

MINUTES

OFFICE OF THE POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX

ESSEX POLICE PERFORMANCE AND RESOURCES BOARD

27 January 2020, 10.00am to 1.00pm, GF01, Kelvedon Park

Present:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
Abbey Gough (AG)	Interim Head of Finance and Section 151 Officer, PFCC's office
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime), PFCC's office
Pippa Mills (PM)	Deputy Chief Constable, Essex Police
John Burgess (JB)	Head of Essex PRU
Alison Brett (AB)	HR, Essex Police
Vicki Harrington (VH)	Director of Strategic Change, Essex Police
Annette Chan (AC)	Chief Accountant, Essex Police
Richard Jones (RJ)	Head of Business Partnering and Management Accounting, Essex Police
Claire Putnam	Minutes, PFCC's office
Andy Mariner – Observing	Ch/Supt, Essex Police

Apologies:

Roger Hirst (RH)	Police, Fire and Crime Commissioner
Pippa Brent-Isherwood (PBI)	CEO, PFCC's Office
Andy Prophet (AP)	Assistant Chief Constable, Essex Police
Mark Gilmartin (MG)	Director of Shared Services, Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Richard Leicester (RL)	Director of HR, Essex Police

1 Introduction and welcome

JG welcomed all to the meeting and introductions around the table were made. Apologies were received from RH, PBI, AP, DM, MG and RL.

2.i Minutes of last meeting

- 2.i.1 VH asked that 2.i.2 on minutes of last meeting point 8.1 first sentence read 'and 51% response rate was achieved' as opposed to received.
- 2.i.2 VH asked that point 8.1 middle of the paragraph should read 'perceptions of fairness have declined as use of stop and search has increased' as opposed to 'as increased'
- 2.i.3 PM asked that point 10.1 the following sentence be added at the end, 'PM noted potential challenges around the date'

There were no matters arising and subject to the amendments above, the minutes of the last meeting held on 20 December 2019 were approved.

2ii Action Log

43/19 Police & Crime Plan Deep Dive - Breaking the Cycle of Domestic Abuse – Propose Close

49/19 Monthly Performance Report

Update: VH confirmed that a summary narrative page is being trialled for the PFCC monthly report using performance against the Police and Crime Plan measures. To be tabled for update in February 2020 – Remain Open

50/19 Monthly Performance Report – Analysis paper on homicide figures being provided for COG and tabled for February agenda. – Propose Close

51/19 Monthly Performance Report – Quarterly vulnerable persons report to be presented at February's P&R – Propose Close

52/19 Monthly Performance Report – VH to split out drink and drug figures under Priority 7 into two separate items and to supply missing KSI figures into Crime Tree Data table. This has been done and is in the monthly report on the agenda – Propose Close

53/19 Body Worn Video PIT – VH to confirm whether there are any non-cashable savings for BWV for 19/20. These will be shown in 20/21 – Propose Close

54/19 Collaboration – PM to arrange for the update from the 7Force DCC Programme Board to be included in the collaboration updates in future to complete the overall picture. This has been added to the Forward Plan to be included in the next Collaboration papers due in March 2020 – Propose Close

55/19 Collaboration – PM to clarify the position on the decrease in the motor insurance premiums. There was an updated briefing paper circulated 27.01.20 which explained the reason why the Force has had to put additional budget in for 20/21 around insurance. AC stated that there had not been an expectation that the cost of premiums would reduce as we are in year 2 of a 3 year agreement with our insurers Edison and there had been no commitment by Edison to reduce premiums. The basis on which costs are allocated includes an element relating to major and catastrophic events and we had expected a review of the percentage split across the 10 forces to result in a reduction in the cost share to Essex Police. As this review has not been completed we have not seen that reduction and therefore there was a need to request an increase to the budget. DCC Mills wrote to SEERPIC and they have advised that there will be an actuarial review and the outcome of that review will be known by the end of March 20. Any reduction in costs from this review will be backdated to October. AG stated that after looking at the old decision sheet linked to the contract there was a suggestion that there will be a move to LOT2 in years 2 or 3 and PM confirmed that the work happening now will enable the Force to move to LOT2. AG asked what the overall insurance budget was and RJ confirmed it was £1.9million. AG also stated that it was suggested by a decision sheet that there would be a review of risk management work going on and that this would come back to PFCC by 31st March, is that going to happen. PM confirmed that as she leads on transport now and John Gorton represents the Force at the Regional Meeting she will ask John to present at a P&R Board in the future.

Action: 01/20

John Gorton to be invited to present to the Board in regard to risk management and PM to liaise with AH about putting on the Forward Plan

JG confirmed that this action can now be closed and put onto the Forward Plan, date to be confirmed.

- 2.iii.1 There were no major changes to the Forward Plan however, PM has requested that the paper on murder and knife crime for February's P&R, the title is changed to paper on Murder and GBH.
- 2.iii.2 RJ confirmed to JG that February will see the Quarterly Finance update not today, today will be the Monthly Finance Exception Report.

3 Finance

3.i Efficiency & Investments Plan (Transformation Savings)

- 3.i.1 VH took the Board through the report highlighting the following; 19/20 savings plan has been delivered, there's been no change since the December report in regard to efficiency and investments, target of £6.4million savings was exceeded by just under £3million. JG wanted it noted for the minutes her thanks to Essex Police, VH and her colleagues for the hard work in delivering this as it wasn't an easy task.
- 3.i.2 VH confirmed that in regard to the 20/21 savings programme, there is a target of £6.8million, however the Force has identified £8.1million, so target is being exceeded by £1.30million. Savings have been identified in the following areas, flex shift pattern in terms of the reduction in overtime, non-pay and contractual reviews and increase in police staff vacancy from 7% to 9% (one off figure for the year).
- 3.i.3 VH stated that most business cases for 20/21 have gone through SCCB & COG, however, there were 2 complex business cases that will be going to February's SCCB.
- 3.i.4 VH explained that the difficulty the Force now face is, given the level and scale of savings made in both cashable and non-cashable, it's going to become increasingly difficult to continue to find savings at that level, which is highlighted in the report. With this in mind VH stated that discussions are happening between Finance and VH's team identifying areas and developing proposals in regard to saving options for 21/22.
- 3.i.5 JG confirmed it's a really healthy position to be in, however there is a concern around staff vacancies and asked is the Force running hot or in good shape? PM explained that each department had been looked at and those areas where it would have been running hot the decision was taken to have a 0% vacancy factor, so the 9% had been carefully calculated. VH confirmed that it's a one off and only for one year.
- 3.i.6 AG asked if FSCL – Non-pay on page 6 of the report was a typo and should in fact be FSEL? Both PM and VH confirmed it was a typo. AG also asked in regard to the lower running costs of Specials, is that just efficiencies? PM confirmed that it was because the budget was in for 600 and the Force doesn't have 600 so not spending as much.
- 3.i.7 PM wanted to re-iterate that the cumulative impact and challenge of realising savings will be discussed in the Chief Officer's away day in mid February and will be looking at where the Force wants to invest as well as identifying areas where potential savings can be made.

3.ii Monthly Finance Report

- 3.ii.1 RJ took the Board through the exceptions from last month and confirmed there hasn't been a lot of change from month 8 to month 9. Forecast revenue overspend is £0.317million which is down by £200,000. Op Melrose has stayed at a £2.180million forecast spend.

- 3.ii.2 JG asked for clarification on police officer strength forecasts at December and March as they were showing at 117 above at year end. RJ explained that the figures have been adjusted to a year end position of 3,268 in-line with 20/21 budget setting.
- 3.ii.3 Capital position payments forecast is reduced by £1.2million which will be split between Estates and IT.
- 3.ii.4 RJ took the Board through the main forecast movements since month 8 highlighting that the Force were at a 1.7million underspend and now forecast to be £300,000 overspend once Op Melrose has been included. JG asked if there was an update from the Home Office in regard to Op Melrose and RJ confirmed that as yet there wasn't.
- 3.ii.5 RJ confirmed that £100,000 has gone into the Transformation Reserve for dashcams. AG asked if this is linked to the work Mark Gilmartin was doing through the Digital Transformation Working Group? PM confirmed it was.

4.i Monthly Performance Report

- 4.i.1 From the Executive Summary, VH confirmed that 3 of the 7 PFCC priorities have been given a grade of Good, and the remaining 4 priorities have been graded at Requires Improvement (none of these grades have changed since the July 2019 report).
- 4.i.2 VH stated that all crime had risen by 11.2% for the 12 months to December 2019 compared with the 12 months to December 2018. However it should be noted that the rate of all crime is decreasing, 13.6% for November 2019 and 15.3% for October 2019, 16.8% for September and 17.2% for August 2019. Home Office Counting Rules and Crime Data Accuracy is still having an impact on figures.
- 4.i.3 VH confirmed that there had been a 3.2% increase in crimes solved, however, the All Crime solved rate continued to decline due to the increase in the number of crimes reported. JG asked if the quality of investigating is affecting the solve rate numbers. PM confirmed yes and that the Force are looking forensically at the end to end process as well as Officer supervisions. AP is also chairing an Investigations Quality Board which will have a Gold Group approach to it.
- 4.i.4 VH confirmed there are no statistical exceptions for December 2019 and things are potentially stabilising. JG stated it's good that there's stability, however, when will the Force start to see "Requires Improvement" move to "Good". VH confirmed that green shoots are starting to show year on year when measuring against the Force's own performance.
- 4.i.5 VH highlighted the following to the Board; the increase year on year for Domestic Abuse is starting to slow but solved rate is falling. In regard to Serious Violence and Homicide, 35% of violence with injury is domestic abuse related. Essex saw an increase of 48 homicides to 61 offences which includes the Vietnamese nationals who were discovered in a lorry trailer. Improve safety on our roads, drink and drug driving has now been split and drug driving has seen a 78% increase. VH also confirmed that there had been no change in direction of travel for any of the priorities. VH noted that the number of Organised Crime Group disruptions are not directly comparable due to a change in counting rules that occurred in January 2019. Direct comparisons will start to become available from the February 2020 Monthly Performance Report when January 2020 can be compared to January 2019.

4.i.6 AG asked in regard to arson, Crime Tree Data is showing a significant increase in the last 12 months, PM confirmed this is due to a change in reporting and should start to see consistency.

4.ii Quarterly Performance Report

4.ii.1 VH took the Board through the paper and highlighted the following as being positive stories; Further intakes during Winter 19/20 will see Volunteer Police Cadet numbers grow to 400. 47 Parish Councils have signed up to the Community Specials Constables (CSCs). Resolution Centre is now operational.

4.ii.2 JG made the following observation; The Force Control Room and 101 is not where the Force hoped it would be and it's still raised at public meetings. PM stated there's a Gold Group looking at performance and VH's team have put together a comprehensive set of metrics to measure impact on the service the Force is providing to victims.

4.ii.3 JG asked in regard to Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) awareness has been raised so is the use of these increasing? VH will check

Action: 02/20

VH to check if the use of DVPNs and DVPOs has increased since awareness has been raised

PM also stated that the Stalking Prevention Orders have also now gone live.

4.ii.4 AH asked if this paper is shared at Synergy. VH explained everything is available on the PAU page, however that's a valid point and VH will look into.

4.ii.5 AH commented on the success of the knife arch local initiative at Benfleet station and suggested rolling it out across Essex. PM stated it's not a local initiative, it's part of Op Sceptre and so has already been replicated across Essex.

4.iii MSG Aspirations

4.iii.1 VH took the Board through the Executive Summary and explained that there are 12 areas that are looked at in relation to the Police & Crime Plan, 10 of which have aspirations according to MSG performance. So out of the 10 aspiration areas Essex has met 2 areas which are Violence with Injury – offences, and Percentage sick – officers. Essex has not met 8 aspirations areas which are Public Confidence, All Crime – solved, All Crime – solved rate, Violence with Injury – solved rate, Trafficking of drugs – offences, Trafficking of drugs – solved rate, Homicide – solved rate and Percentage sick – police staff.

4.iii.2 Of the 8 where aspirations haven't been met, the Force has reduced in the MSG ranking since the last quarter on 3 of them which are all around solved rates. The majority where the Force hasn't met the aspiration, the MSG ranking has stayed the same, which shows a stable picture.

4.iii.3 The 2 areas that have no aspirations attached to the MSG rankings has improved for KSI and deteriorated for Homicide Offences.

4.iii.4 AG asked in regard to Police Staff sickness how does that link in to the vacancy factors, does it have an impact on the process? PM confirmed that its long term sickness that's an issue around Police staff and the biggest challenges around staff sickness is not where the Force have vacancies. AB stated that the Force is asking

Occupational Health and Counsellors to see if they are seeing themes that can be looked at to see if there are any underlying problems.

5 HR, Sickness and Attendance Management, Staff Performance Reports (Quarterly)

- 5.1 AB took the Board through the report and highlighted the following; Police Officer strength at the end of December 2019 was 3196 which is 21 under the establishment of 3218. Police Staff strength was 2024 which is 204 under the establishment of 2228. There are recruitment intakes planned in February and March 2020 and the Force is expected to achieve its Officer establishment by February 2020.
- 5.2 PCSO strength at end of December 2019 was 108 which is only 1 under the establishment of 109. There is a planned intake of up to 8 in February 2020 which should result in the strength exceeding the establishment of 109.
- 5.3 The Serious Crime Directorate (SCD), the Operational Policing Command (OPC) and Crime and Public Protection remain the Commands with the highest vacancies for Police Officer roles. For Police Staff roles, Strategic Change Performance Directorate, SCD and Crime and Public Protection are the Commands with the highest vacancies.
- 5.4 JG asked in regard to Crime and Public Protection having high vacancies, is there something underlying as to why staff don't stay in this role and is there anything that needs to be done to encourage and support staff to stay in these roles. AB stated that other than what HR are already doing and speaking to Occupational Health and Counselling to see whether there are trends there isn't anything more that can be done. PM confirmed that in relation to the staff roles some are new vacancies and some are down to staff moving into higher roles.
- 5.5 AB highlighted the following; 194 vacancies, and 55 external candidates are in pre-employment checks for a range of roles across the Force. Monthly average is 19 new joiners vs 16 leavers. In regard to Specials, attrition has increased due to the number of Specials leaving to join Regulars. Average weekly Officer applications are 52 however January so far has seen 150 applications.
- 5.6 Gender and BAME (Black Asian Minority Ethnic) representation is a fairly static position, however there are currently 40 BAME in the recruitment process which equates to 6.6% of all applications.
- 5.7 JB took the Board through the absence part of the report and highlighted that from April to December there was a reduction in average days lost for Police Officers which is the lowest level of absence for this period over the last 5 years. Long term is reducing, short term has risen for November and December which could be down to the Noro Virus.
- 5.8 Staffing is still where the biggest issues lay, April to December 2019 has seen a worse performance month on month with an increase in both long term and short term in average days lost.
- 5.9 JB wanted it noted that a real positive is the significant drop in psychological reasons for absence, 36.7% down to 28.9%, largely down to mindfulness training and better occupational health referral rates.
- 5.10 Contact Management is a concern so working with Operational HR to look at processes and under ACC Wells a PEER review has been carried out and recommendations are being worked through.

- 5.11 AG asked in regard to Procurement headcount, the increase in lost days from 2.74 to 16.30 seems concerning with the move to 7Force procurement, is there an underlying issue? JB stated the headcount will be relatively small compared to larger departments and there is likely one staff member on long term sick which will throw the figures off drastically.

AB & JB left the meeting at 11.17am

6 Force Growth Plan

- 6.1 PM took the Board through the latest update of the Force Growth Plan and stated that since the last update on 31 October 2019 the two most significant areas of investment to be realised are the Town Centre Teams and the increase of 50 officers to the Local Policing Team. Other departments that have grown are the Rural Engagement Team and 2nd phase is due to go live in March and Specialists departments within Crime and public Protection.
- 6.2 123 Police Officer posts and 25 staff posts have now been filled with a further 6 staff posts in pre-employment checks and 15 Officers selected for new posts but not yet posted. A further 76 Officer posts and 17 staff posts are being actively recruited to.
- 6.3 3 remaining Officers for the Rural Engagement Team will be starting in post in March. Recruitment of the 5 DC posts in Police Online Investigation Team (POLIT) has been completed and recruitment to the Adult Sexual Abuse Investigation Team (ASAIT) is underway. Recruitment for the remaining Sergeant and 9 DCs for the Child Sexual Exploitation Team (CSET) is underway.
- 6.4 Assistant Chief Officers and Assistant Chief Constables have come up with innovative ways of looking at recruiting for the final posts and the Force are reassured that the posts will be filled by the end of March. Challenging areas are the Business Crime Team to go live in February.
- 6.5 PM stated that when the Force start looking at 20/21 Growth Plan, the scheduling of staff and officer recruitment will focus on the complexity of the posts when setting the timeline.
- 6.6 PM confirmed there will be a big launch and comms piece when positions go live.
- 6.7 AH mentioned the recent Roads Policing Jabber Chat discussing only 9 vacancies. PM confirmed that there had been 13 internal applications for the 20 vacancies and there are 3 Officers in the process of transferring from the Met directly into Roads Policing, so out of the 13 internal applicants 9 were selected. PM also stated that Jabber Chat is one of the innovative ways the Force are looking at for filling vacancies.

7 Crime Data Accuracy (Quarterly)

- 7.1 VH took the Board through the report and highlighted that the Internal Audit (NCRS) Support and Review Team (NSRT) continue to provide frontline support and the results of the audits show continuing improvement in compliance for September, October and November 2019.
- 7.2 VH explained that the Force has a robust and evidence based audit process, and having good metrics in place provides early warning indicators if things are deteriorating or going off track, meaning interventions can be put in place.

- 7.3 VH confirmed there is a dedicated Crime Data Accuracy Training Team which means that the importance of accuracy is reinforced and the team can ensure that people know how to record data accurately.
- 7.4 PM advised the Board that she dropped into the CDA Training Team and invited them to the CDA Board so they can see where the scrutiny is. PM stated that Ron Scott has taken over the training and is working with local reps to ensure there's a real understanding around individuals and teams and the challenges faced. Ron is also looking at outcome training as well.
- 7.5 AH asked if solved rates will be affected in regard to the change nationally for modern slavery and prostitution. PM confirmed it will as effectively there isn't a victim making an allegation or identifying a suspect, it's to accurately record the crime and to ensure the national referrals mechanisms are in place to support the victims of modern slavery & human trafficking. PM also confirmed it will be recorded as an exception in the Performance Report.

8 Tackling Gangs and Organised Crime (Action from the Deep Dive paper in June: PIT – impact that the activity outlined in the deep dive has had)

- 8.1 PM updated the Board on progress happening within the Violence and Vulnerability Unit (V&VU) and funding and explained that the unit is focused on visibility, prevention and intervention activity.
- 8.2 There are 3 key areas of measurement to support learning from the overall programme as follows; track the levels of serious violence, using the Home Office measure of knife enabled crime, track 2 intermediate outcomes associated with serious violence these being school exclusions and missing episodes and finally to consider whether the V&V Work Programmes activity has resulted in improvements in co-ordination and alignment of the range of provision being delivered.
- 8.3 The work of the V&VU includes close collaboration with a number of partnerships, these being Safer Essex, Essex Partnership Board, Essex leaders and Chief Executive Group, Children's Safeguarding Boards, Adults Safeguarding Boards, Health and Wellbeing Boards, Criminal Justice Board and Reducing Reoffending Board.
- 8.4 The V&VU is planning for 20/21 and the approach is more people impacted through funded activities aimed at those identified as at risk and known to be at risk of exploitation or harm.
- 8.5 JG wanted thanks noted to Sam Grant, Jim Pearson and Jim White for the tremendous amount of work already done.

9 AOB

There being no other business, the meeting closed at 11.45am.