

MINUTES

OFFICE OF THE POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX

ESSEX POLICE PERFORMANCE AND RESOURCES BOARD

25 July 2019, 10.00am to 1.00pm, GF01, Kelvedon Park

Present:

Roger Hirst (RH)	Police, Fire and Crime Commissioner (Chair)
Pippa Brent-Isherwood (PBI)	CEO, PFCC's office
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
Mark Gilmartin (MG)	Director of Shared Services
Richard Leicester (RL)	Director of HR
Jon Burgess (JB)	Head of Performance Improvement Unit
Mark Johnson (MJ)	Head of Analysis
Debbie Martin (DM)	Chief Finance Officer
Richard Jones (RJ)	Head of Business Partnering and Management Accounting
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime), PFCC's office
Camilla Brandal	Minutes, PFCC's office

Apologies:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner
Vicki Harrington (VH)	Director of Strategic Change

1 Introduction and welcome

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

2.i Minutes of last meeting

There were no amendments to the minutes of the last meeting held on 27 June 2019 and they were therefore approved.

2.ii Action Log

12/19 Crime Prevention Strategy
On July's agenda. Propose close.

24/19 Review of the statistical element of the DA academic study
It is proposed to close this item as regular updates will be provided throughout the year.

27/19 Efficiency & Investments Plan (Transformation Savings)
Briefing paper to be brought to the Strategic Board in September re Op Hexagon.

2.iii Forward Plan

The Review of Shared Services item has been tabled for November 2019.

3 Police and Crime Plan Priority Deep Dive: ASB

- 3.1 AP presented the paper on the Deep Dive results which set out the long term trends, resource investment, partnership working, best practice and future challenges. The paper also included analysis from the new ASB dashboard which contains ASB data from 2016 onwards.
- 3.2 There was one recommendation from the paper which is that the Board is asked to consider the need for Community Safety Partnerships to formally report activity, outputs and outcomes in relation to their activity aimed at reducing ASB as part of the annual process to secure funding from the PFCC's office. It was suggested that this recommendation might be better dealt with through the Safer Essex Board.
- 3.3 AP took the meeting through the paper and a discussion took place around the recording of ASB, stalking and harassment and benchmarking data, Community Protection Notices and Orders, Youth Justice Teams, Victim Risks and the Force Plan priorities.
- 3.4 RH thanked AP for the very informative report and agreed with the suggestion that the recommendation that CSP issue might be dealt with by the Safer Essex Board. He asked where this was now taking us and what does it do for the overall picture? Is it just ASB or does it stop us from doing what we would like to do? AP confirmed that the focus will now be from a local policing perspective and identification of areas where there are repeat victims and known problem locations.

4 Crime Prevention Strategy

- 4.1 AP presented the quarterly update on the delivery of the Crime Prevention Strategy where there were no specific recommendations but the Board were asked to note the content. AP also confirmed that the Action Plans have been refreshed and the focus for the next 3 months will be to tie the performance data from the Action Plans into the Police and Crime Plan.
- 4.2 After a discussion around partnership working including Health, it was agreed that RH would try and locate a copy of the Cardiff University presentation (on hospital admission data) to APCC members and forward to AP.
- 4.3 AH asked how the Action Plans feed into the EP Comms Plan and AP confirmed that he will be speaking to Robin Punt about how to prioritise the activities.
- 4.4 A brief discussion took place around the work being done on the use of knives using Health data from A&E departments.

Action: 28/19

RH would try and locate a copy of the Cardiff University presentation (on health and hospital admission data) to APCC members and forward to AP.

- 4.5 RH queried the role of partners in the delivery of this strategy and requested that AP look at expanding the action plans to include what the role and ask of partners is in this. PBI added that increased specificity of the role of Safer Essex should also be reflected in the delivery of this strategy.

5 Operational Support Group ('OSG') Overview

- 5.1 PW presented the overview of the OSG which focused on the detail of the current OSG, the individual specialisms and how it supports all Commands across the Force. PW explained that the uplift into OSG 'landed' in April and therefore the current paper

is reflecting observations based on two months of data. A full Post Implementation Review will be carried out in October 2019 after a full 6 months of the uplift being put in place.

- 5.2 A general discussion took place around examples of specific areas of work and geographics, protection of vulnerable people and Stop and Search data.

6 Firearms Licensing

- 6.1 PW presented the update on the performance of the Firearms Licensing department which also included an update on the future efficiencies. There has been significant work undertaken to improve the performance in this area, reducing turnaround times and achieving 114 out of 120 RFD visits. The Board were asked to note the introduction of Single Online Home which would enable Firearms Licensing to be the first area of Essex Police to move to electronic payments, an introduction of medical verification for all new application and a review of the renewal process to a risk based approach.
- 6.2 RH wanted to thank the team on behalf of the Board for their hard work in resulting in the current position.
- 6.3 After discussion regarding the anticipated increase in demand at known intervals (3 year renewals) and how this would be managed, it was agreed that an update paper on Firearms Licensing would be put on the Forward Plan for March 2020, and that the main report would be added to the forward plan for July / August 2020.

ACC Wells left at 11.05am

7 HR, Sickness and Attendance Management, Staff Performance Reports

- 7.1 RL presented the quarterly HR report which related to the Force's attendance, establishment, strength, turnover and diversity profiles.
- 7.2 From the Executive Summary, it was confirmed that the officer strength as at 30 June 2019 was 3069.67 full time equivalent ('fte') (which is 148.33 fte under the establishment of 3218). The Police staff strength was 2009.05 fte which is 193.70 under the establishment of 2202.75 fte, and the PCSO strength was 107.33 which is 0.70 fte under the establishment of 108 fte. As at 30 June there were 515 specials in post with the total duty hours for April to June 2019 increasing from the same period in 2018 to 51,961.
- 7.3 RL also went through the office turnover figures, the BAME officer headcount increase and female officers headcount increase.
- 7.4 A general discussion took place around the vetting backlog and how this will be dealt with under the growth proposal piece of work providing for more capacity in the vetting unit versus current demand, training challenges, BAME recruits, how the specials are being received by the regulars, leaving interviews and gender representation. It was confirmed from the risk section of the paper regarding Specials, it is expected that the headcount of Specials will continue to increase throughout the financial year but may fall short of the 600 due to lower levels of recruitment. This issue is being dealt with by AP via the Specials Board and an update will be provided in the next quarterly specials update paper. RH asked AP whether it would be possible for him and JG to meet with Supt Cat Barrie and AP confirmed that would be a good idea.

Action: 29/19

RH and JG to meet with Supt Cat Barrie to discuss recruitment of Specials and the involvement of Town Councils and Parish Councils.

- 7.5 RH asked about the vacancies in SCD and RL confirmed that 13 vacancies have been recruited to but the individuals are on hold as they are currently in a priority area which need filling before they can be released. ACC Smith is managing the vacancy issue.
- 7.6 PBI confirmed that she had visited the Business Centre and was very impressed with how the recruitment operation functions and is run. A brief discussion took place around the extra officers that will be recruited by Essex as part of the 20,000 officers pledged by the Prime Minister.
- 7.7 JB went through the absences report where the headline was that there was a dip in April and May for all 3 staff categories. JB will be reviewing the 6 Commands and drawing up an action plan reporting on every long term sickness case and some short term sickness absences.

AP and JB left at 11.30am

8 Force Growth Plan

- 8.1 PM presented the paper on the Force Growth Plan which provided an update on the growth in police officer establishment following the precept increase for the financial year 2018/ 19. The paper also outlined delivery against plans and the 2019/ 20 Force Growth Programme. There were no recommendations other than the Board were asked to note the progress.
- 8.2 RH asked a question around Local Policing Teams ('LPT's) and Community Policing Teams ('CPT's) as he had understood that instead of new arrivals going directly into LPTs rather than CPTs that this would be the other way round? Figure 1 on Page 3 sets out arrivals going into LPTs. RL confirmed that although the rebalancing had not taken place yet, there was a plan in place for the Resourcing Panel to address this particular issue. RH asked if, as the 18/19 plan is being closed and the 19/20 plan is being implemented, whether he could have the numbers for one month which would show both the closed out and new information on one table. PBI confirmed that this issue had been discussed at a 1:1 meeting with Mr Harrington but the paper (written by Dr Harrington's team) to address the issues had not been sent to RH yet. MJ would send the paper to RH.

Action: 30/19

MJ to send a copy of the paper (drafted by Dr Harrington's team and covering the closure of 18/19 plan) around the Establishment v Strength tracking issue and new arrivals into the LPTs and CPTs.

- 8.3 RH had a further question around the impact of the flexible shift pattern and would it change a requirement for deployment or change the numbers in LPTs and CPTs? PM confirmed that it would initially release 15 sergeant posts but this is being looked at as an item in the next Star Chamber.

9 Procurement Update

- 9.1 MG presented the update paper which provided the current position on the Contract Management Register, the Contract Management Audit and the Pipeline, resources and plans to link in with 7 Forces.

- 9.2 MG went through the headlines from the paper which involved re-tendering of sizeable contracts which are currently all in train. PBI asked about the Translation and Interpreting Services re-tendering and whether the concerns raised by the Independent Custody Visitors ('ICV's) had been raised during the re-tendering and whether the new company would have time to be vetted before the expiry date of 31 August? MG confirmed that companies that have vetted interpreters have been invited to tender for this contract, with a possibility of extending the original contract. MG would follow up with the ICV scheme concerns.

Action: 31/19

MG would follow up with the ICV scheme concerns regarding the Translation and Interpreting Services with a view to considering those in any re-tendering.

- 9.3 MG took the meeting through the findings from the Audit that had been undertaken. A discussion took place around how the delivery partners were tasked, compliance and call up contracts.
- 9.4 MG confirmed that the new Head of Procurement for 7 Forces will be in post in August and will be line managed by MG. A short discussion took place around the 7 Force procurement contracts, some of which include Essex County Fire and Rescue Service as well.

MG left the meeting at 12.02pm

10 Crime Data Accuracy

- 10.1 PM presented the quarterly update paper in relation to the progress of Crime Data Accuracy compliance and the Improvement Plan. There were no recommendations but the Board were asked to note the contents of the paper.
- 10.2 After discussion, RH asked that the various teams involved in the Audit be thanked for their hard work.

11 Finance

11.i Efficiency and Investments Plan (Transformation savings)

- 11.i.1 The paper presented set out the 2019/20 budget with 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.2 Work continues in year to review the non-cashable efficiencies. The confirmation of projected non-cashable efficiencies for Body Worn Video will be updated following the development of the Benefits Framework and a Post Implementation review scheduled for later this year. Work on projecting Telematics non-cashable savings is being progressed through the Telematics Board with the Efficiency & Savings Board requesting that non-savings projections be identified by the next meeting on the 26th July 2019.

11.ii Monthly Finance Report

- 11.ii.1 DM presented the paper on the Quarter 1 financial position and confirmed that there were some virements to be agreed at this meeting.
- 11.ii.2 From the paper, the latest forecast revenue underspend is £0.695m, the police officer strength forecast at end of June is 3,067 FTE and at year end is 3,284 FTE. The Capital Reserve is forecast to be £3.708m surplus at year end and the forecast capital expenditure is £13.558m and the forecast capital income from property disposals is £9.942m.
- 11.ii.3 DM took the meeting through the rest of the paper which deals with movements from earmarked reserves, NPAS contributions, overspend on forensic analysis, third party payments, overtime, electricity savings, IT mobile data, Police Now training, externally funded police staff posts and underspend allowances on staff.
- 11.ii.4 Following discussions around the paper, it was agreed that a Decision Sheet would be prepared for the virements concerning Op Sceptre initial budget setup, the realignment of the ERSOU budget, PCSOs funding, Athena pay budget, realignment for Stansted policing, PFCC's commissioning budget carry forwards and one-off in year shortfall budget.

Action: 32/19

A Decision Sheet to be prepared for the virements concerning Op Sceptre initial budget setup, the realignment of the ERSOU budget, PCSOs funding, Athena pay budget, realignment for Stansted policing, PFCC's commissioning budget carry forwards and one-off in year shortfall budget.

- 11.ii.5 After discussion around 'annualising' some of the repeat virements, it was agreed that AG, DM and RJ would meet to address this.

Action: 33/19

AG, DM and RJ to meet to address the repeat annual virements and see how they can be incorporated into budgets without becoming virements.

- 11.ii.6 A discussion took place around the outturn figures on the current forecast which mostly concerned the Estates programme and IT.
- 11.ii.7 AG raised the Police Objective Analysis ('POA') item and RJ confirmed that he, AG and Matt Tokley will be meeting to deal with the inconsistencies and assumptions. RJ is of the opinion that some resource and time will need to be identified to address these issues. After a discussion, RH suggested that a workshop be held to find out what police operational management would find useful to have as financial feedback telling them where they are spending their money and this would then feed through to the submission of the POA to the Home Office. It was agreed that RJ would speak to PM and RL initially and then meet with AG and MT. It was agreed that this would not generate an action for these minutes.

12.i Quarterly Performance Report

MJ confirmed that there had not been much change in Quarter 1 from the last month's data. The measures against the Police and Crime Plan were still awaiting comparable figures from ERSOU in terms of the organised crime data.

12.ii Monthly Performance Report

See 12.i above

12.iii Most Similar Group ('MSG') Aspirations

This item was not discussed at the meeting due to time constraints.

13 Any Other Business

There being no other business, the meeting closed at 1.01pm.