**MINUTES**

**POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX**

**and**

**ESSEX POLICE**

**STRATEGIC BOARD**

14 March 2019, 1430 to 1730, FF37 Kelvedon Park

**Present:**

Roger Hirst (RH) Police, Fire and Crime Commissioner

Pippa Brent-Isherwood (PBI) CEO, PFCC’s office

B-J Harrington (BJH) Chief Constable, Essex Police

Mark Gilmartin (MG) Director of Support Services

Jules Donald (JD) Director of IT, Essex and Kent Police

Debbie Martin (DM) Chief Finance Officer, Essex Police

Patrick Duffy (PD) Head of Estates, Essex Police

Paul Nagle (PN) Head of Change, Programme Projects, Essex Police

T/Supt Ed Wells (EW) Operational Change, Strategic Change and Performance Dept

C/Supt Glen Pavelin (GP) Deputy Head of Contact Management

Donna Veasey (DV) Head of Media, Essex Police

Anna Hook (AH) Head of Performance & Scrutiny (Policing & Crime) PFCC’s office

Abbey Gough (AG) Financial Scrutiny Officer and Interim s151 Officer, PFCC’s office

Camilla Brandal Minutes, PFCC’s office

**Apologies**

Jane Gardner Deputy Police, Fire and Crime Commissioner, PFCC’s office

Pippa Mills Deputy Chief Constable, Essex Police

Charles Garbett Treasurer, PFCC’s office

Vicki Harrington Director of Strategic Change, Essex Police

1 Introduction and welcome

RH welcomed everyone to the meeting and accepted apologies from Jane Gardner, Pippa Mills and Vicki Harrington. RH paid tribute to Charles Garbett who had recently passed away.

2i Minutes of last meeting

There were no amendments to the minutes of 13 December 2018 and they were agreed.

2ii Action Log

027/2018 Zero Based Budgeting

BJH reported that DM is working with Matt Tokley to incorporate the CIPFA classifications into the base budget for 19/20 as at the moment, the figures show (using the previous CIPFA classifications) as using more resources for support services rather than policing. Now that the classifications have changed again, this will hopefully show more accurately the resources being used more by policing. The results of this will be brought to March’s Performance and Resources Board.

034/2018 Forward Plan

On agenda. Close.

035/2018 NAS position and contingency requirements

Close.

036/2018 Strategic Transformation Programme – Highlight Report

PN confirmed that the issue has been resolved without taking it to SCCB. Close.

037/2018 Strategic Transformation Programme – Highlight Report

MG confirmed that the system went live on 11 March 2019 with work being undertaken to replicate STORM, and voice and radio to go live next week.

038/2018 Strategic Transformation Programme – Highlight Report

Close.

039/2018 Savings and Efficiency plans

Close.

040/2018 Data Library

On Forward Plan for September. Close.

041/2018 Estates Programme update.

Closed.

2iii Forward Plan

AH wanted to thank Clare Heath and JD for their work in identifying items for the Forward Plan. There were no current items that needed adding to the Forward Plan.

3 Strategic Transformation Programme – Highlight Report

3.1 PN presented the quarterly update report, highlights of which were achievements during the last period (Special Constabulary, Force Growth Plan, Transforming Contact Management, Operational Policing command and the Command Review Implementation). Other areas of work included the Single On-Line Home migration, Mobile First software and Body Worn Video benefits monitoring.

3.2 PN gave an update on the areas in exception which included the Estates Programme Overview, ICCS, ESN, Office 365, Home Office Technology Project, Digital Asset Management, Athena Innovations and ECFRS Collaboration.

3.3 RH asked if the actual figure for the cashable savings could be shown in the Savings column on the RAG status tables for the areas in exception, and PN would look at this for next quarter’s report.

**Action: 041/2019**

**PN to update the RAG status tables for the areas in exception with the cashable savings figures under the Savings column**

3.4 RH asked about the ongoing issues with the Athena VPN connection and MG confirmed that the Athena area in exception refers to the old Home Office Innovation Fund before it became the Transformation. The modules were due to be installed on 7 January but most of the work has been taken up applying patches to the system. In order for this to be taken off a red rating, Northgate will run the patch again. RH asked whether the Single On-Line Home system would be replicating some of the Athena system and whether there would be any cashable savings associated with the replication. MG confirmed that there was some work being done around comparing the original business case against the full benefit statements for the National Programme concerning PPE and PPSE. MG would be reporting back on this piece of work.

3.5 RH asked JD about the benefits costs column not showing figures on the summary sheets. JD confirmed that there were no hard costs but she and MG were looking at benefits from the National Programmes versus locally. A discussion took place around non-cashable benefits and whether it would be part of the Strategic Change Co-ordination Board’s remit to work out these figures. It was agreed that DCC Mills would be asked to provide a verbal update as to when this work may be completed.

**Action: 042/2019**

**BJH to ask DCC Mills to provide a verbal update to the next Board on the non-cashable benefits on the Digital Transformation items that are being sought to be adopted early (i.e. Office 365, DAMS).**

3.6 PN reported on the 18/19 position regarding the Savings and Efficiency Plan, where the Plan has been successfully achieved. The 19/20 Plan has been reassured as to which items need more work but overall the 19/20 is showing as green.

4 IT Programme Update

4.1 JD presented the update in its new format and welcomed comments. Key projects with technology input were set out in the dashboards for 18/19 and 19/20. There are RAG ratings against each IT project and JD took the meeting though each item and the reasoning behind the RAG ratings. A discussion took place around the projects and it was agreed that an update would be brought back to this Board in June where the red items should hopefully be down to amber and green.

4.2 JD updated the Board on the Mobile First staggered sequencing, the Biometrics pilot which begins on 23 March, the O365 going live later this month, the National ANPR service, video enabled justice (which Kent are trialling), DAMS which is a 7Forces business case, DETS, which deals with the cloud, the containerised data centre and the joint use of ICCS/ Storm.

4.3 RH asked about whether the costs allocated to the delivery of the projects have been included in the MTFS – JD confirmed that they had.

4.4 A short discussion took place around the risks associated to the projects with JD confirming that they are known risks which she is reasonably comfortable with.

4.4 JD confirmed that due to resourcing issues, the joint project around the new module case management system cannot currently be implemented.

5 Estates Programme Update

5.1 PD presented the update on the Estates Programme which was for the Board to note. PD confirmed that the implementation of the Estate Strategy had commenced although there were resource challenges affecting the current pace. However, funding has been approved for staff growth within the Estates team to enable the delivery of the programme.

5.2 PD took the meeting through the updated figures in Section 4 around the disposal savings and cost avoidance. There were a number of disposals coming to fruition in the next 4 to 6 weeks. The tender process for the refurbishment of Chelmsford Police Station had been released on 12 March and is due for return on 2 July, and will be a two stage tender process. The front counter from Chelmsford will be relocated to the Police College. The purchase of Boreham is back with Threadneedle and our agents will try and get an outline agreement tabled. The outline scheme for the disposal part of Police HQ has now been drawn up and current valuations of the land are being worked on. A risk has arisen with the amount of land attributed to each dwelling under the Local Plan being 19m2 of local open space being made available and 40m2 of strategic open space. The space that this equates to is the equivalent of a football pitch and considering that there is already a football pitch in place, this could prove to be challenging. PD has had initial discussions with Sport England and Chelmsford City Council around Coronation Park and the Rugby Club contributing to a [3G] pitch for them.

5.3 PD confirmed that he was holding monthly meetings with the planners, architects and delivery partners and everything is moving forward.

5.4 PD confirmed that there is a potential problem with the lack of staff resources to implement the refurbishment of the Police HQ. Work is being done at a high level on the feasibility plan to see what options are available and how the refurbishments can be delivered.

5.5 RH raised his concern about the disposal of Hoffmans Way. PD confirmed that he would be meeting with MG to discuss moving AMO and it is hoped that the outcome of this meeting will be brought to the Estates Change Board to start the disposal process formally.

5.6 PD confirmed that, in response to RH’s concern about there being no surprises to the public on announcements of disposals, he had sent a list of the publically announced disposals to JG (the DPFCC) which could be put on the PFCC’s website.

5.7 PD confirmed that since the last meeting, only a couple of risks had changed to green (the information for which is taken from the Estates Change Board).

6 Updates

6.1 2018-19 Progress against precept uplift plan

6.1.1 PN presented the paper on the progress against the precept uplift plan and the fact that the uplift target was achieved four months early in December 2018. Current projections indicate that the strength at the end of March 2019 will be 3043.27 fte (43.27 fte over establishment).

6.1.2 PN confirmed that the comprehensive implementation plan oversaw the required increase in resources including the recruitment of additional officers and the planning for the sequencing of postings to specialist roles.

6.1.3 It is hoped that all moves into the relevant teams would have taken place by the end of March 2019 and this would be dealt with through the Resourcing Panel.

6.1.4 The transition of all remaining specialist officers is underway to ensure risk to operational policing is minimised.

6.1.5 RH asked whether Figures 1 and 3 were showing the same information but with more detail in Figure 3 on the LPA level. PN confirmed that it was. RH wanted to know whether there was a table in the report that showed what had been done. After a lengthy discussion around the numbers showing in the Figure tables, and RH asking whether it was possible to have table showing the numbers for projected establishment, current establishment and strength, it was agreed that by May (and the Police, Fire and Crime Panel meeting), the figures would be easier to quantify. It was also agreed that the figure of actual officer strength increasing by 218 fte would be used by RH in his messaging.

6.2 2019-20 Force Growth Implementation Plan

6.2.1 EW presented the paper on the Force Growth Implementation Plan which set out the deployment plan for the additional 215 police officer and 32 operational police staff to be recruited in the financial year 2019/20. There will also be an additional 18 police staff in support functions acting as enablers within recruitment processes and training.

6.2.2 The approved average £24 increase in Council Tax will allow Essex Police to recruit 215 more front line officers, recruit a further 32 operational staff, recruit 18 additional support police staff, maintain local, visible and accessible community policing, respond to the growth in high harm and emerging crimes as well as investment in long term infrastructure, technology and skills.

6.2.3 A discussion took place around the Local Policing Teams, shift roster, Town Centre Teams, gangs policing, GTRET and Roads policing.

6.2.4 A further discussion took place around the Comms plan and whether the classification for this paper should be Official or Official Sensitive. It was confirmed that the Comms plan would be cleared for May and this meeting’s paper would not be published, with full details being published in May.

6.2.5 AH raised the question of how some key stakeholders and teams who are currently missing from the Comms Plan, for example, the Police, Fire and Crime Panel and GTRET, would be reflected in the final Comms Plan, and it was confirmed that a final, well developed Comms Plan (approved by BJH) would be ready for May.

6.2.6 It was also agreed that the press releases around the Comms Plan would focus on towns rather than districts.

6.2.7 AH asked about the new Force Growth Programme Board and the structure of the governance. EW confirmed that the Force Growth Programme Board would report to the SCCB, and then to this Strategic Board.

DV left the meeting at 4.55pm

7 Finance

7.1 Medium Term Financial Strategy

7.1.1 DM presented the paper on the updated MTFS since budget setting, highlighting the movements and the updated financial position over the next 5 years. DM confirmed that since budget setting, the new Home Office Pension grant of £2.9m has been reclassified as a specific grant and has moved from the Funding Source category and is now included ‘above the line’. This has meant that the MTFS has been re-stated and the net revenue requirement for 19/20 is now £297.6m however, there is no overall change to the 19/20 budget. DM also reported that based on 5 year MTFS until 24/25 there is a forecast £17m shortfall.

7.1.2 A discussion took place about this pension reclassification, the savings target shortfall, NPAS figures and how NPAS resources are used and what the user requirements will be in the future.

7.2 Treasury Management Strategy

7.2.1 DM presented the Treasury Management Strategy and the Board were asked to approve the documents attached to the paper which incorporated a treasury management strategy, investment strategy and capital strategy.

7.2.2 The TMS provides a framework for the effective management of the PFCC’s cash balances and related investments and borrowings. The strategy concentrates on 2019/20 but also considers future years in the context of the major planned investment programme.

7.2.3 RH discussed the current Essex Police banking arrangements and bank rating. RH raised concerns that the bank ratings could reduce as a result of global economic forces and questioned what resilience and options were available to Essex Police. MG said that consideration should be given to hardening the TMS and the cost of this, and to also review our ability to be agile in banking arrangements.

**Action: 043/2019**

**DM, Matt Tokley, AG and Arlingclose to consider hardening the TMS and cost of this, and to review ability to be agile in banking arrangements.**

**Action: 044/2019**

**The Board approved the TMS but with the above actions and AG would provide a Decision Sheet to the PFCC to sign the TMS off.**

7.3 Capital Programme - Technical refresh

7.3.1 JD presented the Stage 2 Business Case for the Technical refresh which relates to the server and storage infrastructure, the network infrastructure, end user computing devices, the benefits of the refresh, all of which are dealt with under the rolling replacement programme. The Stage 2 Business case also included the differences between the initial Stage 1 Business case and the differences in the capital investment sums requested.

7.3.2 After discussion, it was confirmed that there would be £100k more revenue cost and a reduction in capital of £172k. DM confirmed some work will need to be carried out to identify where the funds would be coming from but this would not be formally identified as a virement.

7.3.3 It was agreed that a Decision Sheet would be drawn up and submitted to the PFCC.

7.4 Capital Programme – Airwave Devices

7.4.1 MG presented the Airwave Contingency Stage 2 Business Case which relates to the purchase of 2260 Seppura handheld radios in Essex to complete the partial radio refresh started in January 2018. This purchase is required as a direct result of the Home Office ESN Delays.

7.4.2 It was agreed that a Decision Sheet would be drawn up and submitted to the PFCC.

7.5 Taser

7.5.1 BJH presented the Stage 2 Business Case for the replacement of the Tasers which related to the purchase of 160 X2 Tasers. The X2 Tasers manufactured by Axon Enterprises are an enhanced version of the current X26 Taser. The Taser upgrade is within budget and will be funded through the capital programme.

7.5. It was agreed that a Decision Sheet would be drawn up and submitted to the PFCC.

7.6 Single Online Home

7.6.1 GP presented the Single Online Home (‘SOH’) Business case which related to the provision of a standard internet presence for forces provided through the Digital Public Contact Programme. Essex and Kent Police currently share their internet provision but intend to move to Single Online Home in the summer of 2019. Prior to any go live of services, a S22a collaboration agreement must be signed. The SOH team and associated services are provided through the Metropolitan Police (MOPAC).

7.6.2 After a lengthy discussion, it was agreed that MG and JD would have further and broader discussions regarding the controlling split in the S22a Agreement but that this could proceed.

7.6.3 It was agreed that this Business Case could progress with the proviso that the operational benefits are more clearly documented and shared with the PFCC where appropriate.

7.7 CCTV Replacement to Custody Suites

7.7.1 PD presented the Stage 2 Business Case for the replacement of the CCTV systems in the custody suites. This work would include the upgrade in the suites where they are not fully covered and the second part would include the technical refresh to maintain the suites.

7.7.2 It was agreed that a Decision Sheet would be drawn up and submitted to the PFCC.

7.8 Containerised Data Centre

7.8.1 JD presented the Stage 2 Business Case for the provision of a Data Centre to support the completion of the IT Fast-track Infrastructure Modernisation Programme. JD and PD set out the background to the provision of the Data Centre which would be an essential part of the upgrade to the refurbishment of EP’s HQ.

7.8.2 After a discussion around all the options presented, it was agreed that the Data Centre could be ordered and a Decision Sheet would be drawn up and submitted to the PFCC.

**Action: 045/2019**

**Force to provide decisions sheets on Technical refresh, Airwave Devices, Taser, CCTV replacement to Custody Suites and Containerised Data Centre.**

8.0 Any Other Business

8.1 BJH would like an Agile Working Policy be drawn up to incorporate the Agile Working strategy. It was agreed this is tabled as an Estates Strategic Board action but would be brought to this Board for approval.

The meeting ended at 6.00pm.