

MINUTES

POLICE, FIRE AND CRIME COMMISSIONER'S OFFICE ESSEX POLICE PERFORMANCE AND RESOURCES BOARD

29 August 2019, 10:00 to 13:00, GF01, Kelvedon Park

Present

Roger Hirst	Police, Fire and Crime Commissioner, CHAIR
Jane Gardner	Deputy Police, Fire and Crime Commissioner
Pippa Mills	Deputy Chief Constable, Essex Police
Vicki Harrington	Director of Strategic Change, Essex Police
Richard Jones	Corporate Finance Department, Essex Police
Anna Hook	Head of Performance and Scrutiny, PFCC's office (and notes)
Claire Heath	Head of Continuous Improvement, Essex Police
Jason Hendy	DSupt, Head of Investigations for Crime and Public Protection Unit, Essex Police
Mark Johnson	Head of Analytics
Chris Fairholm	Force Performance Analyst, Essex Police
D/Supt Morgan Cronin	Serious and Organised Crime, Essex Police
Abbey Gough	Treasurer and Section 151 Officer, PFCC office

Observers

Rachel Nolan	Essex Police seconded National Police Coordination Centre
Ade Adelekan	Head of Violent Crime Task Force, Metropolitan Police Service
Laura Marjason-Smith	Head of Digital Forensics, Metropolitan Police Service
Simon Messinger	Chief Superintendent, Borough Commander of Southwark, Metropolitan Police Service

Apologies

Pippa Brent-Isherwood	Chief Executive and Monitoring Officer, PFCC office
Paul Wells	Assistant Chief Constable
Andy Prophet	Assistant Chief Constable
Mark Gilmartin	Director of Shared Services
Debbie Martin	Chief Finance Officer, Essex Police

1 Introduction and welcome

RH welcomed all to the meeting and introductions around the table were made.

2.i Minutes of last meeting

PM - page 2 – move action at 28/19 to below point 4.4. as relates to use of knives and health data from A&E departments

VH - page 6 – comment under 12.1. Measures against P&CP still awaiting 'reliable figures'. Change 'reliable' to 'comparable'.

RJ page 6 – section 11 (ii5) quotes 'RL'; change to 'RJ'.

Further to these amendments, the minutes of the previous meeting of 25 July 2019 were approved.

2.ii Action Log

- 27/19 Going to JCOG first because it's a joint Kent/Essex business case – amending and putting on December Strategic Board, ensuring it goes through the Governance.
- 28/19 Closed
- 29/19 Diary issue JG to follow up.
- 30/19 Closed
- 31/19 Closed - paper in pack point 6
- 32/19 Closed
- 33/19 Propose to close after September activity

Action 30/19 Growth Fact Sheet – LPT's strength greater than established in March and April, but this would reverse as these officers were being deployed into CPT's. Number has gone up again and now there are 58 over establishment amount in LPTs.

PM explained gap closed 2018/19 and with additional 215 2019/20 gap would open up as strength is built to March 2020, but all officers aren't there yet. PM confirms she is happy with the figures in the paper as it peaks at the beginning of the year, then drops off, then peaks throughout the year from passing out parades etc.

2.iii Forward Plan

AH No major changes except the addition of next year's dates.

3 Police and Crime Plan Deep Dive: More Local, Accessible and Visible Policing

- 3.1 CH explains 'Deep Dive' and states structure – 10 distinct areas under Deep Dive to give more insight into how the performance, achievements and initiatives compare against the 10 areas. Also try to explore how all of that links to form performance against the overall Deep Dive.
- 3.2 SOH as mentioned in 4.4 and 6.4 (page 7) was due to go live yesterday – didn't go live due to National delay. Old BETA version of website still stands. Awaiting timetable of when SOH will go live. CH anticipates the wait to be weeks.
- 3.3 JG praised online reporting tool regarding her experience over the weekend. RH commented on his negative experience over weekend – due to lack of crime location address. RH called 101 and was able to report the crime. PM states importance of knowing crime location as this determines which force will inherit the crime (e.g. if it occurred in train station, BTP will be tasked with dealing).
- 3.4 CH went through the key highlights of Executive Summary, which included items on: Police Constable strength, New Town Centre Teams launch, Mobile devices, Specials, Co-located hubs with plans forming well for Basildon and Thurrock. The 2 districts which don't have hubs continue a strength of partnership work, Rural team GTRET introduced the new Rural Crime Strategy, Volunteers, Police Cadet units, Active Citizens, Watch schemes, Forward Plan for the Communications Strategy to be launched within the New Year.

Action: 34/19

RH would like more detail on Communications Strategy - AH to put on Forward Plan for next meeting. (it has since been confirmed that this will not be ready to come to this Board until January 2020).

- 3.5 RH thanked CH for the comprehensive report and transparency but had queries around Smartphone devices and officer's requirements along with the roll-out of new tablets. JG would like to have the assurance that Specials have got the tools and how many have got access to a device when out and about. This will be a question that she will ask Cat Barrie when they meet and she feels it will be a requirement if Specials are completing a significant amount of hours per month/year.
- 3.6 A discussion took place around the 101 Crime Reporting system and Single Online Home. RH asked when PIR can be expected for SOH? PM confirmed Post Implementation Review ('PIR') should be around 6 months, and then around 9 months to see knock on impact to Crime Bureau and other departments - 9 months from the date of go-live on Single Online Home.
- 3.7 A discussion took place around Community Safety Partnerships with points raised as follows;
- 3.7.1 RH asked how the public know what the Community Safety Partnership is doing. RH asked if this is going to be a more indirect/subliminal improvement. CH – stated some CSPs are well branded, in terms of putting out information to the public (e.g. Braintree) promoting working together. It was suggested that by embedding Analysts and some Officers into Community Safety Hubs it would give them a specific job to deliver and develop 'Precision Preventative Planning'. RH confirmed that the requirement going forward will see them embedded in the CSP.
- 3.7.2 JG asked whether there is something for the role of 'Safer Essex' in this space as she is of the opinion that work still to be done as haven't reached that level of partnership yet.
- 3.8 VH commented on the Essex Centre for Data Analytics ('ECDA') – procurement has got to point where it was expected to be; currently selecting preferred supplier. RH was concerned that the Violence and Vulnerability Unit said they thought they were going to be using the tool by now, but it's not going to be there. VH updated that the current tool is already there. The new one will be better. RH stated someone should speak to Sam Grant (Violence and Vulnerability Project Manager) about the timing of that – don't think she is getting the tool she wanted. CH confirmed that preliminary analysis around knife-crime has already happened – don't need the tool to do that, it has been done already in-house. CH to speak to Sam.

Action: 35/19

CH to speak to Sam Grant about the Data Analytics in the Violence and Vulnerability Unit.

- 3.9 RH asked when are Thurrock and Basildon CSHs going live? CH no date as of yet – negotiations still happening. LSPU update - hoping it to be imminent but haven't been able to provide date yet. PM 9-12 months anticipated timescales, for Basildon and Thurrock. RH asked if process can be accelerated at all. PM to ask at Strategic Change Board meeting on 30th August 2019.

- 3.10 RH Harlow; currently there is no plan. PM Managing Director isn't supportive currently. Worked around not having a plan via daily and fortnightly tasking taking place with CSP priorities. RH - we may want to address this separately as there is a lot around Harlow – Custody, redevelopment of town centre, Police Station is in area where they would like to redevelop, but conversation with them has not taken place on a coordinated basis.
- 3.11 JG it's timely because Harlow is one of the areas where money is allocated to CSPs but they haven't spent the money. RH there is a desire to deliver activity there but find they struggle to get it spent on the ground. PM to ask questions and develop more of plan after Strategic Change Coordination Board tomorrow. JG and PM to have further conversation about a coordinated approach to Harlow.

Action: 36/19

JG and PM to have further conversation about a co-ordinated approach to addressing progress in Harlow.

- 3.12 AH raised a concern in relation to 600 target about specials. A discussion took place around the already highlighted risk in terms of achieving the '600' by the target date. Cat Barrie now chairs a weekly Tactical Meeting - coordinating between recruitment and communications to ensure recruitment funnel is maximised. Subsequently people in the pipeline are accelerated as much as possible – there is now an expressions of interest button on the external website (isn't just an 'Apply' straight away). Aimed to retain people who have an interest and provide them with further information. An amended Special Constabulary resignation form has been put in place so it is understood why people feel they have to leave and if there is anything that can be done to keep people. Also addition of a confidential survey regarding how many of them intend to become a Regular, so threat/risk/opportunity is understood.
- 3.13 Media coverage has increased; Attestation Ceremony on 12th August 2019 media coverage, increase on applications from 'My Other Life' campaign, outreach events, 2 recruitment events in September and October, and 2 additional courses in the training planner calendar (total of 16 courses) and additional course at the end of March 2020.

MJ and CF joined at 10:47am

CH left at 10:47am

4 Vulnerable Groups

- 4.1 JH took the meeting through the Quarterly report from the Crime and Public Protection Command (1 April – 30 June), the key points to note are that rape continues to rise (by 51% in Quarter 1 compared to previous year). 'Other' sexual offences by Adult Sexual Abuse Investigation Team ('ASAIT') had 68% rise, however within the Child Abuse Investigation Team ('CAIT') rape went down on Quarter 1 this year by 34% compared to last year, and 'Other' sexual offences also down. 'Other crimes' are substantially up by 45% and 'non-crimes' are down.
- 4.2 JH confirmed that the first Rape Scrutiny Panel will be in September. JG asked if she would be able to attend as an observer? JH confirmed that she would be welcome to.

Action 37/19

JH to send JG an invitation to the first Rape Scrutiny Panel in September.

- 4.3 JH took the meeting through the paper, highlighting items on charging decisions data, child death, MOSOVO, POLIT decrease in offences but increase in solved rates. Co-location of CRU and MARAC at County Hall, mental health training, stalking and harassment training, Drink Aware project and Operation Goldcrest.
- 4.4 RH commented on the bottom of Page 9 of the paper where it states that best practice is not being followed in relation to the training being carried out over one day instead of the two days recommended by the College of Policing. JH confirmed that he had spoken to D/Supt Judge and the Force are confident that the training can be delivered in one day not two.
- 4.5 RH commented that there was one question that did not come from the paper and that was 'what do we actually know about what prevents rape and sexual assault?'. The paper sets out the plan for dealing with it better, getting more people justice and working with the CPS etc but how is rape and sexual assault prevented in the first place. JH is in the process of finalising a Rape Prevention Strategy for the Force and it was agreed that the Strategy would be brought back as part of the Quarterly update for March 2020.

JH left the meeting at 11.10am

5 Balanced Scorecard (Quarterly)

- 5.1 VH explained the reasoning behind streamlining this report and its four quadrants of Focus, Service User, Innovation and Process. Better balance between Quantitative and Qualitative measures and now have "red line" indicators which identify our minimum standards. VH also outlined the Key Performance Indicators which can identify trends and help understand performance; they are FOCUS – Requires Improvement, SERVICE User – Good, PROCESS – Good, INNOVATION – Good.
- 5.2 Chris and Mark then took everyone through a presentation of the new dashboard which was well received. RH asked where the dashboard is used and PM confirmed that it is used at Synergy, Performance Board and Command Meetings locally.
- 5.3 RH was concerned about the format of the dashboard, indicating that he felt it followed the FMS approach and it currently presents an introspective way of looking at the force. RH commented that the links have been lost to the outcomes aligning it to the Police and Crime Plan. VH is of the opinion that the dashboard has been rationalised to make it more meaningful and a more accurate record but agreed there is possibly a disconnect in the way it has been presented.

Action: 38/19

VH will look into how the dashboard is being presented and will meet with RH to discuss and review working through it. Half day meeting / workshop with RH and team and VH and team to be undertaken to shape the presentation of the Balanced Scorecard.

6 Body Worn Video Interim Update

- 6.1 PM went through the interim update and confirmed that Essex Police has now deployed 2715 Body Worn Video devices across frontline policing and in process of imbedding it fully within Policing Practices. Activation of devices has steadily increased across LPT's and CPT's and 110,000 recordings uploaded onto evidence.com in June 2019. Feedback from officers is that they love the simplicity of the devices and the easy upload process.

- 6.2 PM confirmed that the WiFi issue in interviews has been rectified by switching to a hard wired solution to improve speeds. The legal view around the storage requirement of footage has developed, specifically around the retention of unused material. The future storage requirements will have a financial cost suggested at £120,000 extra per year.
- 6.3 PM confirmed that a paper would be brought to the December P&R Board which would present the outcomes of the Post Implementation Review.

7 Big Word

PM presented the update paper on Big Word where issues had been identified with the current provider. It had been agreed that a 12 month extension was taken on current provider whilst looking at other options, so now extended until 2020. PM was happy with the progress for future provision and the Force are supporting the current provider to help them continue to improve.

8 Use of Force/Stop and Search

- 8.1 PM presented the quarterly paper on Use of Force and Stop and Search. It was the first time both topics had been covered in one paper and the Board agreed this worked well.
- 8.2 From the Executive Summary, the key highlights for Use of Force were a continued increase in the number of forms completed for Stop & Search, showing a 10.5% additional forms completed for same quarter 2018/19 and a 9.2% rise from previous quarter. Geographically, two thirds of Use of Force forms were from 5 areas, Southend on Sea, Thurrock, Basildon, Chelmsford and Colchester. Alcohol and Drugs were the top two reasons for Use of Force. 35 separate incidents of taser use which is 5 less than last quarter. 20 incidents of use of firearms which is 7 less than last year, however more use of firearm as a first tactic.
- 8.3 The key highlights for Stop and Search included Operation Sceptre being responsible for 13% of stops this quarter. The profile of Stop and Searches is predominantly male, with the average age of 24 however under 18's are featuring heavily. RH commented that the disproportionate figures on black residents and BAME needed to still be monitored. There had been a rise in Section 60 stops.
- 8.4 PM gave a brief update on the gang related activity (Operation Raptor) which is targeted led use of intelligence in Stop and Search and from those stopped and gave their address, 20% are outside of the county.

9 Fraud Update

- 9.1 MC presented the Fraud update paper which set out the support that SCD provides to the force in terms of the investigation of fraud since the decision to centralise the investigation of all fraud packages from NFIB within SCD, and to create additional teams to deal with the demand. The presentation gave an overview of the national and local position in terms of fraud and cybercrime, and outlined some examples of recent investigations linked to vulnerable victims.
- 9.2 MC confirmed that under the Risk/Mitigation heading of the paper, there were 5 areas of improvement and 2 recommendations for forces (majority of which were for the Home Office or the City of London Police) but which have been recorded on EP's action tracker and work is at an advanced stage to resolve them with two already

having been closed. It was agreed that an update on this would be brought back to this Board in a year's time.

MC left the meeting at 12.30pm

10 2019/2020 Investment Supporting the Police & Crime Plan – Quarter 1 Monitoring

- 10.1 VH presented the overarching paper on the new investments that are being made to support the Police & Crime Plan and the forecast expenditure from that investment at Quarter 1. There were no recommendations but the report is for the Board to note.
- 10.2 From the Executive Summary, of the £15.583m new investments and service demand changes identified in 2019/20 budget; all investment is currently assessed as green risk. Qtr 1 forecasting indicates all investment will be fully utilised during 2019/20 for the purpose agreed in the budget.
- 10.3 VH confirmed that reporting of any forecast variances on 2019/20 projected investment will be updated as financial monitoring indicates any variances from investment plans. Quarterly monitoring of 2019/20 investments will continue with the Quarter 2 report due to P& R Scrutiny on the 31st October.

11.i Finance - Efficiency and Investments Plan

- 11.i.1 VH presented the Efficiency and Investments Plan paper which outlined progress against current and future efficiency and savings plans as set out in the budget and the Force's Medium Term Financial Strategy. There were no recommendations for the Board.
- 11.i.2 From the Executive Summary, the 2019/20 budget set out an efficiency and savings requirement of **£6.413M**. This is made up between cashable savings of £4.753M with a further £3.609m non-cashable efficiencies identified which in total exceeds the overall Savings and Efficiency target by £1.949m.
- 11.i.3 Since the last update report to this Board in July 2019 the cashable and efficiency savings forecast has increased by £159k primarily due to SCD increasing the projected cashable savings by an additional £111k and an additional £49k Marginal Gain non-cashable saving being confirmed. Cashable savings OPC (Hexagon) – £250k has moved from Amber to Red as it is highly unlikely this saving will be achieved in 2019/20.

11.ii Finance - 2019-20 Month 4 Financial Monitoring Report

- 11.ii.1 RJ presented the report at 2019/20 month 4. The recommendation for the Board is to endorse the fact that the force is operating a financial risk by being over profiled establishment as at month 4 and forecasting to be over establishment at year end. The Commissioner indicated that he fully endorsed this course of action at this point.
- 11.ii.2 RH commented that having 203 FTE vacancies in police staff is enormous and he is concerned over the levels and the impact on existing people. PM stated that only 78 of these vacancies are over the agreed vacancy planner and that adverts are live. PM confirmed that overtime is being used to deal with the backlog and workloads that have been produced from these 78 vacancies.

JG asked whether the Force were confident that once the 2 vacancies in the Vetting Department had been filled, that they would be able to cope with the demand in the

future? PM confirmed that the Force have agreed to proceed to recruit at risk in terms of the process of interviewing the 18 applicants they have received and maybe having six appointable staff effectively being over establishment but in the knowledge that they are going to likely have even more increased demand in this area.

12 Monthly Performance Report

- 12.1 VH went through the update report and confirmed that there had been no change in the Balance Scorecard, an increase in the rise of crime of 17.2% but down slightly from June which was 17.4%. The solved crime rate is 14.3% but volume of solved crimes up by 11.8%. VH confirmed that nothing had changed with regard to priorities (page 12 of paper).
- 12.2 RH noted that drink driving and drug driving is up by 40% which is accelerating. PM also noted this however more officers are now trained in using drug wipes so detecting is now easier. RH commented that mobile phone crime had reduced significantly when points on licence were doubled and heavier fines issued, would this work with drug driving? PM thinks possibly and will send RH Rob Bell's thesis. RH to possibly speak to the Minister of Justice as well.

Action: 39/19

PM to send RH Rob Bell's thesis paper and RH to possibly speak to the MOJ regarding mobile phone crime.

13 AOB

There were no further items to discuss and the meeting closed at 1.00pm.