quantification of costs and benefits and a RAG rating.

Updates in this report included areas such as the Joint Serious Crime Directorate, Joint Support Services Directorate, Essex/Kent Police Forces – including Op Hexagon, 7 Force Strategic Collaboration Programme, Home Office - Digital Policing Portfolio, Digital Public Contact – Single Online Home, ECFRS, Local crime reduction collaborations, Essex Centre for Data Analytics, Innovative Partnerships – BT Hothouse, Anglia Ruskin University, Cyber Specials and volunteers and Durham University.

3.2 VH confirmed that the RAG ratings had not currently been applied to the innovative pieces of work, such as the BT Hothouse, as this would involve significantly more work being undertaken. However, if the innovative projects grew in size and complexity, JG commented that the principle of a RAG rating for the projects would need to apply.

3.3 On going through the report, JG asked why the Joint Support Services Directorate did not have it’s own RAG rating on the report and VH confirmed that as SSD is part of the Strategic Change and Coordination Board items, it has its own review and rating under that Board. JSSD has been included in this report as although it is an Essex and Kent collaboration, it does not have its own joint programme.

3.4 VH took the meeting through the report and explained the RAG ratings behind each item. The highlighted items with comments/concerns are set out below.

3.5 Home Office Digital Policing Portfolio/Home Office Technology Programme - VH was slightly concerned about the National ANPR Service delays and costs.

3.6 Digital Public Contact – Single Online Home has been rated as amber mainly due to timings. A discussion took place around the S22A Agreement on the Single Online Home which is awaiting signature by RH but subject to some points on clarification.

3.7 The ECFRS item is rated amber due to time and benefits. A discussion took place around the Business Case for Fleet workshops and the IT Convergence project which are to be brought to the Collaboration Governance Board.

3.8 Local crime reduction collaborations (i.e. community hubs) – JG asked whether ECFRS had established a presence in each of the Hubs. AP confirmed that ECFRS are attending the Community Safety Partnerships but not the Community Hubs.

3.9 Innovative Partnership – Essex Centre of Data Analytics. VH confirmed that as well as the ongoing projects, three new projects for homelessness, mental health and knife crime/violence have been identified.

3.10 Innovative Partnership – Anglia Ruskin University. After a discussion around the Domestic Abuse Victims Project, it was agreed that VH would send AH a copy of the draft, along with the report on public confidence through community policing.

**Action: 09/19**

**VH to send AH a copy of the Domestic Abuse Victims Project draft findings and the Anglia Ruskin report on public confidence through community policing.**

4 Recruitment of Specials

4.1 AP presented the quarterly update paper on the recruitment of specials which is for noting.

4.2 The Executive Summary sets out the current headcount which shows that Essex Police now has the second largest Special Constabulary in England and Wales. 300 new applications had been received between 1 December 2018 and 28 February 2019 with 207 new officers being recruited in the last 12 months.

4.3 AP confirmed that Supt Cat Barrie is now heading up the Specials with Supt Simon Anslow now working in investigations in the LPA West Command Team. JG wanted to minute the Board’s thanks to Supt Anslow and his team for all the hard work they had undertaken and the achievements they had made.

4.4 JG commented that one of the concerns that had arisen from the paper was the Parish and Town Councils having put money aside for the recruitment of Specials but that no Specials have been recruited, Maldon being an example. A discussion then took place around the messaging that had been sent out to the Parish and Town Councils that they could put money aside to fund the Specials and although the Parish or Town council would be responsible for the recruitment, EP would train them. It appears that there is work to do in clarifying the process to rectify the expectation that EP would be undertaking the recruiting and the training.

4.5 A further discussion took place around the continued growth of the Specials and that AP was of the opinion that the growth of the Specials will be down to targeted social media campaigns rather than the Parish or Town Councils actively recruiting for Specials in their communities.

4.6 It was agreed that AP would take the messaging clarification back to Cat Barrie for review.

**Action: 10/19**

**AP would review the messaging clarification with Supt Cat Barrie.**

4.7 PM suggested drawing up a 3 month state of the nation review on the Specials and related volunteering programme which could be the focus of the quarterly update. It was agreed that this suggestion would be taken up for the next quarterly update.

**Action: 11/19**

**AP to ensure that the next quarterly paper reflects the suggested 3 month state of the nation review on Specials and related volunteering programmes.**

5 BWV Business Benefits Framework

5.1 AP presented the paper on the BWV Business Benefits Framework which included a matrix that will be used to gauge the use and consequent benefits of BWV following the completion of the final device allocation and roll out.

5.2 JG asked whether there would be any additional costs arising from the roll out, and providing equipment for new recruits over the next couple of years. AP is of the opinion that approximately 200 devices will be ‘recycled’ as not every officer needs a device. There may be an additional cost related to the storage of data as currently about half the allocated storage for Kent and Essex has been used already. As Kent will be moving to DAMS for storage, it might be possible for Essex to use some of Kent’s storage space. A paper is being prepared on the risk appetite for storage of data by T/Supt Baldwin and which will include whether certain data needs to be retained.

5.3 JG wanted to minute the Board’s thanks for T/Supt Baldwin and the team for their hard work.

5.4 It was agreed that once the data set had been received and analysed next month, the proposed matrix contained within the paper would be updated in order for the benefits to be quantified.

5.5 AH asked whether there was any difference between the benefits matrix v the business case and after a brief discussion around public confidence in the public survey on Body Worn Video, it was confirmed that VH had updated the questions in the next survey tranche to find out whether the public were aware that EP are using body worn cameras and then asking what impact that has on feelings of safety etc, which would then form part of the analysis for the benefits matrix.

6 Crime Prevention Strategy – Action 42/18

6.1 AP presented a paper that had been written in response to Action 42/18 and which highlights the origin, current status and direction of the EP Crime Prevention Strategy 2018-2021.

6.2 After a general discussion around the paper, Safer Essex, Youth Justice teams, violence and vulnerability and Community Safety Partnerships, and a question from AH concerning the delivery plans, it was agreed that AP would update the delivery plans attached to the paper as they develop over the next 6 weeks and they would be shared with the Board.

**Action: 12/19**

**AP to share the updated delivery plans.**

AP left the meeting at 10.40am

7 Public Perception Survey

7.1 VH presented the report on Q3 2018/19 results from the independent survey which is for the Board to note. Although the findings are similar to the National Crime Survey of England and Wales, EP’s number of participants is much higher and more diverse.

7.2 VH took the meeting through the Executive Summary and the slide deck and after a general discussion on the highlights, it was agreed that the question on Slide 19 be changed to include the original text of ‘in your local area’ and for future, VH would alter the question relating to BME on Slide 20 to include ‘have you been stopped and searched?.

7.3 VH is of the opinion that the confidence ‘blip’ that might have been symptomatic of a trend has not shown to be the case and the Force is still showing at 68% of levels of confidence.

7.4 AH asked how long the survey is envisaged to run and VH confirmed that the survey was always designed to give district level results which informs the engagement activities and as long as the results are used and providing useful insights, she would recommend that we keep using it. PM confirmed that the new Head of Media started in June and part of some of his tasking will be to review the narrative and public confidence messaging.

8 Balanced Scorecard

8.1 VH presented the quarterly update on the final Balanced Scorecard gradings following Synergy on 25 January 2019. The update is for the Board to note.

8.2 From the Executive Summary there were three changes in cycle 12 compared to cycle 11 from Good to Requires Improvement. These were Keeping People Safe, Gangs and Digital Crime.

8.3 Areas that were graded at Requires Improvement include Keeping People Safe, Child Abuse/ Child Sexual Exploitation, Domestic Abuse, Gangs, Violence with Injury, Modern Slavery, Digital and Community Focussed.

8.4 One area has been graded as Outstanding (Innovation) and all other areas are graded as Good. The reasons for grading were discussed by the Board.

8.5 VH confirmed that the Balanced Scorecard is being ‘revamped’ and will involve the continued use of ‘Redline Measures’ for all areas as well as evidence-based Key Performance Indicators. Other commands within the Force – such as Contact Management – are also in the process of being introduced to the Balanced Scorecard process.

9 Force Control Room Programme update – Action 38-18

9.1 PM presented the update on the progress of the Contact Management project against the recommendations agreed by the PFCC in June 2018.

9.2 KPMG were commissioned along with i-three analytics to provide consultant support and recommendations which would identify a new target operating model. The final report identified opportunities to improve the service delivery within the Contact Management Command which included the creation of a Resolution Centre, the creation of an Operations Support team, implementation of a set of Performance Dashboards, improvement of the operating efficiency of Switchboard, a review of flexible working arrangements and increase the digital offer to the public.

9.3 PM confirmed that the Resolution Centre pilot goes live in the south of the county on 15 April and will be tested over the next few months. The ‘go live’ date across the rest of the county is scheduled for October 2019. The Ops Support Team will be located in the Control Room and a new manager for this team has been recruited and is currently being vetted.

9.4 There is a slight issue with how the Performance Dashboards will link in with the information in order to populate the Dashboards but this is being reviewed.

9.5 A general discussion took place around clarification of competencies and scales.

10.i Finance – Efficiency and Investments Plan

10.i.1 VH presented the Efficiency and Investments Plan report which outlined progress against current and future efficiency and savings plans and the MTFS. The report is for the Board to note.

10.i.2 From the Executive Summary, the 2018/19 budget sets out an efficiency and savings requirement of £3.497m which has now been fully delivered. Work has also been completed in developing the detail for the 2019/20 efficiency and savings plans from the papers approved by the Police, Fire and Crime Panel on 24 January 2019.

10.i.3 Summary reporting of non-cashable productivity efficiency alongside the existing reporting of cashable savings continues to be developed for 2019/20 to meet the £6.413m savings and efficiency target. Further work has been undertaken to review non-cashable efficiencies and to this end, the Efficiency and Savings Plan table 1.2 has been updated to reflect these changes. The projected non-cashable efficiencies for Body Worn Video will be updated following the development of a Benefits Framework by March 2019 and a Post Implementation review in July 2019. Details regarding Telematics should be known by April 2019.

10.i.4 AG asked for clarification of the technical inter-year adjustments figure on Table 1.2 of £0.117k for Stansted and it was confirmed that this was for bonus payments.

10.ii Finance – Monthly Finance Report

10.ii.1 RJ presented the Monthly Finance report identifying the 2018/19 month 11 position. The report was for noting only.

10.ii.2 From the Executive Summary, the latest forecast revenue overspend is £0.173m with the Capital Reserve forecast at £8.961m surplus at year end. The forecast capital expenditure is £8.227m and the forecast capital income from property disposals is £16.535m.

10.ii.3 RJ went through the tables in the paper and commented that the work being undertaken on Table 4 Police Objective Analysis (POA), a paper will be brought to a future Board meeting once the analysis has been completed.

10.ii.4 RJ confirmed that there are no virements this month and that the department was trialling an amnesty on virements for one month to see whether the department could be more proportionate around the raising of virements for next financial year. The process is quite administrative and there is an option available for virements to be produced on a quarterly basis moving forwards, but this would depend on any impact that was experienced with the year end process.

10.ii.5 AG asked for clarification around the £0.173m overspend figure as to whether it would be drawn down from general rather than earmarked reserves and RJ confirmed that further work will be done on the earmarked reserves as part of the year end process and depending on the level of the resulting outturn figure, an element may be taken from the general reserve.

11 Monthly Performance Report

11.1 VH presented the Monthly Performance Report for February 2019. The Executive Summary highlighted that all crime had risen by 17% with Domestic Abuse rising by 46.3%. The increase in both can, in part, be attributed to the increase seen in Stalking and Harassment following changes to Home Office Counting Rules in April 2018.

11.2 The All Crime solved rate continues to decline due to an increase in the number of crimes. Two crime types experienced statistically significant increases in February 2019, namely; Robbery of Personal Property Offences, and Arson Offences (which is mainly due to the change in process by which ECFRS report offences to EP). Burglary Other Offences experienced a statistically significant decrease.

11.3 VH went through the overview and a general discussion took place around the Domestic Abuse figures and how the increase in reporting will be linking through to items raised in the relevant Boards. PM asked for clarification around why there was no MSG against Burglary Other Offences, and VH would look into this and report back.

**Action 13/19**

**VH to look at why there is no MSG against Burglary Other Offences.**

11.4 Under the Police and Crime Plan Performance Indicators, a discussion took place around the priorities with JG confirming that the Deep Dive that is planned for the Police and Crime Plan priorities will assist in the better understanding and context for the indicators being set at improving or deteriorating. VH confirmed that the priorities could be aligned with the Balanced Scorecard and giving them a grade.

RJ and MT left the meeting at 11.45am.

**PART B – item 12 on the Agenda**

13 Any Other Business

There being no other business, the meeting closed at 12.05pm.