**MINUTES**

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

**ESSEX POLICE PERFORMANCE AND RESOURCES BOARD**

23 May 2019, 10.00am to 1.00pm, FF41, Kelvedon Park

**Present:**

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| Roger Hirst (RH)  | Police, Fire and Crime Commissioner (Chair) |
| Jane Gardner (JG) | Deputy Police, Fire and Crime Commissioner for Essex |
| Abbey Gough (AG) | Interim Head of Finance and Section 151 Officer, PFCC’s office |
| Pippa Mills (PM) | Deputy Chief Constable |
| Andy Prophet (AP) | Assistant Chief Constable |
| Vicki Harrington (VH)  | Director of Strategic Change |
| Debbie Martin (DM) | Chief Finance Officer |
| Denise Breckon (DB) | Chief Accountant |
| Supt Simon Alland (SA) | Mobile Policing and Innovation |
| Supt Simon Morris (SM) | ESMCP Programme Manager |
| Anna Hook (AH) | Head of Performance & Scrutiny (Policing & Crime), PFCC’s office |
| Camilla Brandal  | Minutes, PFCC’s office |
|  |  |
| **Apologies:** |  |
| Pippa Brent-Isherwood (PBI) | CEO, PFCC’s office |
| Mark Gilmartin (MG) | Director of Shared Services |

1 Introduction and welcome

 RH welcomed all to the meeting and confirmed apologies had been received from PBI and MG.

2.i Minutes of last meeting

There were several amendments to the minutes of the last meeting held on 30 April 2019, namely;

2.i.1 VH would like Actions 18/19 and 19/19 in the minutes to reflect the rewritten actions on the Action Log.

2.i.2 VH would like the first sentence of paragraph 9.3 to read “VH confirmed that the impact of this increased level of engagement….”

2.i.3 VH would like the last sentence of paragraph 10.3 to read “It was subsequently agreed that VH would look at the homicide figures and update the graph in terms of 2018/2019 data”.

2.i.4 VH would like the last sentence of paragraph 12.i.4 to read “these increases are in part down to “ rather than “these increases are down to”.

2.i.5 VH would like to put in additional wording at the end of the last sentence on paragraph 12.i.5 so that it reads “VH confirmed that this is benchmarked against the England & Wales Crime Survey and not the more accurate Essex Perception Survey”.

2.i.6 PM would like paragraph 9.5 to read that “the individual District Commanders would be contacted by the PFCC’s office for a copy of their live District Engagement Plans which would then form part of the briefings prior to the PFCC’s public meetings”.

2.i.7 DM is to be referred to as Chief Finance Officer.

 Subject to these amendments, the minutes were approved.

2ii Action Log

 08/19 Crime Tree Data reporting

 AH is still in discussion with Mark Johnson re his recommendations.

 12/19 Crime Prevention Strategy

 The reformatted plans will be attached to the quarterly Crime Prevention Strategy in June.

 15/19 Changes to Complaints Management

 Added to the Forward Plan for September 2019. Propose close.

 16/19 HR, Sickness and Attendance Management

 Update on Gender data will be provided to the PFCC’s office on 6 June 2019.

 17/19 Evaluation of TruCAM Pilot

 Added to the Forward Plan for October 2019. Propose close

 18/19 ASB ‘what worked’ and will address reason ASB has gone down

 VH spoken to Peter Neyroud around Cambridge Master’s Degree as an area of research for a dissertation as currently there is no research currently being done on the impact of ASB on Forces. Update paper added to the Forward Plan for August 2019. Propose close.

 19/19 Crime Data Accuracy (Quarterly)

 Added to the next CDA paper (July). Propose close.

 20/19 Big Word update

 Added to the Forward Plan for August 2019. Propose close.

 21/19 OCG – monthly performance report

 The previous year’s figures with an explanatory note to be included in May’s report as due to some confusion they were not included in the April report.

2iii Forward Plan

 AH confirmed that the Forward Plan had been updated with the latest action points as above. PM confirmed that Essex Police refer to the ‘Investment supporting the Police and Crime Plan’ as the ‘Force Growth Plan’, and it was agreed that AH would update this in the Forward Plan.

3 Police and Crime Plan Priority Deep Dive: reverse the trend in serious violence

3.1 AP presented the report that had been prepared as a Deep Dive on the current performance, trend and activity to reverse the trend in serious violence. For the purposes of the report, serious violence has been defined as including knife crime, robbery and night-time economy (NTE) violence.

3.2 The Board were asked to note the key performance and crime trends as well as the areas for development identified by the force.

3.3 Separate deep dive assessments will be undertaken on gang, organised crime group and domestic abuse related violence.

3.4 AP took the meeting through the Deep Dive report, and a discussion took place around the data quality issues which have arisen on knife crime in particular. VH confirmed that Datactics had been engaged to assist with the knife crime markers for data quality issues.

3.5 RH asked whether it was possible to know what percentage growth in physical attacks was compared with the 39% increase in overall offences, as the tables are showing that there has been a reduction in knife crimes. AP commented that due to the data marker issues, the Force were not confident that the tables are showing as a correct presentation.

RH asked whether it would be meaningful to obtain the NHS data on knife crime, and VH confirmed that this is one area that is currently being pursued through the ECDA.

3.6 AP took the meeting through the robbery statistics and the trend lines for the data that had been collected. The areas for NTE crimes had been redefined with the data set showing that overall the volumes are decreasing.

3.7 RH asked about the figures in the table for NTE violence with injury on Page 10 of the report against the table on Page 8 as they did not reconcile, and AP confirmed that the table on Page 10 is for 12 months to February 2019 and the previous table would have used a different 12 month period thereby making the figures different.

3.8 AP took the meeting through the future development work with the violence and vulnerability work forming a major part of the future strategy for the Force. Risks for the Force included loss of public confidence, increase in knife crimes through the county and the data quality issues.

3.9 RH confirmed that reversing the trend in serious violence will remain a key priority over the next couple of years and there is no quick fix. A discussion then took place around funding from the Home Office, the need to have more detail provided to feed into a national discussion around the Spending Review, which would result in this sort of activity being properly funded. PM would send RH a copy of the Plan that was signed off by Chief Officer’s Group yesterday which would deal with the data set issues and also putting in place a dedicated strategic lead for the next 12 months who will be looking at the results of the data.

 **Action: 22/19**

 **PM would send RH a copy of the Plan that was signed off by Chief Officer’s Group on 22 May.**

3.10 RH would like to be kept informed of the work being done on a live basis but also asked that a deeper dive be undertaken on what works and what we expect to achieve, and that this principle should be applied to all future deep dives.

Supt Simon Morris joined the meeting at 10.55am

4 Force Growth Plan

4.1 Before PM presented the paper on the Force Growth Plan, JG wanted to apologise for the confusion around the paper that was produced for this Board and the Panel, and that there is now a process in place to deal with such occurrences.

4.2 PM presented the update on the growth in Police Officer establishment following the precept increase for the financial year 2018-19. The update paper also outlines delivery against plans and the work currently in progress.

4.3 A Force Growth Plan Programme Board has been put in place which meets monthly to measure progress against the 19/20 uplift to provide the governance around the Plan.

4.4 The paper also deals with the posting to specialist roles for the Community Policing Teams, the Domestic Abuse Investigation Teams, the Operational Support Group, governance structure and Town Centre Teams.

4.5 RH asked for clarification of the table on Page 10 and PM confirmed that this table deals with the 19-20 Growth Plan which incorporates the additional police officer deployment plan.

4.6 RH thanked the Force for the huge amount of work that has gone into this paper.

5 ESMCP non-delivery contingency plans

5.1 SM presented the update paper regarding the contingency plans that will be in place if/when the Emergency Services Mobile Communications Programme (‘ESMCP’) does not deliver a replacement for the Airwave radio communications network.

5.2 SM went through the background to the work being done on the transition from the TETRA radio communications network currently supplied by Airwave Solutions to the Emergency Services network (‘ESN’) which requires a large cross-directorate programme with significant spend and business change impact.

5.3 The transition from Airwave was scheduled to have completed transition by October 2018 but has been subject to multiple delays; mainly due to complexity, LTE technology usage and the inability of suppliers to deliver the interworking solution as tendered.

5.4 SM confirmed that the national Airwave contract has been extended to the end of 2022 but would require significant investment to refresh the national infrastructure after this date and it was unclear as to who would be funding this refreshment.

5.5 The paper includes information on the current work and performance of the delivery of ESMCP, the implications and risks if ESN does not deliver. SM went through the high risk potential ‘failure points’ and the costs and resourcing implications behind the risks.

5.6 After a discussion around the paper which included the proposed national Business Case, non-cashable efficiencies, the spend on the networks, resources, call charges and data usage, it was agreed that SM would draw up a small briefing note about what the data usage contract should look like (in conjunction with Mr Gilmartin) for RH.

**Action: 23/19**

 **SM to draw up a briefing note on the data usage contract for RH.**

5.7 RH thanked Supt Morris for his work in preparing the update paper and his role dealing with ESMCP.

Supt Morris left the meeting at 11.40am

6 Vulnerable Groups (quarterly)

6.1 AP presented the Vulnerable Groups quarterly report, which had no specific recommendations but the Board were asked to note the key areas of performance.

6.2 The report provides an assessment of the work being undertaken within Crime and Public Protection and is structured around the four operational areas within the command. The report also includes details on the improvement programmes and new work being undertaken.

6.3 A discussion took place around the Rape Scrutiny Panel, the Essex Police and Social Care Forum, the Synergy Essex First Responder Project, training for volunteers, MOSOVO visits, the two key risks currently being managed around recruitment and rape investigations along with the mitigating actions that deal with these risks, future work and expected outcome.

6.4 It was agreed that AP would bring an update on the issues discussed above in the next quarterly report.

JG left the meeting at 11.57am

7 Assessment of DRIVE programme

7.1 AP presented the assessment of the DA DRIVE project where the Board were asked to note the key areas of performance as well as the amendments that were made to the project on 1 April 2019.

7.2 AP went through the introduction and background to the programme which essentially was a three year pilot in Essex aimed to develop and evaluate a new approach to hold perpetrators of domestic abuse to account in order to keep victims and children safe.

7.3 AP went through the future work, including delivery of the Columbus programme activity, and expected outcomes where there are funding and resourcing issues that need to be addressed. A short discussion took place around the funding issues.

7.4 AP would speak to JG about speaking to partners through the SETDA Board around practical options about how to increase the ambition for funding - this is referred to in Action 24/19 in point 8.6 below.

8 Review of the statistical element of the DA academic study

8.1 VH confirmed that the review was the additional piece of work that Anglia Ruskin had been asked to undertake as the domestic abuse report that they had completed did not contain data on the use of Domestic Violence Protection Orders (‘DVPO’s) and Domestic Violence Protection Notices (‘DVPN’s).

8.2 The review paper set out the existing studies and literature examining the use and effectiveness of such orders nationally and in other countries.

8.3 After a short discussion, it was concluded that this piece of work was a useful benchmark against the Force’s current position but that there is a dearth of meaningful research that can be applied to find the any cost effectiveness of DVPOs and DVPNs and the extent to which they reduce reoffending. The role that the DVPOs and DVPNs in supporting the victims is also a piece of research that could be undertaken in the future.

8.4 VH is of the opinion that if we wanted to do this piece of research work, it could be tasked to Anglia Ruskin or on a list of topics for the Cambridge Masters students. RH asked whether the Force would need to pilot a project to test the data, and VH confirmed that quite a lot of work has been undertaken on the use of DVPNs and the breach rate, but the effect that DVPOs and DVPNs have on reoffending rates needs to be the item that is researched.

8.5 SA explained how DVPOs and DVPNs are used by magistrates in Kent, and how they are referred into the Community Safety Unit with a requirement for a follow up to make sure that the offender has not returned, which might be why the breaches are showing up. A short discussion took place around the use of DVPOs and DVPNs and how they are used with the support in place.

8.6 It was agreed that the questions that Anglia Ruskin had provided in their report would provide the outline for a useful piece of work, and as there was an appetite for carrying out this piece of work, a proposal would be made to the DA Board to undertaken it as a four pieced project (DRIVE without Columbus, Project Columbus and then jointly with DRIVE and Columbus, and also the work done on the use of DVPOs and DVPNs).

 **Action: 24/19**

 **AP and JG to take the four pieced project to the DA Board as a proposal item.**

DB joined the meeting at 12.15pm

AP left the meeting at 12.17pm

9.i. Use of Force

9.i.1 PM took the Board through the highlights of the paper, namely; the increase in the number of submissions which is mainly due to the use of mobile data terminals, how some duplication is taking place with using tactical communications which is being dealt with by an ongoing education piece, the use of handcuffs and Taser use.

9.i.2 PM confirmed that the scrutiny continues with the data quality improving. RH asked whether PM had any concerns around this, and PM confirmed that she has no concerns and is of the opinion that the consistent increase in accurate reporting will mean that the Force will soon have a full year of data available to report against.

9.ii Stop and Search

9.ii.1 PM presented the paper which reports on the trends and issues that have arisen from Stop and Search procedures and which feed into the Use of Force Board. There has been a big increase in reporting due to the use of the mobile terminals, following on from a general increase in Stop and Search since 2018.

9.ii.2 A general discussion took place around the increase of knife seizures, male subjects, gender percentages (female officers stopping and searching females), compliance with the Home Office’s Stop and Search v2, and the external scrutiny carried out under the External Scrutiny Group. PM is of the opinion that the effect of the increase will show when the Force has 12 months’ worth of data to monitor which will be in July.

10 Mobile Policing Programme – update evaluation with available data and working assumptions (Action 02/19)

10.1 SA presented the bridging paper that the Board had asked for (before the full report is presented later in the year) on the methodology of the programme, the officers’ perception of the savings in time, and an updated position on the financials and the benefits realisation.

10.2 The paper contained items on current work and performance, future work and the results from the survey from officers regarding the time saved per shift (28 minutes) through the use of the Mobile First application.

10.3 A short discussion took place around national targets for reporting times, biometrics, perceived savings, transaction savings, the use of STORM and the reduction of radio channels.

10.4 RH thanked SA on behalf of the Board for the bridging paper as it provides a good milestone check during the project.

SA left the meeting at 12.40pm

11 Balanced Scorecard (quarterly)

11.1 VH presented the Balanced Scorecard and confirmed that this Scorecard would be the last one in the cycle in the current format as it will be re-balanced for next month, with an in depth articulation in the paper as to what that will look like

11.2 VH went through a couple of the headlines to note; overall there are 7 good grades with 8 requiring improvement. There have been three changes since the last cycle with one improvement (Digital Crime) and two deteriorations (Serious and Organised Crime and Innovation).

11.3 VH took the meeting through the rest of the paper which deal with the redline measures, dwelling burglary, solved rates coming down, the simplification of the 4 key areas for the future reporting and the detail behind the current reporting filtering through onto the Scorecard in future.

11.4 RH would like to know if there is a measure to tell how successful the Force is around serious organised crime and ERSOU as this would help with bids for funding in the future. It was agreed that RH would raise this with the Chief Constable.

12 Finance

12.i 2018/19 Provisional outturn/ draft unaudited Statement of Accounts

12.i.1 DM presented the provisional outturn report where it asked that the Board approve the level of earmarked reserves and the General Reserve balances, and also to review the 2018/19 draft unaudited Statement of Accounts.

12.i.2 From the report and the Appendices, it was confirmed that there was a provisional revenue outturn underspend at year end of £0.373m. The General Reserve balance was reported at £9.226m after the transfer of the underspend of £0.373m. The provisional year-end balance on the Capital Reserve is £7.324m surplus and the provisional capital expenditure is showing at £8.178m with the provisional capital income from property disposals at £14.867m.

Rider: *The transfer of the £0.373m to the General Fund is a decision based upon the understanding that if there are cost pressures in year that require additional revenue, the Chief Constable will call upon the PFCC to authorise a draw down on reserves to meet this rather than put the additional money in an operational contingency fund.* ‘

12.i.3 DM took the meeting through Appendix A in detail which deals with the variances, i.e. estates, gas and electricity costs, insurance contributions (including employer liability and motor insurance), police officer pay, staff movements and vacancies.

12.i.4 RH wanted to congratulate DM and her team for coming out on budget and achieving an underspend.

12.i.5 DM confirmed that any virements in this report are externally funded or year end virements adjustments. A decision sheet will follow for the PFCC’s approval.

12.i.6 RH approved the creation of a specific earmarked reserve for Special Constabulary, the balance on this reserve at 31 March 2019 was £119k. RH also approved the total level of reserves as presented in the outturn report and Statement of Accounts.

12.i.7 DB presented the draft Unaudited Statement of Accounts and explained that they contain three Statement of Accounts within two documents; the Group & PFCC accounts in one and the Chief Constable’s accounts in the second. The performance information within the Narrative Report is the same in the Group and Chief Constable’s Statement of Accounts.

12.i.8 DB confirmed that the draft Statement of Accounts will be signed off by DM and AG tomorrow (24 May) and published on the PFCC and Essex Police website on 28 May 2019. The Unaudted Statement of Accounts are due to be presented to the Audit Committee on 21 June with the final version presented for sign off on 26 July. The new auditors have requested that the Statement of Accounts have a revised format which has meant that the policy information is included at the beginning of the Notes section and that the expenditure and funding statement will now be contained in the Notes section.

12.i.9 DB confirmed that work is still being done on the roundings with large sections of text (114 pages) being revised and passed to AG for her review. Information is still being received from audit and is being reviewed internally with the inclusion of an item on Brexit possibly under the Treasury Management report section. An item on the guaranteed minimum pension figure needs to be inserted under the pension area. One small change to the figures has been made under PPE with a transaction from ERSOU with a change in the classification. Under the Related Party note, an item needs to be added for the value of transactions with ECFRS.

12.i.10 RH wanted some clarification around page 28 on the PFCC’s accounts where there is a surplus figure of £250k and DB confirmed that because it was the Group and the PFCC accounts, the two tables have to be shown in the Chief Constable’s accounts as well. DB agreed that this was slightly confusing. RH asked whether a note could be put under the table on the Group & PFCC’s notes to say that this table needs to be read in conjunction with the table in the Chief Constable’s individual statement and vice versa in the Chief Constable’s Statement of Accounts.

 **Action: 25/19**

**A note to be put under the table on the Group & PFCC’s notes to say that this table needs to be read in conjunction with the table in the Chief Constable’s individual statement and vice versa in the Chief Constable’s Statement of Accounts.**

12.i.11 As it was DB’s last set of Accounts before she retires in August, RH wanted to thank her very much for everything that she has done for the Force.

PM left the meeting at 1.10pm

12.ii 2018/9 Treasury Management Outturn report

 DM took the meeting through the tables contained in the report which set out the external borrowings, investments, short term borrowings with the reliance on the pensions top-up grant and noted that there have been no breaches in policy in the year.

12.iii Efficiency & Investments Plan (Transformation Savings)

12.iii.1 VH confirmed that there had been no real change since the last report, namely that 2018/19 remained green, 2019/20 had a cashable saving of £4.753m, non-cashable savings are at £4.157m and are over target (for cashable and non-cashable savings) by £2.497m.

12.iii.2 VH would like to confirm that the 2019/20 Mobile First benefit numbers will be updated following on from the financial figures in Supt Alland’s briefing paper.

13 Monthly Performance Report

13.1 VH presented the Monthly Performance Report and drew the Board’s attention to a couple of items from the Executive Summary, namely that four of the seven PFCC Priorities have been given a grade of Good, three of the seven priorities have been graded at requires improvement. There has been no change to the grades in this month’s report compared with March 2019. All crime has risen by 17.8% for the 12 months to April 2019 which can, in part, be attributable to the increase in Stalking and Harassment reporting following changes to Home Office Counting Rules. The more rigorous approach to Crime Data Accuracy reporting is also likely to be contributing to this increase. The All Crime rate is forecast to be exceptionally high in July with the All Crime solved rate continuing to decline due to an increase in the number of crimes. Three crime types experienced statistically significant increases (Rape, Arson and Possession of Drugs).

13.2 RH asked about the position the Force have currently in the Crime Survey of England and Wales, and VH confirmed that she is of the opinion that this position is not a reliable figure to determine position as it is based on a small Force level sample rather than the Force’s own public confidence survey which shows a percentage figure of 68% (making it more than the compared 8th position shown from the Crime Survey of England and Wales).

13.3 RH commented that he was still concerned around Priority 4 being rated as good as he is of the opinion that it requires improvement. VH commented that if you use the comparative measure around violence with injury, although it is increasing, the Force is at the average figure per 1000 population and it should be borne in mind that this is comparative data rather than “us against ourselves” to provide the benchmark figure. It was agreed that VH would put a context note in under the rationale regarding the measures for Priority 4.

13.4 AG asked on Page 11 whether the Force were no longer reporting on ‘increasing and deteriorating’ as it had been an item to be put back in, and VH confirmed that this addition had been overlooked this month but would be put into next month’s report. VH to send AH an updated version of the table.

 **Action: 26/19**

 **VH to send AH an updated version of the table.**

14 Any Other Business

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