

MINUTES

OFFICE OF THE POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX

ESSEX POLICE PERFORMANCE AND RESOURCES BOARD

28 November 2019, 10.00am to 1.00pm, GF01, Kelvedon Park

Present:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Pippa Brent-Isherwood (PBI)	CEO & Monitoring Officer, PFCC's office
Dr Vicki Harrington (VH)	Director of Strategic Change, Essex Police
DCC Pippa Mills (PM)	Deputy Chief Constable, Essex Police
ACC Andy Prophet (AP)	Assistant Chief Constable, Essex Police
T/ACC Paul Wells (PW)	Assistant Chief Constable, Essex Police
Ch Insp Scott Egerton (SE)	Op Sceptre, Essex Police
Debbie Martin (DM)	Chief Finance Officer
Richard Jones (RJ)	Finance, Essex Police
Abbey Gough (AG)	Treasurer and Section 151 Officer, PFCC Office
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime), PFCC's office
Claire Putnam (CP)	Board Support Officer, PFCC's office (Minutes)

Apologies:

Roger Hirst (RH)	Police, Fire and Crime Commissioner
Mark Gilmartin (MG)	Director of Shared Services
Richard Leicester (RL)	Director of HR, Essex Police and Kent Police

1 Introduction and welcome

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

2.i Minutes of last meeting

- 2.i.1 VH commented 5.3 second sentence principal changed to principle.
- 2.i.2 VH commented 5.4 last sentence change to have been agreed in principle.
- 2.i.3 VH commented 5.6 third sentence, benefit change to benefits.
- 2.i.4 6.4 VH asked for the first sentence to read how individual calls can include multiple crimes
- 2.i.5 PM commented 8.2 should read PM confirmed that the Business Crime Unit will be the next large launch in February 2020

AH also commented that the Research paper and True Crime Increase paper were both marked as official sensitive, was there anything from the minutes that needed to be a part B, VH confirmed that the numbers should be taken out.

Further to these amendments, the minutes of the previous meeting of 31 October 2019 were approved.

There were no matters arising.

2ii Action Log

- 36/19 – Meeting between JG and PM took place on 6th November so Close
- 43/19 – Request for an update on Body Worn Video usage with the CPS hasn't been sent over as yet, AP has only received update so should be received by the end of the week
- 44/19 – Meeting to discuss Research topics has happened so Close
- 45/19 – This action is linked to 45/19 so Close
- 46/19 – Decision sheet for creation of an earmarked reserve for PEQF sent so Close
- 47/19 – Late update through and AH will update so Close

2.iii Forward Plan

AH confirmed she has received the following updates to be added after the papers had gone out; RH has asked for an item on the PFCC Victims Commissioning Programme and one on VCOP Compliance. AH will speak to Greg Myddelton to agree the best date for it. Sam Dowdeswell has asked for the quarterly public perception results for Q4 to be added for July 2020.

3 Police and Crime Plan Deep Dive – Improve Safety on our Roads

- 3.1 PW took the Board through the paper which sets out current work happening in road policing. Partnership work was detailed as well and how it is fundamental in the Force's approach to working with partners such as SERP and how volunteers are used to help with key objectives including Special Constables.
 - 3.2 Motorcycle casualties remain the greatest at risk road user group alongside those aged between 16-25
 - 3.3 The Road Policing Process Unit is generating front line officer savings, in the last 12 months over 2,500 hours have been saved by the work of this team and approximately £600,000 in income.
 - 3.4 The vehicle recovery scheme has changed and is working really well and is increasing income and reducing delays.
 - 3.5 February 2020 will see the planned increase in 17 Constables and 4 policing Sergeants which will enhance the ability in the road policing network and performance.
 - 3.6 Key element is the prevent message, through engagement with all the other sections to try to emphasis the prevention of KSI's.
 - 3.7 JG asked in regard to current establishment at Chigwell and Stanway, is recruitment an issue. PW explained that it isn't, it's more about balancing. PM confirmed that there are 11 vacancies and will look to fill those first before the February precept uplift. So the 11 roles will be recruited for before the advert goes out.
 - 3.8 In regard to roads policing Special Constables, JG asked if the recruitment for this is on hold. PW confirmed it isn't it's again about balancing.
- SE joined the meeting at 10.25am**
- 3.9 PW showed the Board the Drug Drive media campaign that will be shown in the lead up to Christmas, target audience being 17-29 year olds. Drug Driving in general is continuing to grow rivalling Drink Driving and is a real focus area for the Force.

4 Knife Crime

- 4.1 SE gave the Board an overview of Operation Sceptre which works in partnership with the Violence and Vulnerability Unit although SE's team focuses on the pursue element.
- 4.2 Essex Police received £1.76million to surge police activity as part of the Government's £100million Serious Violence Fund, it was given as this is one of the highest volume knife crime forces and unfortunately the trend shows that it's rising.
- 4.3 The Force are concentrating on four key areas which are Hotspot Areas – Prevention & Enforcement, Individuals & Groups – Intelligence & Targeting, Investigative Response and Equipment & Technology and have been putting 15-20 officers in town centres on a daily basis and are achieving 20 operational activities a day.
- 4.4 Test purchasing with Trading Standards is a national campaign however there are issues with Trading Standards capacity which is limiting to the Force. Next year the Force are looking at linking in with the Offences Weapons Act (when it comes in) which will give powers around delivery companies and those selling knives on the internet. Already linked in with URSU who are going to be doing some online test purchasing and the whole of the Eastern region will be using this team as the first point of call to start looking at suppliers and delivery companies. Operation Gloss will be piloted next year which will link with Border Force, with the aim to look at packages coming in, often from China, they will seize and open those packages which will prevent the knives getting through that supply and into the public domain. This will enable the Force to gain intelligence and look at a graduated response of intervention and prevention with younger people and then right up to prosecution.
- 4.5 In regard to equipment and technology £280,000 has been funded to uplift the number of Taser Officers by 200. Six additional knife arches have been purchased to use in town centres. Forensic field test kits are being used to detect drugs and Cellbrite Unlock Solution has been bought with Kent Police to open locked phones. Method of Entry rig for training purposed has also been replaced.
- 4.6 SE highlighted some of the achievements including 182 operations since June, 600 arrests, 2121 Stop and Searches and over 2000 patrol hours by the Special Constabulary. National Ops Sceptre Week of Action saw 73 weapons sweeps, 243 knives recovered, 89 engagement events and 22 test purchase operations.
- 4.7 There has been a 220% increase in Stop and Search, 177 positive searches, 113 more than the comparable period last year. Best Use of Stop and Search changes have led to six Section 60 authorities. 11 public complaints since 2016, however none received during this operation.
- 4.8 SE explained that despite there being great output activity the outcomes are not changing dramatically. Still seeing a small but steady increase in knife enabled crime, June to September 2018 231 versus 238 for the same period in 2019. All knife crime has increased, 678 June to September 2018 versus 792 for the same period in 2019.
- 4.9 SE explained to the Board about Knife Crime Flagging as follows; in 2015/16 knife crime levels began an upward trajectory. This trajectory was disrupted in June 2017 and the most likely cause was the disbandment of the Compliance Team in the Crime Bureau. This issue is currently being addressed by the re-introduction of the Compliance Team and Datactics.

- 4.10 Nationally in the year ending March 2019 (2018/19) there were 47,000 knife crimes and overall a 38% increase in knife crime was seen between 2011 and 2018. The East of England region saw an increase of 42% in the same period, however, the increase in Essex was 27%. So Essex ranked 3rd best (out of 6) for the region.
- 4.11 SE concluded by saying Operation Produce will be starting in the next calendar year which will concentrate on Gangs and County Lines with the Raptor Teams leading. SE also confirmed that they have been identified as an exemplar by the Home Office around the funding and use of the money and they're sending other forces to look at how that money has been spent effectively. JG stated that the sheer volume of work in 6 months is impressive and need to ensure government funding is sustained. JG to speak to RH about his conversations at government level around funding.
- 4.12 AH asked in regard to flagging issues, do other forces have the same problem. PW confirmed that it's a human process and the officer has to make that link, the set up at the moment is it isn't mandated and can't force the officer to tag it. Looking at solutions via Athena however PM explained that it isn't intuitive on Athena and is a complex process to get to the flagging section. VH confirmed that the Chief is writing to AMB to formally request an automated fix for this manual process as other crime types are affected.

JG thanked SE and his team for the work so far.

SE left the meeting at 11am

5 Vulnerable Groups (Quarterly)

- 5.1 AP took the Board through the Q2 report highlighting the following; ASAIT Crimes recorded are significantly higher for 2019/2020 vs same period 2018/2019 for Rape and Non Crimes. CAIT Crimes recorded are slightly lower for 2019/2020 vs same period 2018/2019 except for Other Offences. ASAIT Crime outcomes are slightly higher for Rape for 2019/2020 vs same period 2018/2019. CAIT Crime outcomes across all areas are significantly higher for 2019/2020 vs same period 2018/2019. However, over the course of the last quarter, the rape solved rate has improved (3.2%), when compared to the last 12 months (2.2%)
- 5.2 In respect of Rape, HMICFRS reported that of the 75 audited rape reports, 97.3% (73) were accurately recorded, effectively using the Home Office classification N100 to explain why reported incidents of rape or attempted rape haven't immediately been recorded as a confirmed crime.
- 5.3 AP confirmed that the Synergy First Responder project which is the immediate support made available to a victims of sexual abuse continues and is seen to be positive and favourable.
- 5.4 Detectives from North PPIU commenced their initiative at the University of Essex which is looking at prevention, consent issues, safety and pushing the message to students.
- 5.5 MOSOVO are currently managing 1630 Registered Sex Offenders (RSO) in the community, which is an increase of 54 since last quarter. 394 Low Risk RSOs are subject of Intelligence Led Management. AP stated that in order to manage an offender the Essex MOSOVO teams will conduct unannounced home visits to assess the risk(s). There are currently 181 overdue visits, however half of these are probation led and jointly managed between the Police and National Probation Service (NPS).

- 5.6 AP confirmed that the POLIT solved rate has more than doubled in Q2 2019/20 when compared with Q2 2018/19. This is as a result of the time for digital forensic examinations reducing, thereby reducing the average duration of each investigation.
- 5.7 AP highlighted the Street-Weeks initiative which is a pro-active approach to identifying vulnerability by combining multi-agency high visibility engagement in a concentrated given week/ward. Street-Weeks has been approved by the SET Safeguarding Adults Board as a scheme they intend to be involved with and support more broadly across the county in the future.
- 5.8 AP briefed the Board on the Central Referral Unit move to co-locate with Essex MARAC at County Hall is anticipated to occur in February 2020.
- 5.9 JG stated that there's a huge amount of work going on, is there anything the PFCC can do to help. AP confirmed it's about getting resourcing and training right. Partnership working in regard to licensed premises, mental health awareness and support and safeguarding repeat victims is important. There was a short discussion around campaign themes and safety, PM stated campaigns can be focused around not getting in un-licensed cabs, making sure your friends get home safely etc, Freshers week for universities would have a good impact along with the Christmas personal safety campaigns.

6 Use of Force/Stop and Search (Quarterly)

- 6.1 PW took the Board through the paper and highlighted the following in regard to Use of Force; 3,610 forms submitted in this quarter, this is an increase of 282 (8.4%) additional forms completed, compared to the same quarter for 2018/19. 2,194 (61%) of tactics involved the handcuffing of a subject and there were 59% more compliant handcuffings than non-compliant.
- 6.2 The submission of Use of Force forms in Custody shows it's a very compliant area which is good news. Spit guards have been introduced and use of them is continuing to grow.
- 6.3 Data shows that the proportion of BAME subjects is in fact disproportionate in terms of Use of Force and Stop and Search which VH confirmed is difficult to analyse.
- 6.4 PW confirmed the most common reason for Use of Force is to effect an arrest and that alcohol and drugs continue to be high impact factors.
- 6.5 PW highlighted that a piece of work has been commissioned in regard to new Officers who have gone through all of the training but have a reluctance to use their powers or they're not sure of the correct use of their powers so they get used in the wrong way. Once they start patrolling if they haven't used handcuffing when they should or haven't used the correct level of force they'll be visited by a role model to talk through that instance with them and share knowledge.
- 6.6 In regard to Stop and Search PW highlighted the following; 4,350 searches were recorded in Q2 of 2019/20, this is 29% higher (192) higher than the previous quarter and 199% (2897) higher than the same quarter in 2018/19. 131 records did not have reasonable grounds recorded, this is due to student officers being used for an operation and the records having poorly written search grounds. This has been addressed.
- 6.7 Majority of stops (97%) are under the Misuse of Drugs Act and the 18-25 years olds remain the highest age group to be stopped and searched.

- 6.8 AG asked in regard to Risks/Mitigation no risks have been highlighted as they are probably managed through the Oversight Board, but are there any high level risks? PW will look into any areas of concern.

AP and PW left the meeting at 11.20am

7 Shared Services

- 7.1 PM apologised on behalf of RL who couldn't make the meeting and took the Board through the paper which went to the joint PCC and PFCC Scrutiny meeting on the 25th October where focus was around effectiveness and efficiency of the shared support services.
- 7.2 PM highlighted the following; Collaborative service between Kent and Essex costs a national average so it would be a £5million increase in investment and the operational impact on the Force would be a 10/15% reduction of numbers.
- 7.3 All Support Service departments (Business Services, IT Services, Procurement Services, Corporate Finance, Estates Services, Transport Services, ESMCP, DAMS, Athena) have been asked to review processes and there is also work ongoing to understand the best method for benefits realisation and cost benefit analysis.
- 7.4 Support Services are responsible for approximately a third of each Forces savings requirement annually. This presents a difficult challenge when there remains an expectation that a certain level of service is to be maintained. SSD savings achievements to date, is approximately £47 million of savings (including non-pay) delivered across both forces since 2010.
- 7.5 JG stated that it sounds massive and asked how far can the Force strip back before it implodes. PM explained that SSD are really good at looking at what needs to be done now and what can be done at a later date, so the focus is on efficiency. DM stated that its process driven as well as the contract side making a huge difference.
- 7.6 Success stories include; overwhelming positive feedback received from operational staff around Body Worn Video, Mobile First with the integration of the Athena App, IT migrated the personal email accounts and shared email boxes across to Office 365 without any genuine impact to business users, Telematics is now fully implemented and operational across both forces, Customer Service Satisfaction Surveys took place between July and August and scored above 85% for customer service and professional advice.
- 7.7 AG asked in regard to Transport and the recent internal audit report which came out partial assurance, was that expected and is it considered a concern? PM confirmed that the revised programme of works will take into account that level of assurance and seek to improve it.

8 Results of Staff Survey

- 8.1 VH took the Board through the paper and highlighted that this is the interim survey and 51% response rate was received and improvements have been seen in all but one area identified in the first survey.
- 8.2 VH explained that the Force works in conjunction with Durham University and most other Forces have signed up to the Durham University surveys as well which enables Essex Police to benchmark against other Forces.

- 8.3 VH stated that there has been positive change in the organisational tone and vision clarity is the highest achieved by any of the other 39 Forces tested. Perceptions of fairness have improved however they are slightly lower than the average for other Forces. Staff have reported a better work-home balance and they also say that they have higher personal reserves of emotional energy.
- 8.4 VH stated that this is showing consistent improvement across all measures and there's been a significant programme of works after the first survey to take on board what staff have said. £100,000 was taken out of the Operational Transformation Reserve Fund to set up a "Niggles Fund" to try and remove the hindrance stresses and make staff's lives a little bit easier. There is a small amount of this fund left and the Staff Engagement Steering Group will decide how the remaining funds are utilised.
- 8.5 VH stated that the 4 areas of focus from the last survey have been; Perception of Fairness, Support from the Organisation, Leadership Styles and Overcoming Day to Day Hindrance Stresses and the two new measures included in the 2019 interim staff survey were The Impact of Shift Working on Sleep Quality and Gender Equality.
- 8.6 Engagement has also taken place with the Chief Officer team, Senior Leaders and the Staff Engagement Group and the key areas for the Force to make improvements from the 2019 interim staff survey are Perceptions of Fairness and Perceptions of Gender Equality particularly for female police officers.
- 8.7 VH mentioned as well that it's talked about in the paper about Essex Police being a national leader in this area and Claire Heath has been instrumental in building a constructive working relationship with Dr Les Graham at the Durham University and has spoken at national conferences in regard to the work the Force has done

9 Balanced Scorecard (Quarterly)

- 9.1 JG stated that she understood meetings had taken place with VH and her team around the balance scorecard and processes with RH and as a consequence workshops are taking place. JG wasn't sure how much detail VH wanted to go into with this report knowing that certain aspects could change after the workshops. PM explained that expectations needed to be managed in terms of significant changes between this report and what might be coming this month and the month after etc so VH happy to continue.
- 9.2 VH explained that it was a rebalanced scorecard because the Force streamlined the initial scorecard which now has even closer links to the Police and Crime Plan priorities. Redline comparative measures have been put in which show where the Force is in line with its most similar group of Forces. KPIs are used to identify the drivers and levers which will positively influence the redline measures.
- 9.3 The new Rebalanced Scorecard has 4 quadrants now to make it easier to read and act on without losing important details, which are; Focus, Process, Service user and Innovation. Focus is around what the Police are there to do. Process is about having things in place to support the Force in keeping people safe. Service User is helping communities and people and Innovation is about staff and officers and their wellbeing. So overall focus is how do the Force prevent crime and keep people safe in Essex.
- 9.4 The focus of the Rebalanced Scorecard is reducing crime and keeping people safe in Essex. For the area of focus and service user there has been no change in grade however, Process has downgraded and Innovation hasn't been graded as yet as the measures and KPI's are still being built for this quadrant.

- 9.5 JG stated that she likes that the Commands can use this more effectively and take ownership for their own teams performance. PM commented that they did before however they were reporting against a lot of different outcomes whereas now it's specifically focused.
- 9.6 PM stated that in this report the narrative offers reassurances of the links to the Police and Crime Plan.
- 9.7 JG would like to go to the next meeting that VH and her team have with AH.

10 Finance

10.i Efficiency and Investments Plan (Transformation savings)

- 10.i.1 VH confirmed there's no change from the previous month's report.

10.ii Monthly Finance Report

- 10.ii.1 DM took the Board through the paper and highlighted the following; the latest forecast revenue underspend is £700,000 and still forecasting to be 109 FTE officers over at year end, however month 8 report will reflect the Home Office Funding and Op Melrose.
- 10.ii.2 Overspend on Police Officers is £3.5million and underspend on Police Staff is £4.2million. Supplies and Services is an underspend of £773,000 which is to do with revenue consequences of an unsuccessful tender. Police Officer pay is a £200,000 underspend. In regard to Police Officer Overtime, allocations from Chief Officer contingency budgets have been reviewed to cover overspending areas and will be actioned in month 8. Revenue Consequences of Capital is £400,000 underspend due to the legacy digital data project tender being unsuccessful so having to go out to tender again and funds are still there for 20/21. Increase in court fines due to improvements in court processes has resulted in further income of £150,000 and vehicle recovery contract has realised increased income of £50,000 due to better efficiencies.
- 10.ii.3 DM stated that there aren't any changes from reserves. The Transformation Reserve is forecast to come down at year end to £266,000.
- 10.ii.4 DM confirmed that Operation Sceptre is forecasting to spend to budget.
- 10.ii.5 DM stated that in regard to Capital Reserves, started the year at £7.3million and forecasting to end the year at £2.7million, however there are some Capital projects that may be brought forward from 20/21 to 19/20. This may affect the borrowing position at year end.
- 10.ii.6 AG asked in regard to 2.2 of the report, the £65,000 underspend on Specials, is that going back into the Specials reserves or into the General Reserve. DM confirmed that it formed part of the in-month adjustment to the General Reserve AG asked JG if she and RH are happy for it to go back into the General Reserve or should it go back into the Specials Reserve. JG confirmed that RH will want it to go back into the Special Reserves. RJ stated there will be an exercise at year end to look into the underspend around Specials and a recommendation to put this back into the Specials Reserve as part of the year end process will come back to RH.

Action: 48/19

Exercise to look into the underspend around Specials and a recommendation to put this back into the Specials Reserve as part of the year end process to come back to RH

- 10.ii.7 It was noted that the additional £647k funding allocated to support the recruitment of additional officers in 2019/20 as part of the 20,000 uplift programme has not been included in the month 8 report; but the additional officers are within the forecast 109FTE officers. Further to this Op Melrose costs are not yet included and PFCC/EP await the outcome of the Special Grant application submitted to the Home Office. The above will likely impact the year end position.
- 10.ii.8 RJ stated that in regard to the Transformation Reserve, the residual balance for the fire business case has been re-classified as joint fleet consultative work with fire.

11 Monthly Performance Report

- 11.1 VH took the Board through the report and highlighted the following; no change in balance scorecard grades for the Police and Crime Plan priorities. All crimes has risen by 15.3% however the rate of increase is reducing. Domestic Abuse has risen by 31.4%, which in part can be attributed to the increase seen in Stalking & Harassment following changes to Home Office Counting Rules.
- 11.2 Volumes of solved crimes continues to rise, however, All Crime solved rate continues to decline due to the increase in the number of crimes reported. The solved rate is currently 13.7%. No change in confidence in policing compared to month 6, however there has been a slight decline year on year 65.6% June 2019 vs 68.9% June 2018. Due to the unfortunate events in Thurrock there has been a significant uplift in figures relating to homicide.
- 11.3 VH went through the Police and Crime Plan Performance Indicators and stated it was a broadly stable picture in regard to direction of travel except for Priority 7 all people killed or seriously injured in road collisions which is an improving picture.
- 11.4 In regard to Crime Tree Data there has been some positive movement which is recent so won't impact on the whole year figure as yet. Burglary is a strong reduction and Theft has an 18% reduction year on year.
- 11.5 PBI asked if there was any way of capturing the green shoot activity from slide 12, making it more reflective and describing the activity that's undertaken. Would it add any value to capture the % difference that's seen in the MSG. VH confirmed there had been a lot of discussions around slide 12 and how to succinctly represent the PCP priority indicators. PM commented that could potentially look at putting it into slide 16 and end notes. VH will look into this.

Action: 49/19

VH to look into the slides and data around slide 12, look at ways of capturing green shoot activity and PCP priority indicators.

12 Any Other Business

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