

MINUTES

OFFICE OF THE POLICE AND CRIME COMMISSIONER FOR ESSEX

STRATEGIC BOARD (Policing & Crime)

19TH December 2017, 14:00 – 17:00, Room GF01, Kelvedon Park

Core Attendees

- Roger Hirst, Police and Crime Commissioner (RH)
- Jane Gardner, Deputy Police and Crime Commissioner (JG)
- Susannah Hancock, Chief Executive (SH)
- Charles Garbett, Treasurer (CG)
- BJ Harrington, Deputy Chief Constable (BH)
- Vicki Harrington, Director of Strategic Change (VH)
- Debbie Martin, Chief Finance Officer (DM)
- Denise Breckon, Chief Accountant, Corporate Finance, Essex Police (DB)
- Patrick Duffy, Head of Estates, Essex Police (PD)
- Jules Donald, Director of IT, Essex and Kent Police (JD)
- Judy Owens, Atkins – Strategic Director for Estates.

Other Attendees

- Sally Passmore, Governance Support Officer (SP)

Apologies

- Stephen Kavanagh, Chief Constable (SK)
- Mark Gilmartin, Director for Shared Services, Essex and Kent Police (MG)

	Item	Action	Owner	Date for Completion
1.	<p>Welcome and Introduction: Apologies were offered from SK & MG and accepted by the board.</p>			
2.	<p>Review Minutes, Actions and Forward Plan: Minutes from the meeting held on 11th October 2017 were approved by the board as a true and accurate record.</p> <p>Action 2017/105: VH advised that she had met with RSM (Nick) and had received a spreadsheet for assumptions. VH is to analyse this data over the next few weeks regarding financials but is also currently awaiting auditor analysis. RH asked about devolved pilots and was advised that this is to be analysed and that a verbal update on the outcome will be offered as soon as information is available.</p> <p>The clerk was requested to grey out past meeting information on the forward plan.</p>			
5.	<p>Finance: The board received news that the Local Government Financial Settlement details had been announced and that a £12 increase to Band D precept had been granted with no “clawback” to be considered. DM and DB were reworking budget figures to reflect the changes and these will be circulated in due course.</p> <p>Due to the lateness of the announcement, the meeting continued using the reports that the board members were in receipt of prior to the meeting. DM</p>			

<p>referred to the 2018/2019 summary and advised the board of the current position, pay budget, links to pay awards and savings that could be found on appendix B.</p> <p>On appendix A the opening budget was confirmed as £269.571m less breakdowns and associated costs leaving a budget requirement of £277.164m. This would realise a shortfall of £9.7m reducing to £6.1m once the force savings have been achieved.</p> <p>DM talked the board though Appendix B breakdowns and Appendix A figures noting that the figures accounted for the non-consolidated pay award from one off funding. Individual lines were advised by DM and it was noted that officer turnover was £3.8m due to new starters being paid £20k less per annum than long serving constables.</p> <p>Costs were also discussed by the board and DM advised that NPAS required an additional £0.150m. Also, Office 365 costs were discussed and it was noted that the change will result in a saving of £260k from 2019/20.</p> <p>The cost of borrowing (£32k) was also discussed along with capital programmes proposed revenue consequences at £556k being 75% of the figure. RH asked about mobile policing costs for 2017/2018 and was advised that costs are on a reoccurring basis for 2018/2019 and 2019/2020. These are linked to ESCMP and it was suggested that these would need to be discussed with the Home Office in due course.</p> <p>It was noted that police staffing vacancy factor is taken into account and increased savings will pay for non-consolidated pay awards. However, it was</p>	<p>2017/120: Mobile Policing discussion</p>	<p>DM/BJH</p>	
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	<p>RH said that he would expect a letter from SK setting out at a high level proposed budget for 18/19 and proposals for spend and investment if full precept agreed. He will have initial meeting with SK on 2/1/18 to discuss draft letter, with final letter then received 5th Jan.</p> <p>Capital: CG explained capital funding and how it would be brought into view across 7 projects to the board members. The next expectation would be a letter from the Chief Constable outlining requirements. BJH discussed challenges and sustainability with the board members. RH enquired about the Capital Gap.</p> <p>Appendix H was scrutinised by the board who noted that the figures related to 2018/2019 start. It was noted that there were sufficient funds to cope with investment. However, in 2019/2020 a shortfall was expected. JD advised that there may be some room for re-programming across 2-3-year plans. The board also noted that the Digital Platform was not in the plan despite slippage and were advised that it does not show as it is not new work.</p>			
4.	<p>Estates: CG advised of an expected shortfall of £18m in 2021/2022 – and that the 7 main projects requiring full business cases were driving costs on the Capital Programme where the expected shortfall would start in 2019/2020. BJH asked whether this was cumulative figures. CG advised that they are base assumptions which will need to be re-calculated in order to give a true figure. It was noted that there were two main areas for further work; re-profiling for delivery and affordability for capital. RH offered to obtain a view on borrowing in</p>			

<p>order the fund the capital programme. The board asked when the draft Treasury management strategy would be available for view and were advised w/c 2nd January 2018.</p> <p>BJH advised that the Estates Board meetings have identified primary policing plans that are sustainable albeit not lavish in any way and that the requirement for need will not change but may have to be trimmed. DM agreed that 2019/2020 figures are not set in stone and may have to be revisited. PD advised that there is a plan of disposal in order to generate income. The board continued to discuss Estates issues and noted that all potential savings had been discussed in full through estates business cases along with possibilities for future and forward plans.</p> <p>The financial information relevant to the 7 estates cases was not circulated prior to the meeting and was contained in supplementary information pack. RH requested that this be circulated immediately after the meeting and that a date be set in early Jan to discuss and review. SH to arrange meeting.</p> <p>In the meantime, RH asked JO speak to the key points in the meeting.</p> <p>Of the 7 main Estates cases two in particular were discussed by the board. It was noted that Chelmsford required remedial works including electrical and asbestos removal with a value of £3,520m. Colchester requires a major extension to the custody suite which would meet Home Office requirements. Additionally, a major rewire of electrics would need to be completed as well as a backlog of maintenance.</p> <p>Disposals for 2018/2019 were also discussed by the board and it was noted</p>	<p>Action: SH to arrange meeting to discuss 7 estates cases and financials.</p>	<p>SH</p>	
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<p>that some buildings may require re-provisioning. It was noted that some Fire Estate may be able to be utilised whilst work was underway at Police buildings. SH asked for critical path information and decisions. It was noted that these items are listed on Appendix J and that no spend will be made without PCC permission on a stage 2 proposal. It was also noted that the budget for works would not be agreed until stage 2 business case was completed and that all decisions would be subject to approval.</p> <p>Custody Outline Business Case: A custody BC report had been circulated to all board members prior to the meeting. BJH advised the board of HMIC inspection details as well as challenges around the physical state of custody in the county. It was noted that the report explained the rationale for custody and that it referred to 7 operational suites (not including Stansted) with a plan to road map to a better placed custody estate.</p> <p>Costings for refurbishment were discussed in full and Harlow, Colchester and Clacton were noted as priority. BJH advised that he would quantify the need of business, utilisation and cost by suite. It is hoped that this would make available what was required to get through the next inspection as well as what was required to make the suites fit for purpose along with the financial implications. This information would be made available at the next Estate Board meeting.</p> <p>PD requested approval for the Colchester refurbishment in the first instance so that plans could start to be put into place. RH advised that it would not be looked at in part and that it needed a more detailed business case that shows clear costs and savings to the force. If the full details are collated and presented, a decision could be undertaken in June/July 2018 but this would</p>	<p>2017/123: Custody information to be made available for the next Estate Board Meeting in Feb.</p>	<p>BJH</p>	
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	<p>require feasibility and design. JO advised that internal discussions are already taking place.</p>			
3.	<p>Transformation Programme: VH advised of the 31 tasks set for the transformation programme and achievements such as Special's totalling 392. Local policing was noted with a consolidated report walkthrough and operation hexagon areas being processed via star chamber methodology. RH asked for the operation Hexagon remit. BJH advised of the concept of the operation, the savings made; alignment of service and the management of duties across the forces.</p> <p>VH also advised of the SCD collaboration which went to JCOG in November. It is delivering savings of £1.6m.</p> <p>The board were also advised of other notable achievement including the Digital Service integration and cybercrime hubs that are all up and running. The BT hothouse event was also mentioned including safeguarding and that action plans have been developed. Additionally, the board were advised that the Brentwood hub is now fully operational and the HQ hot-desking facility is proving good for agile workers.</p> <p>Areas in exception were noted as Ops Policing where current projections were discussed by the board. Local Policing and OPC use of drone in which a business case is currently being written. RH queried that savings in the report were showing as non-applicable. VH advised that she is awaiting a firm up of projects before disclosing figures. Contact management and its detail demand modelling was also discussed. National Crime standards were also mentioned.</p>	<p>2017/124: All future reports to contain investment to save figures.</p>	<p>All</p>	

	<p>BWV was also noted by the board. Airwave delays & contingency are currently under discussion. BJH advised that Ian Drysdale and BJH are in dialogue with the Home Office with regard to Office 365. Athena Innovation was also discussed RH suggested that funding be returned from Northgate.</p> <p>It was noted that finance for 2017/2018 is balanced and 2018/2019 figures were discussed in full. BJH advised of differences between Essex and Kent forces that may be explored further in order to maximise best practice. It was noted that efficiency savings need to be identified and that the force should be looking for effective savings of 2% per annum. It was noted that although risks have been reduced, there are major strategic projects need support.</p>															
6.	<p>AOB: There were no items to be discussed under this heading.</p>															
	<p>With no other business to be considered the meeting ended at 17:50</p> <p>Dates of Future Meetings:</p> <table data-bbox="268 1069 1075 1212"> <tr> <td><i>19th March 2018</i></td> <td><i>10:00 to 12:30</i></td> <td><i>GF01 – KP</i></td> </tr> <tr> <td><i>21st June 2018</i></td> <td><i>09:30 to 12:30</i></td> <td><i>FF33 – KP</i></td> </tr> <tr> <td><i>17th Sept 2018</i></td> <td><i>14:00 to 17:00</i></td> <td><i>GF01 - KP</i></td> </tr> <tr> <td><i>10th Dec 2018</i></td> <td><i>13:30 to 16:30</i></td> <td><i>GF01 - KP</i></td> </tr> </table>	<i>19th March 2018</i>	<i>10:00 to 12:30</i>	<i>GF01 – KP</i>	<i>21st June 2018</i>	<i>09:30 to 12:30</i>	<i>FF33 – KP</i>	<i>17th Sept 2018</i>	<i>14:00 to 17:00</i>	<i>GF01 - KP</i>	<i>10th Dec 2018</i>	<i>13:30 to 16:30</i>	<i>GF01 - KP</i>			
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