

MINUTES
POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX
and
ESSEX POLICE
STRATEGIC BOARD

13 June 2019, 1000 to 1300, GF01, Kelvedon Park

Present:

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner (Chair)
B-J Harrington (BJH)	Chief Constable
Vicki Harrington	Director of Strategic Change, Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Patrick Duffy (PD)	Head of Estates, Essex Police
Alex Allen (AA)	Head of IT Applications, Essex Police
Trevor Roper (TR)	Engineering Services Manager, Essex Police
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime) PFCC's office
Abbey Gough (AG)	Treasurer and s151 Officer, PFCC's office
Camilla Brandal	Minutes, PFCC's office

Apologies

Roger Hirst (RH)	Police, Fire and Crime Commissioner
Pippa Brent-Isherwood (PBI)	CEO, PFCC's office
Mark Gilmartin (MG)	Director of Support Services
Jules Donald (JD)	Director of IT, Essex and Kent Police

1 Introduction and welcome

JG welcomed everyone to the meeting. There were apologies from RH, MG, JD and PBI.

2i Minutes of last meeting

VH asked that the last sentence on item 7.1.1 on Page 5 reads 'MTFS' rather than 'MFRS' and '20/25' rather than '24025'.

There being no further amendments, the minutes of 14 March 2019 were agreed.

2ii Action Log

027/2018 Zero Based Budgeting

BJH confirmed that all the work has been done in relation to the ZBB and that this part of the action should now be closed. DM suggested that this heading should now concern POA. After a brief discussion, it was agreed to close this action and set up a new one that dealt with the devolved budget and the POA. It was agreed that the POA would be brought

to the September Strategic Board (in the same format as has been brought to P&R) and would also include comparison figures for 18/19. The devolved budget work will be brought back to this Board in September with what work has been progressed and any findings that have arisen. Propose close.

Action: 046/2019

BJH would bring the POA to the September Strategic Board (in the same format as has been brought to P&R) and would also include comparison figures for 18/19.

Action: 047/2019

BJH would bring the devolved budget work back to this Board in September with what work has been progressed and any findings that have arisen.

042/2019 Strategic Transformation Programme – Highlight Report

The benefits for both Office 365 and DAMS are included within the IT Programme update for this meeting.

2iii Forward Plan

- 2iii.1 AH confirmed that the papers on the POA and Devolved Budget will be added to the September Forward Plan.
- 2iii.2 JG suggested that any new agenda items that had a new spend against it were marked on the agenda for discussion or consultation.
- 2iii.3 BJH asked for an item for December for the budget for 20/21 to include results of the Pay Awards and growth for 20/21.
- 2iii.4 VH would like September's agenda to have the Force Growth Programme 19/20 but still have an item on the completion of the Force Growth Programme 18/19.
- 2iii.5 VH would like the Changes to the Complaints Management role item in September to be moved to June 2020, however, after a discussion, it was agreed that it would be an item at December 2019 with the progress made.
- 2iii.6 AH commented that the OTR bids will be put on the Forward Plan for September 2019.
- 2iii.7 VH asked that the Agile Working Policy is tabled for September 2019 as it will have been signed off at COG in June.

3 Strategic Transformation Programme – Highlight Report

- 3.1 VH went through the Highlight Report and from the overall summary on Page 3, there was one area of improvement for BT Hothouse which is now green for time. There were three items which had declined; the Force Growth Programme (amber on time due to the tight timescales on the implementation of the Town Centre Teams), Analytics for Everyone (amber on time due to a procurement stage of 8 weeks for this project not being factored in), and Digital Transformation (red due to timings around DETS nationally).
- 3.2 VH confirmed that there were 30 projects in the work stream with 8 in exception. VH took the meeting through some of the achievements for the period, namely; the Specials Constabulary, Force Growth Plan, Criminal Justice (Custody), Operational Policing Command, Transforming Contact Management, Command Review Implementation, Single On-Line Home, ICCS and ECFRS Collaboration.

- 3.3 A brief discussion took place around the Estates Programme and Hoffmans Way and ICCS and the audio drop out. AA explained the current position with ICCS and APD and the ongoing work with the test environment which has replicated the fault and the errors have been captured. BJH reassured JG that this issue is being managed by the Force through the Health and Safety Board.
- 3.4 AG asked if Op Hexagon's savings for 19/20 and the £250k saving forecast which is currently at amber was still expected in year. VH confirmed that it was. AG also wanted to confirm that the 20/21 saving/ efficiency details would be presented at the next P&R Board for the PFCC to see. It was confirmed that the 20/21 details would be presented at the next P&R Board. AG also asked about the Estates Programme and the amber status (Risk 5), and whether it should be red with the increased risks around the money coming in for HQ? VH confirmed that she would update the Estates Programme part of the summary as it was last updated in January 2019.

4 IT Programme Update

- 4.1 AA took the meeting through the Dashboard and the areas of risk on ESMCP, Digital First, DETS, Digital case file and Athena. AA and BJH went through the risks on the Dashboard and updated the meeting with the current progress. AA went through the Key Project Highlight Report which included the risks and progress on the Shared Control Room facility, Single On-Line Home, Mobile First, ESN and the problems nationally with this project, Office 365, CSM, Home Office Technology programme, Digital Transformation (Digital Case file, DETS and DAMS) and Athena.
- 4.2 JG asked about whether the cashable/ non-cashable savings figures could be identified and then populated into the Dashboard which would enable the Strategic Board to assist in dealing with any risks. VH confirmed that she would seek to identify the savings for the IT Programme items which could then be populated into the Dashboard.
- 4.3 AG asked about the figures on the Table at 3.1 on Page 20 and where they had been pulled from? She also asked about the slippage that took place in 18/19 and whether there were any assurances that the programme could deliver 19/20 without slippages. AA confirmed that Fiona Brown is working closely with the Project Managers around what can and cannot be delivered with closer monitoring on the projects which should reduce the slippages. DM confirmed that the table contained the figures for the position at the beginning of the year and would be updated with Q2 figures in due course.

5 Estates Programme Update

- 5.1 PD went through the high level update on the estate programme of work which included items on the implementation of the estate strategy and the resource challenges that are being faced which has meant that Ma'am Mills and Mr Gilmartin have stepped in to delay any non-urgent work that does not fit in with essential estate strategy work. PD confirmed that the figures in the table do not completely match with that stated in the disposals tracker.
- 5.2 PD went through the paper which included items such as the estate assets, the current work and performance, in particular on Chelmsford Police Station, Boreham (including reference to ongoing progress that may be aligned with decision on the Local Plan in October), Police HQ, Capital Receipts and Saffron Walden. PD would draw up a decision sheet for Saffron Walden shortly.

Action: 048/2019

PD to draw up a Decision sheet to regarding the Saffron Walden settlement.

- 5.3 PD also confirmed that the current risks associated with the Estate Transformation are being reviewed to ensure they are appropriate and capture all of the risks relevant to the programme.
- 5.4 AG asked about a figure set against the Boreham upgrade which she could not recall seeing before. PD confirmed that this figure had been identified dependent on the purchase. DM confirmed that this figure had always been identified for future workings but that it did not show up as a specific item before now.

6 2018-19 Progress against precept uplift plan and progress against 19/20 Force Growth Programme

- 6.1 VH presented the paper that had been presented at May's P&R Board meeting which outlined how the precept increase in 18/19 had resulted in the growth in Police officer establishment and the proposed growth in 19/20.
- 6.2 JG thanked VH for the significant work that had been done on this paper.

7 Operational Transformation Reserve ('OTR') Bids

- 7.1 VH presented the update on the successful OTR Bids from 18/19 and took the meeting through the table on Page 3 of the report. The Board were asked to note the progress on spend to date and the process and timeline for further consideration and presentation of OTR bids to the PFCC.
- 7.2 VH reported on the actual spend in 18/19 of just under £1m and the forecast figure in 19/20 of £1.1m. VH confirmed that there is one exception to the figures with the £8.5k bid that is set aside for the shared appointments with Essex County Council and Essex University which will be connected to the ECDA Business Case which will follow this item.
- 7.3 Going through the table in summary, VH confirmed that 5 projects fully utilised the OTR in 18/19, 6 projects partly utilised the OTR in 18/19 but will run over into 19/20 and 1 project into 20/21. VH also went through the approval process for future bids and the need to evaluate each bid against the Police and Crime Plan.
- 7.4 JG asked about Item 15 for the Fusion project in Thurrock and when it was expected to hear what the benefits were for this project. After a brief discussion, it was agreed that VH would add an extra column to the OTR summary table to report on the benefits.

Action: 049/2019

VH to add an extra column to the OTR summary table to be able to report in more detail on the benefits associated with each OTR bid.

- 7.5 AG asked about the Item 7 on the table concerning the purchase of the drone which was then grounded with a superseded drone provided as a replacement and whether two drones had been bought instead of one. VH thought that the first drone had been purchased, did not work and was replaced, but she would check this and report back.

Action: 050/19

VH to check on the position of the drones purchased through OTR funding, i.e. whether EP owned two operational drones or one operational drone and a defunct one.

8 ECDA Business Case (OTR Funding)

- 8.1 VH presented the Business Case for the Essex Centre for Data Analytics ('ECDA') which is a joint partnership programme between Essex Police, Essex County Council and the University of Essex and the desire to create an Essex Centre for Data Analytics with the ambition to make Essex leaders nationally using the power of analysis, data science and AI to tackle key public policy/ social challenges and to also allow the partnership to continue making better use of data to improve outcomes for the people of Essex. The proposal was that this will be done by funding an ECDA data sharing platform and shared posts using OTR reserves from 2019/20 (£100k), 2020/21 (£165k) and a further £165k for permanent funding from 2021/22 but as a revenue cost. Each partner would put in £165k per year to fund this platform.
- 8.2 After a discussion around the Business Case, it was agreed that as the funding was available for the 2 years requested for the Business Case, an evaluation would be taking place during the second year, the monies could be provided in full from the OTR into 20/21. VH would therefore draw up a Decision Sheet for the full project to be funded from OTR (for £430k) over 3 years.

Action: 051/2019

Funding agreed and VH to draw up a Decision Sheet for the ECDA Business Case which would be for £430k and over 3 years from OTR.

9 Agile Working Policy (Action from Estates Strategic Board 30/2018)

VH confirmed that the work had begun on this Policy in March and the principles and definitions of Agile Working were being developed. The principles and definitions were presented to the Estates Change Board, will be presented to COG in June and then the Policy developed further, with it being presented at this Board in September 2019.

Action: 052/2019

The Agile Working Policy to be added to the Forward Plan for September.

10 Devolvement of Budgets – priorities and spend / ZBB deferred from December meeting

It was agreed that this item had been covered previously under Item 2.ii of this meeting, resulting in the closure of Action 027/18 and the creation of Actions 046/2019 and 047/2019.

11 Finance

11.i Medium Term Financial Strategy

- 11.i.1 DM went through the MTFS which had been updated since the March report which had been presented at the Police, Fire and Crime Panel. The updated MTFS showed that there was now an anticipated shortfall of cashable savings of £2.4m versus £4.4m previously. DM confirmed that RH's request for cashable and non-cashable savings is now showing at line 32 of the table. The key change for the reporting is under an item for borrowing which has been fed into the MTFS under lines 24 and 25. AG asked about figures for PEQF and DM confirmed that these are not known at present as the contract is still to be agreed and awarded.
- 11.i.2 DM confirmed that Appendix D showed the capital resources and expenditure forecast and how the capital programme feeds into the MTFS.

DM confirmed that there may currently be a need to borrow approximately £8.29m at the end of 19/20 to deal with the projects in the capital programme but once the Quarter 1 meetings had been held with the individual budget holders, DM would be in a better place to report on the amount of borrowing that would be needed.

- 11.i.3 After a brief discussion, it was agreed that BJH would speak to DM around RH's queries on borrowings and reserves (that had been raised outside this meeting).
- 11.i.4 BJH would like it noted that a figure of £382k of underspend for last year had been put back into reserves and should the Force be faced with an operational priority, a bid could be made against this figure to draw down on this reserve.

11.ii 2021 Budget Setting Timetable

- 11.ii.1 DM went through the paper on the Budget Setting Timetable and confirmed that the budget holders would be receiving their templates and paperwork for the next financial year for revenue and capital budget setting on 15 July. The deadline for submission of these figures and paperwork is 13 September in order that they can be built into the budget.
- 11.ii.2 DM went through the rest of the timetable with the pertinent dates being 3 January 2020 when BJH will present his budget letter to the PFCC and 23 January (to be confirmed) being when the budget will be presented to the Police, Fire and Crime Panel.
- 11.ii.3 It was agreed that the meeting dates outlined in red in the timetable would be entered into diaries to ensure that the timings were met.

Action: 053/2019

Dates for key 20/21 budget setting decisions need to be identified and factored into PFCC, CC and Section 151 diaries.

- 11.ii.4 PD asked whether the templates and paperwork could be sent out earlier than 15 July? DM would speak to PD outside the meeting.

11.iii Capital programme including Stage 2 bids

DM went through the 'Subject to Approval' list, which will have items coming through to the Stage 2 programme. The Marine Unit bid highlighted in yellow on the list had reached the Stage 2 point (and would be presented next on the agenda) and the Single On-line Home item (also presented next on the agenda).

11.iii.a Marine Unit Replacement Engines

TR took the Board through the background to the need to replace the two engines on the Force's Rigid Hull Inflatable Boat ('RHIB') and quotes have been obtained for the replacements. The proposal is to purchase the new engines with EP's Transport Services able to service and repair the boat at sea or at the Marine Unit in Burnham-on-Crouch. The replacement engines will mean that less time is spent maintaining and repairing the existing engines and provide the ability to support Op Kraken fully. TR confirmed that the RHIB is due for a refit in September and there will be a further Business Case submitted for this.

After discussion, it was agreed to approve this Business Case and a Decision Sheet would be drawn up to this effect.

Action: 054/2019

TR to draw up a Decision Sheet for the replacement engines for the RHIB at a cost of £30k.

11.iii.b Single On-line Home

BJH took the Board through the key areas that had been updated since previously presented, which now included efficiencies from integration, updated costs and an indicative 5 year Net Present Value projection. BJH also went through the significant savings that Single On-Line Home would produce.

JG commented that there was no clear recommendation in the report but it was agreed that the recommendation would be approval of the case due to the Section 22 Agreement having been agreed and signed. This was approved and is aligned to PFCC's Decision Sheet 082/19.

11.iv Home Office Serious Violence Funding

BJH briefly went through the Stage 2 Business Case requesting funding from the Home Office Serious Violence Fund for Drugs Testing Kits, and after a brief discussion, this Stage 2 Business Case was approved.

Action: 055/2019

EP to draw up a Decision Sheet for the agreed Business Case for Drugs Testing Kits.

12 Any Other Business

There being no other business, the meeting closed at 12.26pm.