

## MINUTES

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

### ESSEX POLICE STRATEGIC BOARD

17 September 2018, 1400 to 1700, GF01 Kelvedon Park

#### **Present:**

Roger Hirst (RH)	Police, Fire and Crime Commissioner
Pippa Brent-Isherwood (PBI)	CEO, OPFCC
B-J Harrington (BJH)	Deputy Chief Constable, Essex Police
Jules Donald (JD)	Director of IT, Essex and Kent Police
Vicki Harrington (VH)	Director of Strategic Change
Wendy Palmer (WP)	Head of Forensics
Patrick Duffy (PD)	Head of Estates, Essex Police
Denise Breckon (DB)	Chief Accountant, Essex Police
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime) OPFCC
Abbey Gough (AG)	Interim s151 Officer, OPFCC
Camilla Brandal	Minutes, OPFCC

#### **Apologies**

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner
Charles Garbett	Treasurer, OPFCC
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Stephen Kavanagh	Chief Constable
Mark Gilmartin	Director of Support Services

	Item	Action	Owner	Date for Completion
1	<p><b>Welcome and Introduction</b></p> <p>RH welcomed all to the meeting. PBI was introduced as the new CEO for the OPFCC.</p> <p>Apologies were received from CG, JG, SK, MG, DM, MH.</p>			
2	<p><b>Minutes from 21 June 2018</b></p> <p>There was one amendment to the previous minutes, namely; Page 6, third paragraph should read 'JD confirmed Kent were on track for October' not December.</p>			
	<p><b>Action Log</b></p> <p>Actions agreed to be closed were:</p> <p>124/2017 Transformation Programme  002/2018 Forward Plan  004/2018 EP Officer Uplift District Plans  007/2018 Zero Based Budgeting  008/2018 Forward Plan  009/2018 Forward Plan  010/2018 Forward Plan  011/2018 Strategic Transformation report  012/2018 Force Management Statement  013/2018 Estates Programme  014/2018 Estates Programme  015/2018 BWV  017/2018 Risk Register  018/2018 Comprehensive Spending Review  019/2018 Comprehensive Spending Review  020/2018 Finance  021/2018 Finance  022/2018 Budget setting  023/2018 Capital Programme – Stage 2 Business cases</p>			

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	<p>Update on Action items:</p> <p>016/2018 Digital Transformation EMSCP VH confirmed that this item was still at amber. After discussion, it was agreed that the rollout plan would stay at amber but the consequences would become a red risk.</p>			
	<p><b>Forward Plan</b></p> <p>AH confirmed that she is working with Paul Nagle to flag up the business cases for the Forward Plan for 2019.</p> <p>BJH would like an item for December to be put on the Forward Plan under EP investment plans to deliver precept and investment we wish to make.</p>	<p><b>Action: 024/2018 AH to add EP Investment Plans to deliver precept and investment added to December meeting Forward Plan.</b></p>		
3	<p><b>Strategic Transformation Programme – Highlight Report</b></p> <p>VH went through the Highlight Report and the overall status grid which is showing some amber and red ratings. The red items were SCD Forensics on costs, Estates Programme Overview on costs and Digital Transformation ICCS on time. VH was of the opinion that the Digital Transformation item related to the delays on the national programme. VH commented that there had not been a lot of movement on the improvement or deterioration of the items.</p> <p>VH took the meeting through the areas of exceptions from the report. Specials were showing amber on time and benefits. Regulars recruitment is affecting the number of specials with the amount of resource it requires. There are two red risks on the SCCB register; one around the recruitment campaign, and specials joining regulars.</p> <p>After discussion, it was confirmed that a paper on specials recruitment is coming to the September P&amp;R Board which would set out the progress and achievements so far, and also what is proposed for the future.</p>			

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	<p>Another exception was the Command Review implementation. The workstream is on target to revise the structure by April 2019 but there is some delay, hence the amber rating for time and costs.</p> <p>Public Protection Development – maximising police staff roles within investigative hubs. The rating is at amber for time and cost. VH is expecting a business case to be developed by 23 October relating to freeing up investigators with the use of typists to support officers, and the issue with chief officers and ECC partners. BJH has challenged the use of typists issue and confirmed that the issue with the ECC partners will be resolved back to green in 3 months time when the triaging work with staff into the County Council has been complete.</p> <p>SCD Forensics which is at amber on time and benefits and red on costs. This is a 7 Force project and the Strategic Outline Case is being taken to Chief Constables and PCCs in November 2018. WP confirmed that the risk is red against Key Forensics due to level of toxicology submissions. It was agreed to change this red risk to amber.</p> <p>The Estates Programme is showing amber on time and benefits and red on costs. Discussions have already taken place around BWV, Chelmsford refurbishment, SCD Business case and these items are still being progressed. The red risks from the SCCB Risk Register concern Custody, the transformation costs being unaffordable and the re-scoping of the Estates programme resulting in delays to delivery and reducing value in revenue savings. RH asked whether the transformation costs risk is an additional risk to what we already know and whether the numbers have been re-run. BJH is of the opinion that the BWV work has caused the red risk on transformation costs.</p> <p>Digital Transformation ICCS is showing as red due to the delays on installation of the software. JD confirmed that she is looking at a baseline restart in January 2019 for this project.</p> <p>[RH asked that MG try to attend the Strategic Board meetings so that he can advise on progress.]</p>			



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	<p>shared with ECFRS and both RH and BJH would speak to Jo Turton (the CEO/CFO) about this.</p> <p>The plans for 2019/20 are showing a total savings requirement of £6.4m, with cashable savings showing as £4.7m, and there is a shortfall of non-cashable savings of £360k.</p> <p>Risk Register – most items have been shown on the Highlight Report where items are picked up through SCCB and fed through to this Board. The two red items under ‘capacity to support transformation programme’ and ‘governance of complex programme’ items are being monitored as part of the SCCB risks and are also being shared with COG.</p> <p>AH made an observation around seeing a resource problem in almost all the papers being presented at this meeting and wondered whether this has been picked up as a risk. VH confirmed that this should be picked up at SCCB level.</p>			
4	<p><b>Zero Based Budgeting</b></p> <p>BJH presented the paper on ZBB which was to update the Board on the consideration of the Force’s future approach to Budgeting following the conclusion of the ZBB exercise in 2017, and the discussions to review the adoption of a Priority Based Budgeting approach. There were no recommendations for the Board to note. A ZBB approach to budget setting has not been progressed and is not considered to be the most suitable methodology for the Force to adopt. However, Essex Police have been piloting the devolvment of budgets to a limited group of commands in 2018/19 and will be reporting the outcome of the pilot during 2018/19.</p> <p>After discussion, it was agreed that DM and Paul Nagle would look at the priorities and the spending against them, and a paper would brought back to the December meeting of this Board.</p>	<p><b>Action: 027/2018 BJH to bring paper to December Board.</b></p>		

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5	<p><b>Estates</b></p> <p>PD presented the paper on the high level update on the Estates programme which is for the Board to note.</p> <p><u>Chelmsford Police Station</u> A revised programme being developed following the resource issues with BWV.</p> <p><u>Boreham purchase</u> There is currently a delay in progress on the purchase which will hopefully be resolved after planning activity outcomes.</p> <p><u>Police Headquarters</u> Negotiations are ongoing with the preferred architects selected to undertake the pre-planning application for eastern HQ disposal. Costs are in the region of £130k for the architects with a target cost of £180k. It is hoped that a draft master plan will be produced by December with an outline planning application ready by April 2019. PD will be speaking to Finance regarding reserves and budgeting. DB confirmed that there were disposal fees in revenue and if they are not used by year end, they will be moved to reserves.</p> <p><u>Capital receipts</u> PD is currently working on the disposals tracker and going through the disposals and their timescales. There has been a slight delay due to 4 members of the Estates team working on BWV. Forecast work is being undertaken on the SCD Review.</p> <p>PD confirmed that the sale of the former Brentwood Police Station will complete on 21 November 2018. After an incident, 24 hour security is in place at Brentwood.</p> <p>In relation to Police HQ, PD requested that the Force let him know about the expectations they have around the impetus, speed, direction of travel and resources around this project. PD is of the opinion that there is at least 6 months of planning involved in how to deliver this project.</p>			

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	<p>PD confirmed that the risks shown have been incorporated from the Estates Board and SCCB.</p> <p>After a further discussion, it was agreed that PD would bring the estimated figures measured against the revised Estates strategy to the December Board meeting.</p> <p>RH asked that PD convey his and BJH's thanks to the team for all their hard work.</p>	<p><b>Action: 028/2018</b>  <b>PD to bring estimated figures measured against the strategy to December Board meeting.</b></p>		
6	<p><b>Our ask of the Home Office – 7 Force CSR response</b></p> <p>VH presented the paper on the Essex submission to the 7 Force response to the forthcoming Comprehensive Spending Review which provided a brief overview of the submission. The main points of the submission are:</p> <ul style="list-style-type: none"> <li>• Upward trend in crime and incident demand and faster rate of increase in higher harm crime</li> <li>• Unfairness in Police Grant funding allocation unlikely to be addressed</li> <li>• Capital Programme Grant – insufficient to renew and maintain our aged estate.</li> <li>• Investment and sustaining IT infrastructure to deliver 21<sup>st</sup> Century Digital Policing - shift in emphasis from Capital to Revenue Expenditure.</li> <li>• Certainty in Police Grant and Precept raising powers to enable longer term financial planning – recognise 19/20 has been beneficial</li> </ul> <p>RH asked if he could have a copy of the original letter sent from Bill Skelly for his records.</p> <p>VH confirmed that the majority of the data submitted in the response came from the PA Consulting review and was an evidence based submission.</p>	<p><b>Action: 029/2018</b>  <b>VH to send RH a copy of letter which asks for the 7 Force CSR response.</b></p>		



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	<p>After discussion, it was agreed that BJH would have a discussion with Karen Georgiou around whether the right questions had been asked in the original letter as RH was of the opinion that the questions being asked are still allowing sights to be set lower than they should be but they should be focussing on the future and what is needed to make a difference. RH would like an add-on to our response to reflect the notion that 'in this response we have not addressed our ambition to do more to make our county safer'.</p> <p>RH commented that the response does not mention roads, ASB or Victims and he thought that it should.</p>	<p><b>Action: 030/2018</b>  <b>BJH to discuss further with Karen Georgiou around the responses to the letter.</b></p>		
<b>7</b>	<b>Finance</b>			
7.1	<p><u>MTFS and High level future budget planning</u></p> <p>DB presented the report on MTFS which provided a strategic overview on the 2019/20 Budget Setting process, information and latest MTFS. The current position of the process is in the 'Information Gathering &amp; Reviewing' phase with the information known being presented at the December Strategic Board.</p> <p>After discussion, it was agreed that the proposals for precepts would need to be discussed with the Police, Fire and Crime Panel at the October meeting so that they are briefed before the actual proposals are brought to them in December. It was agreed that the briefing papers would be ready for RH and BJH by 22 November in order for them to be included in the Panel papers for the December meeting.</p> <p>DB confirmed that the deadline for bids was last Friday for revenue and capital budgets but none have gone through COG at present.</p> <p>DB confirmed the latest position on MTFS with one item to note being the motor insurance which may change for 2019/20. DB took the Board through the tables and appendices which included movements, cash and non-cashable figures, shortfalls, precept increases, capital receipts and expenditure, forecast on reserves and provision information.</p>	<p><b>Action: 031/2018</b>  <b>BJH to arrange meeting with RH and provide briefing on budget position following Essex Police review on 21 November</b></p>		

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	<p>A discussion took place, the outcome of which was that the 2018/19 budget would have the IT and Estates projects broken down into separate items.</p>			
7.2	<p><b>Capital Programme including approval of Stage 2 bids</b></p> <p><u>Forensics QMS – Joint Kent and Essex</u></p> <p>WP presented a business case which seeks approval to procure a Quality Management Software (QMS) solution which will support and futureproof the organisation’s mandatory requirement to achieve and maintain accreditation of SCD Forensic Services to international quality ISO standards, and supporting regulatory measures.</p> <p>Following discussion, it was confirmed that the set up costs of this solution (jointly for Kent and Essex) would have a capital outlay of £9k. There are set up costs relating to a provider migrating procedures and standard operating processes into software system of £6.6k, and an annual recurring cost of £4.55k.</p> <p>It was agreed that WP would amend the business case to put in a recommendation for the PFCC to approve the costs (setting them out) and section 8 be completed on the business case. Once these changes have been made, RH confirmed that he would be happy to sign this business case off.</p> <p><u>Custody Business Case</u></p> <p>BJH presented the updated Custody Strategic Outline Case to the Board which included items such as location, travelling times, reduced costs and options proposed by COG. After discussion, it was agreed that the options in the paper to be considered would be 6 and 6a, and RH would also like option 2 to be explored further. BJH confirmed that work will now be done on the short listing.</p> <p>It was agreed that this Business Case would continue to be worked on.</p>	<p><b>Action: 032/2018 WP to amend Business Case with a recommendation.</b></p>		

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	<p><u>Body Worn Video</u></p> <p>BJH presented the Business Case for Body Worn Video and the additional costs that had arisen around the rollout of BWV project. Following discussion, it was agreed that the additional capital costs for dock installations, camera stands, additional hardware, along with revenue costs for data migration, legal fees and custody docks, totalling £230,500, would be accepted. DB confirmed that there was funding available for these costs but that she would identify where it was coming from. Depending on DB's findings, a virement might need to be raised for this amount and the movement from capital to revenue in the Estates budget. It was confirmed that this Business Case was agreed.</p>	<p><b>Action: 033/2018 DB to check to see whether a virement needs to be raised for the movement of £230,500 in Estates budget from capital to revenue.</b></p>		
8	<p><b>Any Other Business</b></p> <p><u>Updated Terms of Reference</u></p> <p>AH confirmed that the P&amp;R Board papers now had a marking for publications. Documents marked 'Official Sensitive' or above are not to be published. Documents marked 'Official' and those not protectively marked may be published with the following exceptions:</p> <ul style="list-style-type: none"> <li>• The document must not include any personal details in accordance with GDPR.</li> <li>• The documents must not contain or elude to any form of intelligence, which may compromise policing activity and tactics.</li> </ul> <p>There being no further business, the meeting closed at 1611.</p>			

**Dates of Future meetings:**

10 December 2018 13:30 to 16:30 GF01, Kelvedon Park