

MINUTES - OFFICE OF THE POLICE FIRE AND CRIME COMMISSIONER FOR ESSEX

STRATEGIC BOARD (Policing & Crime)

22ND March 2018 09:30 – 12:00 Chief Constables Conference Room, EPHQ

Core Attendees

- Roger Hirst, Police, Fire and Crime Commissioner (RH)
- Susannah Hancock, Chief Executive OFPCC (SH)
- Stephen Kavanagh, Chief Constable (SK)
- BJ Harrington, Deputy Chief Constable (BH)
- Mark Gilmartin, Director for Shared Services, Essex and Kent Police (MG)
- Debbie Martin, Chief Finance Officer (DM)
- Patrick Duffy, Head of Estates, Essex Police (PD)
- Jules Donald, Director of IT, Essex and Kent Police (JD)
- Anna Hook, Head of Performance & Scrutiny (Policing & Crime), OPFCC

Other Attendees

- Glen Pavelin, Superintendent, Strategic Change & Performance (GP)
- Jonathan Baldwin, Chief Inspector, Strategic Change & Performance (JB)
- Paul Nagle, Head of Change Programme/Projects (PN)
- Sally Passmore, Governance Support Officer (SP)

Apologies

- Charles Garbett, Treasurer (CG)
- Jane Gardner, Deputy Police and Crime Commissioner (JG)
- Pippa Mills, ACC Force Command, Essex Police (PM)

- Vicki Harrington, Director of Strategic Change (VH)
- Denise Breckon, Chief Accountant, Corporate Finance, Essex Police (DB)
- Judy Owens, Atkins – Strategic Director for Estates.

	Item	Action	Owner	Date for Completion
1.	<p>Welcome and Introduction: RH welcomed all to the meeting and acknowledged the amount of programmes and work that has been undertaken. RH extended his thanks to the board members for all their hard work.</p> <p>Apologies were offered from CG, VH, DB & JO. SK offered good wishes to CG on behalf of the board.</p>			
2.	<p>Review Minutes, Actions and Forward Plan: Minutes from the meeting held on 19th December 2017 were approved by the board as a true and accurate record.</p> <p>BJH requested an amendment to Action 120/2017 – with narrative to read as ‘Discussion regarding ongoing mobile policing costs and re-occurring costs’.</p> <p>SK asked for an update on Office 365. JD advised that although migration has started, the programme is slowing due to monitoring tool issues. The tool is a facility that protects the data and is a basic requirement of data being cloud based. The expected date for resolution is August 2018</p>			

	<p>There were no matters arising to be considered.</p> <p>2017/105 – ZBB: This is now back with procurement. The challenge concerns the key assumptions that were made by RSM regarding the amount of time and officer is available. Differing parameters have been used which has resulted in more work needing to be done. It was noted that the assumptions had not been agreed in advance with EP and non NPCC figures had been used. This remains open while further work is undertaken led by VH on behalf of EP,</p> <p>2017/116 – Closed 2017/117 – Closed 2017/120 – Closed 2017/121 – Closed 2017/122 – Closed 2017/123 – Closed</p> <p>DM, provided full details and advised the board that £536k for software & maintenance is a reoccurring cost. DM acknowledged that it was deemed a single cost in 2017/2018 but confirmed that is now a reoccurring cost.</p> <p>Forward Plan: It was suggested that VH, AH & SH convene in order to evaluate the content of the forward plan.</p> <p>RH asked about the budget timetable. DM advised that an early draft should be ready by June 2018.</p>	<p>2018/002: AH/ VH & SH to convene in order to populate the forward plan</p>	<p>AH / VH / SH</p>	<p>21 June 18</p>
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3.	<p>Transformation Programme:</p> <p>PN advised the board that changes contained within the report that was circulated prior to the meeting included fire collaboration as well as 2018/2019 savings investments. Analysis had been undertaken on the type of change and that more work will continue to summarise non cashable savings. The board were advised of a new area of change – BT Hothouse which is being monitored.</p> <p>ESMCP: Remains a key area of concern. This is being addressed nationally. The intent is to be able to offer full statistics to the Home Office by Sept 2018.</p> <p>BWV Ops use: EP are confident that all changes are in place along with a new development of analysis. Accountability and evidence of productivity are required and there is a need to quantify efficiencies.</p> <p><i>Achievements:</i></p> <p>Special Constables and hours worked. A full paper will be presented at the next P&R board meeting. RH acknowledged the commitment by the OPFCC and advised that a paper detailing what the OPFCC can do would be beneficial and useful for recruitment purposes towards the target agreed in the full business case. BJH advised the board that 91% of special constables who join are looking to become regular police officers; and that the losses from special constabulary are to the regular EP officer establishment. The board continued to discuss and acknowledge broader ambitions of the special constabulary.</p>			
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	<p>Transformation contact management including abandoned calls were discussed along with the ops centre. The board were advised that a business case is due for April 2018</p> <p>The board were also advised that the HCL app is now live in Southend. Clarity on RAG status slippage to Amber was acknowledged and the board were also advised that the figures for savings and efficiencies will be added in the future. Items in red were discussed in full and the board was appraised of future plans.</p> <p>RH acknowledged amount of officer time taken up in preparation for inspections and SK advised of areas for inspections going forward. SK advised of decisions undertaken in order to furnish projects. RH asked for an impact paper to be brought to the next P&R board. BJH also advised that data will be aligned to P&R categories which forms part of the planning cycle as this will be beneficial for gap analysis. The board were also advised of the attempt to minimise front line resource by utilising the change team where possible.</p> <p>RH noted the recent HMIC PEEL report where EP received a judgement of good. This is especially noteworthy with regard to tight resources and the fact that EP is the lowest funded force per capita. RH noted that this achievement was linked to good leadership. SK also acknowledged the excellent work undertaken by VH in regard to alignment to HMIC along with presentations, briefs, evidence and the addressing of issues that VH had steered the force through. SK further advised of the challenges and expectations to the board along with the innovation of issues, depth of presentations which have been a credit to organisation.</p>	<p>2018/003: Officer resource and detail on the impact of time used for projects to P&R</p>	<p>BJH</p>	<p>26 April 18</p>
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	<p>AH advised the board of discussions regarding elements of exception and ease of alignment. RH asked if this information was being used to inform the risk register and whether they should be reflected as a strategic risk. PN advised that this is currently under review. BJH advised of risk 11 (urn 952) and the complexity of government programme and that management & scrutiny may be discussed at the audit committee.</p> <p>PN advised the board that Savings are shown in green. For 2018/2019 there is 1 red area which relates to savings in Kent & Essex collaboration. BJH advised that this is due to ops tactical delivery which is monitored constantly. SK acknowledged the support from MG and his team noting that the commitment from SSD is remarkable.</p> <p>PN advised that variance analysis will be increased for next time and that with regard to investments there is 1 exception under review and consideration. RH asked about the £30k spend and PN advised that this is an increase on the budget from the previous year. The board were also advised that the investing forecast column refers to actual.</p> <p>Risk register – PN advised that 2 have been closed and that new collaborative arrangement will be reviewed at Strategic Board. With regards to Control software implementation a comprehensive report will be made available.</p>			
4.	<p>Essex Police Officer Uplift District Plans: The uplift paper was discussed in detail.</p>			

<p>SK advised that the strong commitment to invest in local policing team are evident and that Essex Police aspiration in relation to the deployment of local officers is contained within the report.</p> <p>The board discussed numbers deployed and noted table 1b and the figures for Op Juno being : South = 6, West = 6, North = 9</p> <p>The board also acknowledged that the information contained within the report in relation to new officers would be very much appreciated and well received by local councils. SH noted that the proposals in relation to communicating the key messages in advance were now much clearer. BJH advised that district commanders are speaking to their teams through the engagement plans. CPT, currently at 10 is now increasing by 50% and this aids the scope of the teams as well as adding value. BJH further advised that Essex Police intend to make an announcement after internal communications have been cascaded.</p> <p>The board discussed the 353 officers currently in training and continued to discuss the expectation that at 18 weeks these officers are out in their teams and the community. RH enquired about recruitment in Kent. MG advised that there is added pressure for the force through recruitment which includes communications, HR, Business and Vetting as well as working with heads of teams with regard to uplift which is set out in documentation. SH asked what resources were in place. MG advised that attrition as well as additional requirement and campaigns. The board noted that the communications around this subject need to be correct and right for purpose. The board also wished to acknowledge the support of Ministers of Parliament in helping to</p>	<p>2018/004: Breakdown figures</p>	<p>VH</p>	<p>26 Apr 18</p>
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	<p>secure the uplift as well as the appreciation of RH efforts on both a local & national level.</p> <p>RH requested breakdown figures for Council Tax totals by district. Further work was needed to finalise the comms plan. (GN).</p>	for Council Tax totals by district.		
5.	<p>Estates: Board members were in receipt of a copy of the draft Estates Strategy prior to the meeting.</p> <p>The board noted that once the strategy had been agreed, the comms would be finalised including the design of the strategy and the internal and external messaging. GN was fully appraised of the work including details of HQ site decisions.</p> <p>The board raised questions around purdah in relation to announcements (27th March until 4th May) and reassurances were offered that this should not prevent BAU. It was agreed to soft announce internally via the Chief's blog with the overall message being Business as Usual. The local plan additions were also noted by the board and also recognised that a significant milestone had been reached. The strategy would be shared with the PFC Panel at their April meeting.</p> <p>The terms of the MTFs and the inclusion of the estate strategy were also discussed along with borrowing requirement which was highlighted by the board. RH referred to the £4m borrowing requirement identified in the January 2018 MTFs and requested a full breakdown of how decisions at this Board</p>	2018/005: Borrowing breakdown to be provided to RH.	DM	14 Apr 18

	<p>would impact on the borrowing requirement. It was also noted that with regard to ops issues; viable options are currently being evaluated and that commands are taking on board all suggestions.</p>			
6.	<p>Finance: All board members were in receipt of a copy of the MTFS overview prior to the meeting. DM advised the board that finance were still awaiting details of the Police Staff Pay Award. Additionally, the board were reminded that although stage 2 business cases have an impact on the MTFS there were no significant items for concern. RH asked about the medium term financial outcome and was advised that assumptions are built in but the transactions may straddle financial years. RH further enquired about the capital implication to cash shortfall & borrowing, DM advised that these calculations are available and added that negative balances will start from 2019/2020. RH enquired about the status of revenue budget against capital budget and requested that going forward a report/cover sheet would be beneficial.</p> <p>BJH noted that Custody was not included in the report and questioned the implications. DM advised that where there are non-approved details an approximation is to be added. SK noted horizon thinking in transformation and suggested that the data be made available for 14th April.</p> <p>Capital Programme: Stage 2 Business cases:</p> <p><i>Custody business case – ligature points etc:</i> The board were advised of the cap but that figures had increased slightly. The extra monies would be funded from the existing budget and no virements would be required – Approved.</p>			

	<p><i>Chelmsford PS:</i> The board were advised that the feasibility was now completed and a breakdown of figures were provided. The work was essential in relation to asbestos removal. Additional improvements re. Agile working were also included. The facilitation of moving staff would be done through hot desking and this would slightly increase costs but realise efficiencies. It is aimed that the model will be applied to other items of future work. There is a possibility of funds from capital maintenance and that the availability is based on other works not being compromised. The resilience factor being 15 years. This will facilitate the move of up to 250 people to Chelmsford subject to all of the consultation / planning and staff considerations. It was further noted that this is a large transitional move and that staff relocation costs have been factored. – Approved</p> <p><i>BWV:</i> MG advised that devices have been in use for nearly 4 years and that a market evaluation using our specific requirements has been undertaken. Two products were identified that could meet the general policing need, as well as the specific authorised firearms officer requirements. The board discussed the additional benefits that both products could bring. At the end of the discussion, board members made their recommendation. The proposed cost was noted as a cost increase. However, after careful discussion, it was decided that the new supplier would be able to meet the specific requirements of the Force, and in addition, be able to share data in a more and efficient manner with external organisations such as the Crown Prosecution Service – Approved</p> <p><i>IT infrastructure:</i> JD advised of the historical underspend in this area and referred the board to the detailed business case that had been circulated prior</p>			
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<p>to the meeting. The board were advised that upgrade is necessary in order to create an IT system that responds to the recent upgrades to software and is capable of supporting agile working and the expected growth of data which cannot be remedied through further collaboration on data centre provision.</p> <p>RH asked what was already in the budget. DM advised of the funds already allocated to capital and revenue funds adding that costs could be reduced by the approval of BWV which would be removed from this business case. JD advised that this would be a building block to enable future enhancement and to furnish the consequences of GDPR – Approved</p> <p>COsMOs: JD advised the board that the current technology was out of date and a move to a commercial solution would facilitate legislative changes - Approved</p> <p>GIS: MG advised that this is a functionality issue that is easily resolved by the move to a single mapping shared environment system. The board were in receipt of a full business case – Approved</p> <p>The board requested clarity on budget changes on Stage 2 bids going forward and details of changes to individual budgets. Concerns on funds were also discussed along with efficiency and savings targets which may be used to mitigate extra spend accrued. It was requested that an overarching sheet detailing budget changes and virements required should be presented to the next board for scrutiny.</p> <p>SK advised that he would liaise with GM regarding comms for the 6 items contained within this section of the agenda.</p>	<p>2018/006 Action: DM to produce an overarching paper for RH on costs,</p>		
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		budget changes and any proposed virements		
7.	AOB: There were no items to be discussed under this heading.			
	With no other business to be considered the meeting ended at 12:40 Dates of Future Meetings: <i>21st June 2018 09:30 to 12:30 FF33 – KP</i> <i>17th Sept 2018 14:00 to 17:00 GF01 - KP</i> <i>10th Dec 2018 13:30 to 16:30 GF01 - KP</i>			