

MINUTES

OFFICE OF THE POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX STRATEGIC BOARD (Policing & Crime)

13 December 2018, 10.00am to 12.30pm, FF33, Kelvedon Park

Present:

Roger Hirst (RH)	Police, Fire and Crime Commissioner, Chair
Pippa Brent-Isherwood (PBI)	CEO, OPFCC
Ben-Julian Harrington (BJH)	Chief Constable, Essex Police
Matthew Horne (MH)	Deputy Chief Constable, Essex Police
Abbey Gough (AG)	Financial Scrutiny Officer and Interim S151 Officer, OPFCC
Mark Gilmartin (MG) (via teleconference)	Director of Support Services, Essex & Kent Police
DCh Supt Stuart Hooper (SH)	T/Deputy Head of Serious Crime, Essex Police
Jules Donald (JD)	Chief Information Officer, Essex and Kent Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Denise Breckon (DB)	Chief Accountant, Corporate Finance, Essex Police
Patrick Duffy (PD)	Head of Estates, Essex Police
Paul Nagle (PN)	Head of Change - Programme/Projects, Strategic Change and Performance
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime) OPFCC
Wendy Palmer (WP)	Head of Forensics
Darren Horsman (DH)	Assistant Director Communications & Engagement, OPFCC
Glykeria Anyfanti (GA)	Boards Support Officer, OPFCC, Minute-taker

Apologies

Jane Gardner (JG), Deputy Police, Fire and Crime Commissioner for Essex.

Victoria Harrington (VH), Director of Strategic Change & Performance, Essex Police.

Charles Garbett, Treasurer, OPFCC.

1 Welcome and Introduction

RH welcomed all attendees to the meeting. Apologies were received and accepted from JG, VH, and CG. PN is attending on VH's behalf.

2 Review minutes, actions and forward plan

Minutes

The minutes from the meeting of 17.09.2018 were approved by the Board as accurate reflection of the discussions.

Action Log

Actions 24/18, 25/18, 27/18, 28/18, 29/18, 31/18, and 33/18 have been completed and will now close.

16/18 – Digital Transformation ESN (formerly EMSCP). PN has checked the RAG rating. The risk assessment has been reviewed. The original action will close.

26/18 – Strategic Transformation Programme - Highlight report. BJH spoke to Jo Turton about this and implementation is underway. This action can now close.

30/18 – Our ask of the Home Office – 7 Force CSR response. A written response has been provided and is included in the meetings papers. This action can now close.

32/18 - Forensic Business Case. AH reminded that the request was for an amendment to come back to the Strategic Board with an update on the legal section. WP stated that the amended business case on the services data quality system software solution was completed. The addition included a clarification in terms of legislation about the reason why this business case is in line with the Forensic Science Regulator. This action can now close.

Forward Plan

BJH commented for the March 2019 meeting:

- Regarding the Agile Working Policy, this should not be tied solely to the Estates Board, as it is a broader issue.
- Building to March 2019, and then also going forward, an update report around the progress against the precept uplift for 18/19 to summarise what was achieved and bring this to the Board subject to any developments on this issue, and also discuss this in November 2019 about any changes and progress with 19/20.

RH agreed with these two points which will be addressed.

Action 34/2018. AH to add to the Forward Plan – update report on progress against precept uplift.

RH mentioned that he would be happy if the Crime Prevention Strategy (CPS) had been placed in the sight of the Board members to discuss before its launching.

MH stated that this topic falls within the remit of the Performance & Resources Scrutiny Board (Policing & Crime). AH clarified that the CPS Action Plan and its delivery is within the P&R Board remit but the Strategic Board might be the appropriate forum to discuss strategy documents and policies. MH agreed to that. BJH agreed that similar issues could be discussed at the Strategic Board and ideas exchanged before policies are launched, but he was only concerned about timing issues if presenting at the Strategic Board is seen as a prerequisite. AH pointed out that where there are any concerns around timings these can be shared with the OPFCC and they will try to be as flexible as possible, and ensure that there will be no delays around the launching of any policies.

RH clarified that the Strategic Board does not have the remit to approve policies that are responsibility of Essex Police, but it is a matter of achieving a general agreement and common understanding.

BJH agreed to this approach and to feed new items into the forward plan.

3 Finance*

3.i Capital Programme – Including approval of stage 2 bids

DM referred to the Appendices A to E which have been circulated to members. Some of the main points of the presentation were the following:

- Regarding the Indicative External Borrowing for capital programme (cumulative): no borrowing will be necessary for 2018/2019 and 2019/2020. The borrowing for 2020/2021 is expected to be £8.080 million, and also £20.743 million for 2021/2022, £14.491 million for 2022/2023, and £29.498 million for 2023/2024.

RH pointed out that the closing balance for 2023/2024, at £29.5 million, shows an increase of about £1.5 million since last time and inquired how this was brought about. DM explained that this is predominantly because of new business that has come through in the capital programme. This is further explained in Appendices C and D.

RH observed a further increase of debts (row 39) which will amount to £2.2 million by the end of 2024, and stressed that the Service should do whatever possible to avoid ending up with this debt which might constraint future activity. He expects a part of that to be from capital receipts. RH commended PD for having exceeded the estimating values of properties that have been sold which did make a difference. RH asked about the prospects of completing the targets again. PD stated that in his field of work there is an uncertainty with Brexit lying ahead. There are some other properties on the Forward Plan but these are not on the disposals tracker yet as there are operational matters that need signing off, for example around staffing.

BJH pointed out that some of the debt costs are related to the fact that police inherited infrastructure that has not been invested in from 15 years ago. The rise of the precept will help increase sustainability of infrastructure and to make the whole force agile. There may be some significant capital receipts from properties and further efficiencies can be achieved, for example through reducing unnecessary desk area to save space in the buildings.

RH remarked that there is also potential to generate savings from the 7-Forces collaboration.

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At this point RH departed from the meeting in order to respond to a call from the Minister of Policing and Fire & Rescue Service, and the Home Office, in relation to the police funding settlement 2019/2020, which would be publicly announced at 12:30 on the same day.

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6 (Action 025/2018) – NAS position and contingency requirements

This was an Action for BJH to look into whether there should be an increase in costing around back-office functions. JD stated that the National ANPR system (NAS) has been delayed and the scope has changed. Originally back record conversions was part of the scope but this is not the case anymore. The current system was to be shut off and the new NAS to start in April 2019. Following the changes of scope, now all forces need to keep running their systems for another year and maintain the National ANPR Data Centre (NADC) capacity so as a result the Service this will mean extra cost for Essex.

JD mentioned that the Service is on target at the moment with the management service in order for the system to be accessible from May 2019. AH advised that indications had been received that Kent and Essex are among a small number of forces struggling

to meet the February test dates. JD responded that this was due to the procurement of the server but this has now been implemented and confirmed that everything is on track for the test to be taking place in February.

BJH. From an operational perspective, the NAS has great benefits and a positive impact on a wide range of aspects of policing and Service priorities. BJH stated that the Service potentially has the option not to implement this project but his operational advice is that they should try to find the necessary funding as NAS is very useful for policing in the whole county.

JD pointed out that the costs of the project are not final yet. BJH would like to understand whether the NAS costs are part of the 2019/2020 budget.

Action 35/2018: JD and DB to clarify whether the estimated cost of the NAS project has been considered in the budget for 2019/2020 and whether the contingency of £150K will be needed.

7 Strategic Transformation Programme - Highlight Report

PN presented the report on behalf of VH. PN explained that the RAG rating has considered the parameters of time, cost, cash savings, and benefits.

There are 11 Transformation change work-streams currently in exception where there are two or more RAG grades amber or higher. The ones with significant or multiple changes are the two transformation projects, ICCS which moved to red, and Emergency Services Network (ESN), in terms of timeliness. Achievements were presented across the following areas: Special Constabulary, Strengthening Local Policing, Transforming Contact Management Command, Operational Police Command, Command Review Implementation, Crime Prevention, Mobile First, Body-Worn Video.

Some highlights:

- Within Employer Supported Policing (ESP) Special Constables were granted 142hrs of paid leave to undertake duties during September 2018. This is a significant improvement since October 2017 when 0hrs were volunteered through external ESP.
- The work with the Contact Management is progressing. The pilot Resolution Centre is at final stage with the pilot due to commence in April 2019. There is ongoing work with KPMG on prototyping due by end of December 2018.
- Command Review Implementation has gone live. A more resilient interim Silver cover / Force Duty Officer structure is being rolled out at the beginning of December 2018, which will move to the full command structure in April 2019.
- Crime Prevention Strategy has gone live.
- Mobile First application is ready of the next phase for testing of software at the start of 2019, with a whole new range of functionalities.
- Regarding Body Worn Video (BWV), work has been completed allowing the deployment of 2300 BWV devices to Local Policing Team and Community Policing Team officers.

AH mentioned that there is a list of new functionalities related to Mobile First which is about to come alive, and inquired whether an update could be provided around any associated training.

MG advised that there is no formal abstraction for any special training; they are going to proceed on the existing basis with videos and other materials placed on ConnEXion. There is no evidence that this hinders or impairs take off in any way. Where functionalities are designed on the phones, these are very similar to what is used on domestic context. On their initial probation training new staff are not offered a

formalised dedicated training, but the opportunity to explore handheld devices which is more of a familiarisation and work with groups and colleagues on something new. Change to training would represent additional costs and there are more pressing needs they want to address, over and above Mobile First.

AH inquired whether there will be a monitoring of uptake, working out how many people are using this functionality. JD advised that one of the new modules is a reporting one and will be looking at the uptake. There is still the team of ambassadors in place who will be becoming SPOCS for the take-off and then supervise the usage.

PN presented the 11 areas in exception, and highlighted the following:

- The Command Review will be fully implemented on the 1st April 2019.
- To support provision of Silver for the force, an interim position is being implemented from 3rd December. The reason the cost is amber is due to the external firearms courses that were originally envisaged as being in-house. BJH inquired whether this had been an additional cost. MT confirmed that this was the case, and this had been known from the start as well as the numbers. AH observed that the additional charge was of £30K. PN mentioned that this had been flagged up at the time.

Action 36/2018: BJH will take back to the Strategic Change Coordination Board the issue of the change around the cost of the firearms training courses.

- Regarding the Estates programme overview the cost is shown as red and this is associated with the overall future HQ disposal.
- Another risk area is the ICCS Implementation because of compliance issues due to difficulty integrating new and existing systems and security compliance of software.

(Excerpt and Action 37/2018 moved to Part B)

PN continued his presentation with the following points.

- A business case for national ESN is expected end of March 2019. The massive cost for EP comes from extending Airwave and from investing in key equipment. The milestones were presented to the seven Chiefs, and were chunked in four stages. Only the fourth stage which is called ESN prime, is the only one that operationally Essex will be able to accept. RH will speak about that at the Summit in January 2019,
- The RAG rating around the National Enabling Project (NEP) is amber. There is a new delivery partner engaging with the Essex project team. The go-live date for the national management centre is expected to be early 2019. MH advised there have been some good meetings around the ambition to accept some of the risks on being on the cloud. BJH mentioned that the national monitoring centre is the back stop. The benefits from the NEP are immense. MH advised that there is a big gathering in January 2019 to start thinking about process mapping, which can take some of the staff of ERP and SAP in a user-friendly way.
- The Home Office Technology Project covers Child Abuse Image Database (CAID), PNC and PND replacement, Biometrics and the National ANPR Service (NAS). There is an ongoing discussion about the go-live date. BJH stressed that access to case information about child abuse is very important.

MG referred to the work the British Change Council (BCC) is doing nationally so that all these HO-led technology projects have standard position around products, functionality, cost and window of availability with a certain degree of confidence. MG chairs this group and VH is the ethics representative to BCC.

AH inquired whether there are any timescales around this work. MG advised this is within the first quarter of 2019.

- Digital Asset Management (CJ Initiatives including DETS). BJH advised that related issues will be discussed at the 7-Force Summit.
- Athena Innovations. PN commented that time is RAG rated as red due to a number of delays in implementing some of the agreed capabilities.

PBI inquired about the implications of the delays. BJH mentioned that within the 7-Force programme, the Chiefs have asked to look all the Athena aspects around optimisation and innovation and seek partnership solutions. Currently, different Forces in the same consortium implement their own solutions but the aim is now to pursue targets as a consortium and not individually. MG said that a quarter of a million pounds are built into the change control notice funding every year.

PBI inquired about the timescales of this initiative. BJH advised that towards the end of January 2019, the proposal of the seven Chiefs will be submitted to the Commissioners of the seven areas.

- 7-Force Collaboration Procurement. PN updated that there had been an issue with the Section 22 Agreement but now this is sorted. A consultation process has started. AG inquired whether Section 22 has been signed off. PBI believes this is not the case and that this is coming back to the Summit but there is confidence that this will be concluded. BJH advised that the Section 22 has to be agreed by the Commissioners.
- ECFRS Collaboration. There is a request for a full update to come to the Strategic Board. PBI inquired whether some of the ambers on the report especially around savings and benefits, are realistic, for example the Key Milestone about ECFRS/EP to have in place a joint command and control/ICCS solution for control rooms to satisfy ECFRS requirement regarding contracts and tender.

Action 38/2018: To add on the agenda for the next Essex Emergency Services Strategic Collaboration Governance Board an update about the status and the time scales of the project, and also considering whether the amber RAG rating is appropriate.

- Savings and Efficiency Plans. Savings requirement is £3.497 million for 2018/2019 and this can be achieved. Regarding the £100 million of savings planned from Op Hexagon, which was amber, there will be a change on the business case which will be presented to COG the following week.

Discussion followed regarding the RAG rating about savings. BJH thought that if there is a plan to achieve savings that are realistic and start in 19/20 then this must be green but there are indications that this is not achievable, the rating will go to amber.

Action 39/2018. The Savings and Efficiency plans will have to be finalised for January 2019, as more clarity is needed around which savings are more or less likely to be achieved.

- Transform Risk Register. The Risk Register was reduced to reflect risks related to the overall transformation and change programme. **A new risk is to be added following SCCB and is related to benefits realisation.**

(At this point, RH returned to the meeting)

Update on the police funding settlement 2019/2020

- Headline of £970 million additional funding for the service – this includes:
 - £161 million additional formula funding,
 - £153 million of pension grant,
 - £59 million additional funding for Counter Terrorism,
 - £90 million additional funding to tackle Serious and Organised Crime and
 - £509 million as a result of additional council tax flexibilities.
- Of the £970 million approximately £813m is for local policing:
 - £509m precept
 - £143m (£153m-£10m for NCA and CT) pension grant
 - £161m additional Funding.
- Precept flexibility of up to £24 for all PCCs (or equivalents) in 2019-20.
- £161m additional grant funding – made up of £146m increase in core grant, £12m additional NICC payments and £2.7m precept grant.
- The settlement, including council tax and pension grant, represents an average cash increase (total funding) of 7.1% between 2018-19 and 2019-20.
- £160m additional Counter Terrorism funding (announced at the 2018 Autumn Budget) equivalent to an annual increase of £59m; an 8% increase on total CT funding.

For Essex this indicatively means a £2.9m contribution to support pensions, a grant increase of £3.3m and precept increase of £16.8m. Therefore Essex will be approximately £23m better off.

4 (Action 024/2018) – EP Investment plans to deliver precept and investment

BJH presented the Precept Investment plan. Some highlights follow:

- The plan foresees an addition of 215 officers and 32 operational support staff providing an increase of £24 in Council Tax is approved.
- 167 or 78% of the new operational officers will be uniformed, frontline officers.
- The suggested allocation of officers per investment area is as follows:
 - 80 officers to Local Policing Teams. Work will be carried out to improve the ability of the Force to respond in a more proactive way.
 - 36 officers to key Town Centres in Essex. These officers will support the main operational priorities of violence, victims, vulnerability and visibility.
 - 30 officers to Children / Young people. These will be uniformed officers who will investigate offenses and increase visibility at schools.
 - 21 officers to Roads Policing Unit. The aim is to respond to the increasing risk of harm from criminality using the road network and tackle drunk driving, but will also work proactively on the basis of existing intelligence.
 - 20 officers to Crime & Public Protection. Focus areas will be the investigation of rape and online child sexual abuse. The role of the Sexual Offence Liaison Officer (SOLO) will be established to provide one-to-one support to victims of rape and other serious sexual offences. There has been 120% increase in the reporting of rape including includes child sexual abuse, and these cases need to be investigated and the number of rape convictions to be increased.
 - 19 officers to Gangs. Work will focus on local or London oriented violence and vulnerability, knife crime, local cultivation of cannabis, and county lines. Essex

will work together with National Crime Agency. The successful Operation RAPTOR will be supported and partnership work across SET will be further pursued to support scalability of the effort.

- 5 officers to SCD Modern Slavery. Cases continues to emerge and more capacity will allow better response to victims and more investigation.
- 3 officers to Organised Crime Groups. These officers will coordinate and deliver the local policing area tactical partnership response, working with intelligence and district community partnerships and develop local plans.
- 3 officers to Business Crime. Work in this area will enable businesses to take preventative measures and reduce victimisation and vulnerability.
- 11 staff will be allocated to the Information Management Team. Their role is less visible but necessary to help fulfil statutory and legislative obligations, deal with court-related processes, and respond to requirements around the use of data according to the General Data Protection Regulation (GDPR).

BJH presented the Police & Crime Plan mapping the investment areas against the policing priorities. They have started looking into requirements for 20/21 which are estimated at £8.6 million shortfall.

RH inquired whether this is assuming zero Council Tax for 20/21 and the expansion of Council Tax basis but no further increase in precept. BJH confirmed this is so, but they need to understand better the risks for next year.

BJH referred to the Policing Education Qualifications Framework (PEQF) and mentioned that the training of extra 150 officers that will be recruited is feasible but now they have to consider an addition of 65 officers. The question is how the new police officers will be trained first and at what cost, and how the training for different areas of duty needs to be operationalised to achieve efficiency and productivity.

RH pointed out that the Police & Crime Plan does focus on stopping crime, bringing more people to justice, and helping victims survive their experience, however he would like to know if there are any plans to use the extra capacity for meaningful prevention of crime.

BJH acknowledged this is an important question. The preventative work is a very complex issue; a lot is being done through licencing, education at schools, and also through collaborative work with Safer Essex Partnership, the Scrutiny Panel, and the Town Centre Teams. The increase of capacity will be allocated towards keeping pace with existing crime, domestic abuse and domestic violence. Crime can indeed be abated through prevention but policing cannot continue without sufficient investigative capability especially as certain types of crime are on the increase, e.g. rape and homicide. BJH also stressed the importance of SOLOS for individuals with a complex lifestyle, as they will be able to prevent the vulnerability going forward.

AG inquired whether the Force will be able to recruit or there would be complications with public protection recruitment. BJH admitted this is always a challenge starting with having new people come forward, but also around the vetting element.

BJH also focused on the fact that if the number of officers is to be increased to 215, additional infrastructure will be needed to support the workforce. A 10% increase in the establishments can be expected, including services such as Occupational Health and Welfare, financial services and operational HR. An assessment will be made to see in more detail how much support will be needed. In this light, Information Management as discussed under investment priorities, is absolutely necessary.

RH commented that recruitment has been successful so far, without compromising quality.

BJH will look in more detail the allocation of the new officers per investment area.

Discussion among all members followed, regarding the understanding of both historic and future government funding. Considering this, the challenge and risk implications of the proposals put forward were discussed.

A discussion followed regarding options available for managing the investment which would allow better mitigation of risk, including the potential to review the situation later in the year on levels of investment.

An understanding of how this would also impact on the achievable savings required and assurances were provided from BJH and MG that based on existing assumptions this would be achievable, and would continue to be reviewed.

BJH stated that if the priorities and the broad operational investments are accepted, **the basic assumptions and the caveats will need to be considered until early January 2018, and presented back.**

AG stated that a concern would be around the training and the Policing Education Qualifications Framework (PEQF). BJH agreed this is a real concern and also it is not known what the PEQF cost will be.

RH inquired JD whether there is a knock-on effect for IT from this investment plan. JD does not see a big risk there, but more people will be needed. BJH advised that an amount of £600K has been forecasted, which is enough to support the new officers in terms of IT.

MH thought this is manageable. They have given RH a reasonable estimation, especially around vetting. Now that the new figures have been provided, they need to be sure they can deliver on it.

BJH advised there is a Police and Crime Panel on 24 January 2019. **RH reminded that papers need to go out not later than 17th January 2019.** BJH mentioned that the papers will be based on the discussions on the 9th January. RH stressed that a robust and convincing case has to be made and there will be questions around sustainability, for which assurances were provided from BJH and DM.

5 (Action 027/2018) – Devolvement of budgets – priorities and spend

This item will be deferred for the next meeting of the Board, in order to allow sufficient time for discussion.

3 Finance*

3.i Capital Programme – Including approval of stage 2 bids

- Data Library

SH. This business case seeks approval to procure a new Police Legacy Digital Data Store in order to be able to house historical databases and avoid the real risk of losing data. Additionally, this will support information integrity, and ensure searching capability of key data across those databases.

JD mentioned that the in-house solution considered previously was stopped as it was not robust enough and the search was not sophisticated enough. The preference would now be for the procurement work to go ahead, clarify the full costs and bring back a full business case. There is another strand of work around paper case records which should be properly scanned as there is still a risk around these.

BJH. This paper based record should be searchable and accessible as it contains useful material, for example on child abuse or foreign national offenders. The cost to convert this material to digital format is around £2 - £4 million through the Athena

option. BJH inquired what has been included in the costing in this business case. JD responded it is the costs for the full cloud-based solution.

RH remarked that at the moment not all the alternatives have been identified, but this proposal does not seem to produce any material operational benefit. There is a small part of non-cash savings but the main focus is on replacing a risky system with a much less risky one, with a slightly better functionality system. RH inquired whether instead of spending £1.2 million, they could invest for example £3-£4 million on material and functionality improvement so that frontline officers could work better and faster. Benefits may not be cashable, but productivity will increase.

SH explained that they were mindful keeping the costs low.

RH inquired whether officers would be able to conduct searches of the existing databases under this project proposal. BJH and SH confirmed that this was the case. BJH remarked that these databases need to be searchable but in future any more data systems that are brought in, they must integrate with Athena and therefore the possibility of additional functionality is limited.

RH agrees with the proposal for Procurement to test the market for the Data Library allowing Essex Police IT Department to include accurate figures within the business case before bring back to RH for approval.

RH also added that he would like to see in this business case some work around a more ambitious scenario, if possible, defining a benefits case larger than the spend over five years, rather than smaller spend over 5 years.

ACTION 40/2018 – Updated Data Library business case to be presented to RH following the completion of market testing.

- DFU Gateway

WP. This business case seeks approval to procure £32K capital spend in relation to six additional workstations, which will enhance the capacity and stability of the interim solution that links the digital forensic capability between hub and satellite. There is ongoing work for 2019 and 2020 to prepare a permanent solution. In the meantime, improving the interim solution will have a positive impact on the efficiency and timeliness of Essex digital forensic case work processing. This is particularly significant as 90% of the data being processed by DFU are related to child abuse and child sexual exploitation.

RH approved this business case.

- Access Control Upgrade

PD. This business case is phased over three years and addresses fundamental issues with the access control system throughout the police estate. This computer based system uses a hardware box which was installed 20 years ago and now causes problems with programming access groups from the databases. In the past the doors were frozen into “unlock” position in the headquarters. IT business services with three main stakeholders have been tackling issues around the databases and the hardware, however replacements through a planned revenue replacement programme are now needed.

AG inquired if this work will have been completed by the end of March 2019. PD replied that the first tranche will have been completed by the end of March.

RH approved this business case.

3.ii MTFS & 19/20 Budget proposal

Relevant discussion has already taken place under previous agenda items.

RH has seen all the figures which seem reasonable.

No further issues were mentioned at this stage.

3.iii High level future budget planning

RH had already advised members about the developments regarding police funding for 2019/2020 and discussion followed around how these decisions could affect budget planning.

8 IT Programme update

This item will be deferred for the next meeting to allow sufficient time for discussion.

9 Estates Programme update (Official Sensitive)

PD stated that the situation is largely unchanged from the last meeting. The additional part to the update, following Action 028/2018, was to bring the table with the new plan, the financial consequences of implementation. The report includes a descriptor and a table overview reflecting the £2 million revenue savings, the £30 million backlog maintenance and how much of that was saved as a consequence of the closure disposals, and the current status in relation to the Estates Strategy target to reduce the estate from 80 buildings to 30.

RH requested that this new information is reflected in a Communications piece of work.

Action 41/2018: The progress in the delivery of the Estates Strategy to be reflected in a positive news story that will be drafted by the Communications team before the end of January 2019. Owners: DH, PD, and Gina Marden.

10 Any Other Business

- OTR Missing Person Analysis Tool – referred from October Performance and Resources Scrutiny Board.

AH. This item was discussed at the October P&R Board for decision and it is now presented at Strategic Board for formal approval and transparency. The funds required for this tool are £60K. BJH explained the benefits from using the Missing Person Analysis tool which will provide a robust and intelligence lead service. All available information around a missing person will be collected and analysed rapidly. This will include information about areas where the missing person was last picked up, data related to phone response, or in relation to the person's associates.

RH agreed with the proposal.

There being no other business, the meeting closed at 12:50.

