

## MINUTES

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

### ESSEX POLICE PERFORMANCE AND RESOURCES BOARD

26 September 2019, 10.00am to 1.00pm, GF01, Kelvedon Park

#### Present:

Roger Hirst (RH)	Police, Fire and Crime Commissioner (Chair)
Pippa Brent-Isherwood (PBI)	CEO & Monitoring Officer, PFCC's office
Dr Vicki Harrington (VH)	Director of Strategic Change
Pippa Mills (PM)	Deputy Chief Constable
Andy Prophet (AP)	Assistant Chief Constable
Supt Simon Morris (SM)	ESMCP Programme Manager, Essex Police
James Ockenden (JO)	Project Manager Benefits
Debbie Martin (DM)	Chief Finance Officer
Annette Chan (AC)	Chief Accountant
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime), PFCC's office
Claire Putnam (CP)	Minutes, PFCC's office

#### Apologies:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner
Abbey Gough (AG)	Treasurer and Section 151 Officer, PFCC Office
Mark Gilmartin (MG)	Director of Shared Services

#### 1 Introduction and welcome

RH welcomed all to the meeting and apologies from JG, AG and MG.

#### 2.i Minutes of last meeting

- 2.i.1 AH confirmed that the last two sentences on paragraph 3.8 should read CH not VH.
- 2.i.2 VH asked that the last sentence on paragraph 3.4 starts 'The 2 districts which do not have Hubs continue strong partnership work...' rather than 'The 2 districts which don't have hubs continue a strength of partnership work'.
- 2.i.3 VH asked that Page 6, paragraph 8.1 reads 'VH presented the quarterly paper' rather than 'PM presented the quarterly paper'.
- 2.i.4 VH commented that on Page 7, paragraphs 11.i.2 and 11.i.3 have been duplicated in 11.ii.2 and 11.ii.3. It was agreed that 11.ii.2 and 11.ii.3 would be removed from the Financial Monitoring Report and would remain in the Finance Efficiency and Investments Plan.

Further to these amendments, the minutes of the previous meeting of 29 August 2019 were approved.

#### 2ii Action Log

- 27/19 - Now gone onto December's Strategic Board Agenda so action can close.
- 29/19 - Diary issue - Sorted so can now close.
- 33/19 - Leave open, Virements need to be completed.

34/19 - Close  
35/19 - Ongoing  
36/19 - On track. Update next meeting  
37/19 - Close  
38/19 - Work in progress  
39/19 - Close

### 2.iii Forward Plan

Staff survey results were due in October but now moved to November because of the date the information is received.

The communications plan has been pushed back to January 2020.

It was agreed that Supt Glen Pavelin should work with AH to reschedule the OSG paper from November, as time is needed for the PIR to be completed.

AH has updated the Forward Plan and sent over to Claire Heath & Sam Dowdeswell.

### 3 Police and Crime Plan Deep Dive: Protecting Children and Vulnerable People from Harm

- 3.1 AP took the Board through the paper, explaining that this was the 5<sup>th</sup> of 7 Deep Dives and explained that the Core recommendations are as follows; 1. To review resourcing levels of CAIT and ASAIT against current workloads. 2. To review resources available to effectively monitor and manage Registered Sex Offenders (RSOs) within the MOSOVO teams. 3. To build capacity alongside or within the POLIT structure regarding the grooming of children. 4. Creation of an Athena marker to identify reports received from Online Child Abuse Activist Groups (OCAAGs) so a full picture of their involvement within Essex is available. 5. A full set of KPI's and Redline Measures for Crime and Public Protection will be finalised by 9<sup>th</sup> October 2019.
- 3.2 AP stated in regard to the recommendations, over the coming months there will be a review of structure and resourcing levels relative to the uplift the Force is going to see. Also looking to improve Athena to mark and tag online child abuse activity and as part of the Force Development Programme around performance measurement the full set of redline KPI's for this Command are being formalised and will be with the Board next month.
- 3.3 AP took the Board through the Executive Summary and specifically Child Sexual Exploitation (CSE) Mental Health and Fraud are some of the key areas the Force will be focusing on. This will engage a number of teams across the whole organisation.
- 3.4 RH stated there needs to be a feel to what the actual underlying increase in Crime is and what the still uncovered level of harm is. AP confirmed that the Force has started to look at the true level of increase in Crime, what the impact of Crime Data accuracy has and what the impact of the Home Office accountabilities has.
- 3.5 RH asked what areas are going to be most likely to be responsive to Police intervention. AP confirmed the Online Investigation and the management of Repeat Sex Offenders would get a more immediate impact of putting people in. The biggest impact in managing harm, but the most difficult impact when you take into account proving it and the Criminal Justice outcome, would be Sexual Offence Investigation. AP confirmed the next piece of work will be to look at resourcing.
- 3.6 RH stated that there is some challenge to the effectiveness of managing Sex Offenders via a Sex Offenders Register and asked if there was a better way of

managing the process. AP confirmed that the way Essex Police do it is quite innovative and risk informed. There is intelligence led management where the Force is managing nearly 500 out of 1500 RSOs who are monitored through a series of tags and alerts on the system and don't see a huge amount of repeat offending from those individuals. Potentially look at electronic monitoring and GPS tracking of offenders however that has to be with consent from the individual or by an order from the court, but worth looking at.

- 3.7 AP explained to the Board that the Force is working on a Proportionate Investigation Policy which is effectively making that difficult decision to say, with all that we know and the strength of evidence, the victim that we understand and the allegation and evidence that we've got, which cases are viable and if we don't think the case is viable how to we quickly and effectively support the victim and refer them onto an appropriate support agency thereby focusing the policing efforts onto viable cases. This is difficult work and a slow process however the last couple of months have closed more investigations than previous months. AP's instinct is that this area may need an investment of 100-130 people to start to make a difference.
- 3.8 PM stated that on 9<sup>th</sup> October each area of the business will be reporting back on current performance, FMS identified future risks, front line review, all the areas the Force measure and where there's an investment need and where potential gaps are, which will give the Force the areas of priority and will then seek investment in those priority areas.
- 3.9 AH asked AP about the vacancy rate and what level of vacancy are the Force running at. AP confirmed that the vacancy rate has more or less gone as 30 additional Constables have been put into the Investigation Team. Part of the challenge is it's not deemed to be an attractive place to work due to the nature of the work and it's repetitiveness the perception that there's an awful lot of work with very little positive outcome at the end of it. PM confirmed that the scheduling for Force Growth Plan has changed to fill existing vacancies first and recognise the challenge around filling those roles. RH asked if the Force monitor how long people stay in those roles before it becomes detrimental to their mental health. AP confirmed that all of the key roles the Officers are given an annual psychological test and emotional health and wellbeing survey through line management and supported by occupational health.

#### 4 Recruitment of Specials

- 4.1 AP took the Board through the paper and highlighted the following points; increased contribution and 3 out of 10 Specials are now female, which is in line with the Regular position and not inconsistent with the national position. In terms of Return on Investment 114 full time equivalent officers, a return of £6million against an investment of significantly less. Applications are up on the quarter but slightly down quarter on quarter for the previous period and Specials requesting to join Regulars is slightly up.
- 4.2 AP stated that there are now 41 Parish or Town Councils signed up to the Community Special Constables (CSCs) from across the county and slowly starting to see the applicants being processed through. AP indicated that in order to focus on the applicants already in the pipeline there would be a pause in signing up further councils – however it was confirmed by PM that any councils that approached the force would receive a response and clarity on when this could be picked up. The Force will keep in communication with them every 3 months so they are updated with progress and AP confirmed that the Force will be very clear .
- 4.3 There was a short discussion around recruitment targets for Specials and the Force are genuinely motivated to increase. AP stated trajectory is towards 600 and we're

not over budget and getting value for money. If decision is taken to hold at 600 that could be achieved with slightly less investment, however if the decision is to continue to grow then the same level of investment will continue to be required. The national comparison states that the current leadership model is 'not fit for purpose' but acknowledges that some forces are bucking this trend. Essex Police is in a better position as there has been investment in time, money and thought process and also in a better position due to the recruitment.

- 4.4 There has been an increase in Specials moving across to Regulars, out of the 600 taken on, 300 are now Regulars.

#### 5 Crime Prevention Strategy – update to include progress on delivery of action plans and performance/impact against measures of success (quarterly)

- 5.1 AP took the Board through the bullet points of the paper stating the areas of challenge are; Domestic Abuse, Solved Outcomes, Gang/Knife crime.
- 5.2 Night time economy work, AP's expectation is that the town teams start to drive public confidence, drive partnership work, more activity around stop and search, pro-active work around licensed premises. Very precise with their shift patterns and going to locations that are causing issues.
- 5.3 AP explained that there are continuing challenges around hate crimes, however the Force is solving more hate crimes which is positive. Also success stories around burglary, outcomes are up, robbery slightly less so but outcomes are stable.
- 5.4 RH asked if anti-social behaviour is included in the "areas to prevent" in the Strategy. AP confirmed it's not included as part of the strategy as it is classed as a 'crime prevention strategy', however, anti-social behaviour is down and there's a huge amount of focus on this, in the last 3 months there's been a vast amount of Community Orders issued, 61% increase which will hopefully show a decrease in anti-social behaviour.

**AP left the meeting at 11am**

#### 6 Collaboration (quarterly)

- 6.1 VH took the Board through the paper and highlighted the following; Essex and Kent Collaboration SCD, no change all green and some estate moves still to happen hopefully by the end of the year. Additional information around PIRs and there will be a joint review with Kent to see what the impact and benefits delivered were. Joint Support Directorate no change. RH asked for there to be a rag rating for Operation Hexagon within the Joint Support, VH confirmed this will be included.
- 6.2 VH stated that around Operation Hexagon, £250,000 was removed from the cashable savings for 19/20 and they will look to review for 20/21. In terms of Firearms, Shotgun and Explosives Licensing business case for Operation Hexagon, this is because the Force needs the shared IT platform and Kent are reviewing the use of Cyclops 2 which Essex already have in place.
- 6.3 7 Force Strategic Programme rag ratings have been reviewed, Policing Education Qualification Framework (PEQF) previously green but now amber - all but one Force is recommending the move to due diligence. RH asked if everyone in the Force bar one is agreed that it will be good to maintain IPLDP as a parallel Force stream as opposed to closing it down. PM confirmed the regional position agreed at the last meeting was agreeing to move to due diligence, which all but one Force has done now.

- 6.4 Training Delivery Manager role has now been advertised but VH stated there have been no applications received, so role is going to be re-advertised
- 6.5 Vetting has moved from green to amber, there is some ongoing work in regard to the vetting programme and this comes under the 7 Force responsibility and there have been various discussions as to what the model will look like. RH stated this is an important one and PM confirmed that the Outline Business Case will be coming back with genuine options and there's a proposal to put in a 7 Force Head of Vetting as the first step in a collaborated function. PM is being briefed in October on the benefits of this.
- 6.6 Home Office Digital Police Portfolio, rag rating part of Strategic Change and Co-ordination pack and was presented at the Strategic Board as an exception report. Made up of various different projects, the PNC and PND have recently had workshops understanding the technical changes. RH stated at the recent National Technology Scrutiny Group he felt the Force would start to see significant change in the programmes
- 6.7 Page 9 of the paper PBI stated that it was an internal audit that the OPFCC commissioned not external and she has received a draft copy of the report and there have been a couple of recommendations that are being taken forward through the Community Safety Hubs Steering Group. PBI to forward the draft to VH and PM.

**Action: 40/19**

**PBI to forward the draft report (from the internal audit) concerning the Community Safety Hubs Steering Group recommendations to VH and PM.**

- 6.8 BT Hothouse no change to rag rating. Essex Police were mentioned on the Department of Education's website and RH wants the link to the Ted Talk video on the Force's website.
- 6.9 RH asked PM if she's content with the way Collaboration is going in the right direction. PM confirmed she was and agreed it takes time, money and commitment but the Force is seeing the benefits.

**SM joined the meeting by teleconference at 11.25am**

7 Mobile Policing Programme (paper by MG following implementation of HCL) – action 94/18

- 7.1 SM took the Board through the paper which was a summary of transactional performance and benefit outcomes of Mobile First users.
- 7.2 Athena investigations have gone up to 6,100 a month up 30% on previous quarter which is a good improvement on performance and savings in crime bureau.
- 7.3 Big benefit will be the HCL app as when the current app is down it sends through a PDF form to the IMU which needs to be looked at and keyed in manually. Whereas if the HCL app goes down it will store the record and once signal has been restored it will send as normal so there will be no need for manual input. SM stated once the HCL app is on board he expects to see an uplift in Athena investigations.
- 7.4 PNC Services, target was 1,400 but they're averaging 2,564 a day and a direct cut of officers in the control room who don't have to take call and input which means an 85% uplift there. AH asked if the daily figures reported have an impact on totals as

everything else is reported per month. JO confirmed they don't have an impact on the monthly figures.

- 7.5 Storm CAD's not as high as hoped as Officers are in effect, using a workaround via Web Storm on their device to update. This is accessed via connEXions and this link needs to remain as desktop users and Specials use Web Storm outside of Mobile First. The Force has completed various Officer briefings on this and it's slowly improving performance.
- 7.6 SM stated that in terms of forecasting, priority will be around the HCL app and Athena. Less critical modules such as Compact, Crash, and Sudden Death will be scheduled after the HCL and Athena app release. The Tasking and Briefing module has now been agreed by Chief Officers and is expected to be live by March 2020. RH would like to see a financial estimate on JO's table for Tasking and Briefing for the next meeting.

**Action: 41/19**

**JO to include a line in the programme for a financial estimate for the Tasking and Briefing module.**

- 7.7 SM explained that the Dashboard tool has been held up because of the Athena app work and also work around the Tasking and Briefing module and the Board agreed to put this off until January 2020.
- 7.8 PM stated that the Force are ensuring that new recruits coming through the college get devices from week one of their training starting so shouldn't be training on paper pocket notebooks should be training them to take their statements on these new devices.

**SM & JO left the meeting at 11.45am**

**8 Changes to Complaints Management – update and resource implications (action 15/19)**

- 8.1 PM updated the Board on the paper. Due date for implementation of phase 3 of the Complaints Reform and the most significant which will impact the way all complaints are handled, is 1<sup>st</sup> February 2020.
- 8.2 Home Office have taken feedback on board that it takes 6 months to mobilise. The final drafts still haven't been shared around the regulations and guidance, but the indications are there will be significant differences to those circulated in 2018.
- 8.3 In terms of complaint recording, indications are that Expressions of Dissatisfaction should be logged on the Police system in 2 days, consultation indicated that that would be extended to 5 days but the indication is that there won't be any timescales around recording. RH asked what do the Force think is right in regard to recording. PM confirmed as soon as possible but understanding that the scrutiny will come from understanding any delays and will have exception reporting.
- 8.4 RH stated that the only outstanding item is, taking over the appeals in the PFCCs office, and asked if the Force has sorted transferring of resources, 0.2 of an FTE? PBI confirmed that this is yet to be organised and need to have a discussion around the financial contribution to the person that needs to be made available to pick this up for the PFCC.

**Action: 42/19**

**DM to liaise with AG and agree where the additional funding for the resource will come from.**

## 9 Public Perception Survey

- 9.1 VH took the Board through the Executive Summary and highlighted that the disappointing result in terms of the Forces own survey shows that confidence in local police has decreased significantly, 66% June 19 versus 69% June 18. Results have also decreased for how well local police are dealing with Crime and Anti-Social Behaviour issues, 46% June 19 versus 49% June 18. However, understanding of community issues has increased significantly 58% June 19 versus 56% June 18.
- 9.2 RH stated that the Stop and Search result needs to be addressed as this is a 10% decrease in confidence that the police are using their Stop and Search power fairly and respectfully, 72% June 19 versus 82% June 18. RH asked what the plan was in regard to getting the message out, do the Force need to do a campaign around the legitimacy of Stop and Search. VH confirmed that the plan is ongoing and in particular the success rate in regard to when the Force does find something. Dean Chapel is also looking at this, predominantly around minority groups. PM confirmed a Public Engagement Star Chamber event is taking place end of October and this topic will be tested with each District Commander to discuss locally what they are doing in regard to Stop and Search activity.
- 9.3 Levels of Local Policing has increased 7% June 19 versus & June 18 which is positive and mainly due to the town centre team Policing.
- 9.4 RH asked, the overall strategy that we're following, when will the Force know it's working and when will be the time to re-evaluate? Do the Force take the view in 18 months' time to start doing things differently if the Strategy isn't working? PM confirmed that the Strategy and Plans develop and are held up for scrutiny through the Star Chambers and Local Performance Meetings every 3 months or so. VH stated that need to look at district patterns not just local patterns and identify through Star Chambers what is working. VH also confirmed that next quarter the Performance Analysis Unit are going to start analysis to get underneath what's driving the results and the variables.
- 9.5 RH asked if this document is going to form part of the discussions at the meeting on 9<sup>th</sup> October and PM confirmed it isn't however, the issues raised are discussed regularly at district level and local level. PBI advised that she had met with AP around the formal plan for Safer Essex, understands this is predominantly the Forces plan, it is however influenced by the behaviour of other partners as well. The survey is a regular agenda item and it's a vast agenda so there hasn't been proper discussions across the community safety partnerships and hubs to see what they can do to improve results and share insights into what drives certain things in certain areas. So AP and PBI agreed the need to devote more time to discussions around this outside of Safer Essex. VH offered to support and unpick result of the discussions

## 10 Finance

### 10.i Efficiency and Investments Plan (Transformation savings)

- 10.i.1 VH stated, the £250,000 in 19/20 profile for Operation Hexagon has now come out and cashable savings reduced by £89,000.
- 10.i.2 RH stated that as part of the Chancellor's announcement at the beginning of the month, target is for £120million savings across 43 Forces in the course of 20/21 which the Force will potentially need to mitigate the inflationary pressures so the £750million can be spent on expansion.

## 10.ii Monthly Finance Report

- 10.ii.1 DM stated that at the end of month 5 the Force was down to £25,000 underspend based on being 78 over establishment at year end with forecasted Officers being at 3,296. Capital reserve is reasonably healthy. RH asked if that position means we will finish the year without having to borrow. DM agreed unless there's a significant subject to approval going through. DM also stated that if we did have to borrow it will only be short term.
- 10.ii.2 DM took the Board through the detailed analysis whereby there has been little change in terms of month on month and same message in regard to Police Officer pay being overspent and Police Staff pay being underspent. Police Officer payline shows 12 Officers more than previously forecast which is positive. Income is now showing Operations Sceptre for quarter 1 that hadn't previously been included.
- 10.ii.3 RH stated 489 new starters by year end is a fantastic achievement and PM confirmed that they anticipate this will increase with the new in-take in February and DM confirmed it will be 106 over establishment and will be reviewed regularly.
- 10.ii.4 DM went through actual Officer numbers in terms of strength and focus has previously been on Police staff and the number of vacancies. Full establishment at the beginning of April would be 2,233 and taking off the vacancy factor that brings it down to 2,108 and month 5 reporting showed 2,012 which is significantly below the vacancy factor.
- 10.ii.5 RH asked at what point does that level of strength below budget vacancy impact the Forces ability to function as it's a very large discrepancy. DM confirmed the two biggest ones are in Serious Crime Director and Support Services which are the joint departments and joint posts which won't show up. DM and Richard are working together to look at analysing joint working data. DM will also look at the quarterly recharges for the two departments discussed.
- 10.ii.6 DM took the Board briefly through the Reserves reporting no significant changes however, Operation Sceptre grant funding is now included. Quarter 2 report will show more detail.

**PBI left the meeting at 12.30pm**

## 11 Monthly Performance Report

- 11.1 VH took the Board through the Executive Summary and highlighted the following points; 3 of the 7 PFCC Priorities for Essex Police have been given a recommended grade of Good. 4 of the 7 PFCC Priorities have been given a recommended grade of Requires Improvement. All Crime has risen by 17.4% for the 12 months to August 19 versus August 18. Domestic Abuse has risen by 36.7%, however it is coming down month on month.
- 11.2 Essex Police solved 2,439 more crimes in the 12 months to August 19 versus August 18 which equates to an 11.5% increase. However, all Crime solved rate continues to decline due to the increase in the number of crimes reported. The solved rate is currently 14.1%
- 11.3 RH stated that in regard to Serious Violence requiring improvement we expect to see a change. VH explained that if you look at how Essex Police compares in Most Similar Groups (MSG) they are 5<sup>th</sup> in regards to homicides, Violence with Injury they are 4<sup>th</sup> and seen a 10.6% increase and year end to July 9.3% increase. All crime however is starting to flatten out. RH stated that since 2016 homicides have been consistently improving. PM stated that advances in medicine, having the right teams



there e.g. Air Ambulance and the partnerships the Force has plays a part in reducing the effects of Serious Violence.

- 11.4 There has been one change on the Police Crime Plan Performance Indicators around More Local, Visible and Accessible Policing this is in relation to the Forces own survey which has shown a significant decrease in the confidence measure, taking the direction of travel from stable to deteriorating.
- 11.5 RH asked what else the Force can improve on. PM confirmed OCG disruptions is an ongoing piece of work to ensure the Force is claiming those consistently and also the number of Child Abuse outcomes in terms of protecting children and vulnerable people and the solved rate. VH explained that the definition for claiming OCG disruptions has changed twice and there's work going on to look at how the figures can be best represented accurately and applied consistently.
- 11.6 AH stated that the Crime Tree Data is confusing around the rape categories and other sexual offences and how the data is split making it difficult to read. VH confirmed that the categories are a Home Office requirement however can look at how the data is presented. AH will spend time with VH's team understanding the table.
- 11.7 RH asked when The Force looks at the analysis of performance, numbers of crime are looked at not CSS score, is there a point in which we should be looking at what's happening to Harm in the county rather than simply numbers of crime. VH stated that within the Balance Scorecard the red line measures are all based on High Harm so the crime severity score is used to influence how the Force is assessing itself, so High Harm is a focus. RH asked if High Harm score can be included in the next Police Crime Plan. VH agreed it will be included. VH will also look at CSS ratings within the table.

## 12 Any Other Business

There being no other business, the meeting closed at 12.45pm.