

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

16 September 2019, 1100 to 1400, GF01, Kelvedon Park

Present:

Roger Hirst (RH)	Police, Fire and Crime Commissioner CHAIR
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner
Pippa Brent-Isherwood	Chief Executive and Monitoring Officer, OPFCC
Abbey Gough (AG)	PFCC Treasurer, S151
B-J Harrington (BJH)	Chief Constable
Paul Wells (PW)	T/ACC, Essex Police
Dr Vicki Harrington	Director of Strategic Change, Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Annette Chan	Chief Accountant, Essex Police
Patrick Duffy (PD)	Head of Estates, Essex Police
Jules Donald (JD)	Chief Information Officer, Kent and Essex Police
Stuart Hooper (SH)	T/D Ch Supt, SCD, Kent and Essex Police (Dialling in)
Claire Putnam	Minutes, PFCC's office

Apologies

Mark Gilmartin (MG)	Director of Shared Support Services, Kent and Essex Police
Pippa Mills (PM)	Deputy Chief Constable, Essex Police
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime) PFCC's office

1 Introduction and welcome

RH welcomed all to the meeting and introductions around the table were made. There were apologies from MG, PM and AH.

2i Minutes of last meeting

There were no amendments to the minutes of the last meeting held on 13 June 2019 and they were therefore approved

2ii Action Log

046/2019 POA

POA is on the agenda but agreed to cover off in the action log. AG explained that there is an open action that supersedes this in the P&R Board and this will remain open. AG met with Richard Jones and Matt Tokley to go through the background work and once Q2 is

finished there will be a comparison piece of work between the support functions and where the significant variances are. The action is closed and will be reported back to the P&R Board. Should any decisions be required as a result of the work this will return to the Strategic Board.

SH Joined the meeting by teleconference at 11.07am

050/2019 OTR

VH agreed OTR wording was ambiguous and explained that one very capable drone was purchased for £21,000 via OTR. There were issues around its capability in the wet which has been mitigated by adding an additional parachute.

The following actions were agreed by the Board to close;

037/2018 Strategic Transformation Programme – Highlight Report

041/2019 Strategic Transformation Programme – Highlight Report

043/2019 Treasury Management Strategy

044/2019 Treasury Management Strategy

045/2019 Finance

047/2019 Action Log – Devolved Budget

048/2019 Estate Programme Update

049/2019 Operational Transformation Reserve Bids

051/2019 ECDA Business Case (OTR Funding)

052/2019 Agile Working Policy

053/2019 2021 Budget Setting Timetable

054/2019 Marine Replacement Engines

055/2019 Home Office Serious Violence Funding

2iii Forward Plan

- 2iii.1 JG talked about populating this, for example, regardless of the results of the next election, where will the next Police Crime Plan need to be reported into.
- 2iii.2 BJH suggested that the Force Growth Plan reporting for the 9th December, the proposals around the £20,000 shared uplift needs to be in there and RH suggested that this should be a separate issue.
- 2iii.3 BJH suggested that the new Officer uplift update be added to the Forward Plan.

Action 056/2019

Forward plan to be updated with Force Growth Plan, Police and Crime Plan and Officer uplift AH to complete

3 POCA 5 Year Plan

- 3.1 SH gave a brief overview on the paper and the proposed plan to release significant monies back to Essex Police and build a Proceeds of Crime Act (POCA) reserve across the next 5 years.
- 3.2 Potential monies available of £4,796,356, with an Essex saving budget of £2,008,025 (from utilising POCA generated monies to fund 10 FI posts)
- 3.3 Operation Green King, which is a large Serious and Organised Crime Unit (SOCU) investigation working with partner agencies, which means over the period of 5 years Essex Police will be able to place £400,000 back into the operational policing of Essex.

- 3.4 BJH stated the rules around POCA and how it can be spent, ensuring it complies with the Home Office Asset Recovery Incentivisation Scheme (ARIS) guidelines as subsidised significantly by the Operational Transformation Reserve (OTR).
- 3.5 The first £1.6million has already been received which now allows EP to release some of that money to tackle crime and invest in policing and releases some of the money back to OTR.
- 3.6 BJH has committed to send £75,000 to the Essex Community Fund Foundation, (currently called the High Sheriff's Fund). Happy that this meets the POCA requirements as stated in the Police Crime Plan. The board were happy to agree the recommendation.

SH left the meeting at 11.20am

4 Transformation Programme Highlights

- 4.1 VH took the Board through the matrix highlighting some of the following points; Force Growth Programme gone from amber to green due to recruitment profile is now set up. General Operational Policing Command has gone from green to amber due to drone PIR and complex review which has now been completed. Criminal Justice Command, custody provision has gone from green to amber due to replacement costs of CCTV. BT Hothouse 1&2, dates are now in the diary but has gone from green to amber. Analytics for Everyone has improved, procurement phase has been completed. Single Online Home (SOH) has improved in regard to costs and is now live. RH wanted to understand the communication plans around moving away from 101 and promoting SOH following the soft launch.

Action: 057/2019

BJH will ensure an update around the SOH communications plan for the public is brought to the next P&R Board

- 4.2 VH took the Board through the achievements highlighting some of the following points; Specials Constabulary have seen a 21% increase in headcount, which is the largest growth in any force for the same period. Town Centre Teams launched successfully in July, 58 additional PC's and 10 sergeants working across 23 locations. Chelmsford Police Station refurbishment is progressing well, final clearance was completed on 9th September and contract finalisation is underway to hand site over to the main contractor, confirmed as 30th September. Office 365 successful roll out with email migration to the cloud completed at the end of August. ECFRS Collaboration next round of fire station drop-ins has started with Witham fire station holding inductions.
- 4.3 VH talked about areas in exception. There are 9 in exception, 7 have remained the same, (of those 7, 4 are national IT programmes), and there are 2 new, Operation Hexagon and Transforming Contact Management.
- 4.4 VH went through Operation Hexagon and explained the £250,000 savings for 19/20 is still showing, however it was agreed by the efficiency & savings board to re-profile this for next year. This is because of a review of Firearms Shotguns and Explosive Licensing (FSEL) departments the savings are dependent on the shared IT systems. There was a discussion around firearm licensing and it was confirmed that EP will be going ahead with online payments although Essex and Kent's systems need to be correctly configured. It was also confirmed that there will be a delay in the ability to complete the firearms form online.

- 4.5 Kent have reviewed Cyclops 2 as a potential solution for their FSEL team and consider it to be a viable option. Business case needs to be reviewed and aligned with Essex Police so both are working on the same systems.

Action 058/2019

An update will be brought to the next Strategic Board which outlines the planned IT work associated with Essex and Kent FSEL systems.

- 4.6 Contract Management Update to COG on 28th August requesting staffing increase. Options being updated and paper is on the Strategic Board agenda for discussion.
- 4.7 There was a discussion around the Estates Change Programme, VH issued an addendum as top RAG rating didn't reflect PD's review. BJH raised a question around the completed pre-planning application for Essex Police HQ, the development of the site, pre-planning etc, and the potential need to bring forward the development of some of the HQ site for training to support the recruitment of 452 - 600 officers. BJH noted that can use Anglia Ruskin for some parts but won't have the level of consistency needed for training and college is at capacity. It was also noted that further discussion will be required to understand the impact on the borrowing requirement and capital position.
- 4.8 VH explained that the Emergency Service Mobile Communications Programme (ESMCP) is still the highest risk and still experiencing audio drop-outs. BJH confirmed that the audio drop-outs are intermittent now with no significant issue to business. When it occurs it's immediately reported to IT. Received sign off to replace covert devices first and then airwave devices.

5 IT Programme Update

- 5.1 JD took the Board through the investment programme. Total investment budget of £12.1million. Large variance plan of £3million, key areas being; Re-profiling of the DAMS project. Infrastructure modernisation carried over from last year, team are profiling return to centre of around £700,000 some of which related to good procurement. £2.6million has no clear profiling date
- 5.2 JD took the Board through the 20/21 IT Portfolio presentation which is the emerging profile of work for next year's IT investment. Key highlights being; Idea Validations which the DCC's board have considered and requested delivered in 20/21. Regional Projects with 7 Force continuing. National Projects continue at pace. Projects continuing from 2019/20, whether that be due to existing plans for 2020/21 phases or the current consideration of additional phases.
- 5.3 JD explained Candidate Projects slide is being worked up in more detail to provide DM's team with stage one business cases. RH asked if we have budget estimates for these projects. DM confirmed if Stage Ones have been submitted then there will be 75% of funding.
- 5.54 RH stated that it would be easier if this report was in the same format as other papers e.g. introduction, recommendations, background and information and using the same terminology. BJH also suggested to include total cost of entire programme and implementation dates.

Action: 059/2019

JD to ensure one paper is submitted for December briefing including introduction, recommendations, background and information and using the same terminology as other papers. Also include implementation and total costs of programme/projects.

6 Estates Programme Update

- 6.1 PD took the Board through the paper and the Estates Team still has capacity issues. However, 5 new surveyors are starting soon so hopefully that will alleviate the demand.
- 6.2 Overall disposals still ongoing. Banked £2½million so far this year and a further £3million forecast. 30 assets sold against the whole programme, target of which is approximately 50. DCC is challenging the team to identify what can be brought forward and trying to accelerate options (e.g. Stanway), which is going through the Estates Strategic Board and Estates Change Board.
- 6.3 Chelmsford Police Station development plan has gone really well and is on track. Currently forecast to stay on budget. Boreham update, an offer has been submitted and hopefully terms will be set. There's potentially a collaboration opportunity too.
- 6.4 PD is chasing for a definite answer in regard to Police Headquarters pre-planning application and whether this has been sent. RH would like to see the signed version once it's gone.

Action:060/2019

PD to send over to RH a signed version of the Police Headquarters pre-planning application letter once received

7 Force Growth Programme

- 7.1 VH presented the paper and there have been some minor adjustments to the implementation timeline to take account of developing operational demands and priorities. Both the Gangs and Rural Engagement investments have been brought forward so the Crime and Public Protection investment has moved back a couple of months.
- 7.2 VH explained the Investment Adjustments changes and highlighted the following; Drugs Expert Witness Team will now be formed from the 18 Constable posts and that this team will also support Operation Raptor. The role of Investigation Support Officer has been reviewed and is now a Scale 6 position not a Scale 5. Investment has been planned by C&PP between POLIT and CAIT and the Case Progression Team and these implementations are now planned for January 2020. The Gypsy Traveller and Rural Engagement Team are now called the Rural Engagement Team. Roads Policing Unit had an original investment planned of 21 Constables but four of these posts will now be Sergeants posts and implementation remains scheduled for February 2020.
- 7.3 DM took the Board through the purpose of the Operating at Financial Risk report, operating at risk by over recruiting against the budgeted establishment of 3,218 officers. Currently 78 over establishment which will have a financial impact over this year and next. Will need to know by 13th December 2019 what the position is in regard to funding the 20,000 officers to include it in the MTFs. BJH stated there will definitely be greater clarity by December.
- 7.4 2.7 of the Operating at Financial Risk report, RH wanted it stated for the minutes that notification regarding funding of the additional officers has already been received by the Home Office and they have announced £750million, we just need the detail of the allocation. RH also wanted it stated that he supports BJH in continuing to aggressively recruit at this stage.

- 7.5 The Force's decision to continue to recruit at financial risk prior to the details of allocation of funds as part of the government uplift, was supported by the PFCC and the Board as set out in the paper tabled.

8 Operational Transformation Reserve ('OTR') Bids

- 8.1 VH took the Board through the paper and highlighted 2 new bids. First bid is for additional storage needed for BWV in retaining used and unused footage. Funding for 20/21 of £120,000 will come from OTR (subject to agreement) and £86,000 for the current year will come from the non-pay investment funds in the IT growth budget as a one off basis. Second bid is for IT for the R&D team for additional capacity to divert technology projects and this is fairly critical. Bid is for nearly £94,000 and is part funded by Kent. If these 2 proposals are agreed that will leave £150,000 in OTR fund
- 8.2 RH approved both OTR bids subject appropriate decision sheets being submitted. It was note that BWV would continue to be reviewed and that additional storage costs would likely become a reoccurring budget requirement within Essex Police. Further work was required to fully understand the ongoing financial requirement.

Action: 061/2019

Decision sheets required to be submitted to the PFCC for BWV and IT OTR bids

- 8.3 Appendix 4 of the report goes through each of the individual bids and highlights where they are in regard to benefits assessment and whether the bid has been completely spent or there's money outstanding. RH asked if there are any highlights of things that have really worked. VH identified a few, these being Financial Investigators, Digital Hub for FCR, the Drone and Safe as Houses. However, YouGov had disappointing results.
- 8.4 BJH stated that any monies unutilised by bids (The Missing Persons Analysis Tool, £60,000 was allocated and is now funding a geospatial intelligence system) shouldn't just switch across to something else. It would need to be a new submission. RH agreed
- 8.5 Table 1 within Appendix 4 is the anticipated timeline for delivery of Operation Meteor but there was some confusion around dates. VH stated it was being revised because of Operation Sceptre. RH said for it to go to COG so it can then come back to P&R Board

9 Update on Suspect Interview Recording Replacement (CODES)

- 9.1 RH has requested at a previous Strategic Board meeting more information surrounding replacement of the existing digital interview IT solution known as CODES (Complete Online Digital Evidence System). JD gave an overview of the history of the project.
- 9.2 In regard to finances the original £282,000 capital is available which has been earmarked year on year and revenue costs on a 5 year basis.
- 9.3 Procurement is due to start in September and conclude in January 2020, followed by implementation in 2020.
- 9.6 JD explained to the Board that DAMS won't be up and running in time as a replacement and the existing system leaves us exposed as the calibre of interviews is variable and system drop outs means supplier has to come in on a case by case basis and try and recover the interview. BJH agreed that replacement of this system is now critical as the system in place at present is coming to the end of its life.

- 9.7 RH confirmed his understanding is, the old system is outdated and won't be supported for much longer so looking to procure through OJEU together with Beds/Cambs/Herts with Norfolk, Suffolk and Kent as a potential follow on if they wish to and we will procure something that will work for the medium term whether DAMS comes in or not. JD agreed with RH's understanding.
- 9.8 DM explained that we do have a Stage One in place but because of the complex nature there will be a wide financial variance, so it makes sense to go out to tender then come back with precise figures otherwise we'll be approving a lot more than we need to. RH wanted it noted for the minutes he is content with this process on the proviso that a Stage Two business proposal and final approval to come back to the Board.

10 POA Verbal Update

- 10.1 Verbal update given earlier in the meeting 2ii Action Log 046/2019.

11 Devolvement of Budgets

- 11.1 DM took the Board through the paper summarising the purpose of the pilot and report and some of the issues raised were how do you deal with an overspend and that gave COG areas for consideration regarding the best arrangements to be put in place. Previously when budgets were devolved in 2012 there was admin support and there isn't any admin support at the moment following the centralisation of budgets. Pay Budget for Officers are difficult to monitor primarily because we budget to strength but budgets are allocated on establishment so you end up with misalignment.

PW joined the meeting at 13.16pm

- 11.2 DM stated conclusion going forward was to continue with Police staff budgets being devolved and any underspends are utilised with agency staff and the option of overtime.
- 11.3 RH stated he was quite disappointed. BJH explained the reasoning as he holds the budget and that last year he experienced a situation whereby one area was overspend and another was overspending. BJH said that local areas do not have the control of Officers are posted centrally. Central Resourcing Board does direct Officer Postings and devolved budgeting does not give COG sufficient control. Underspend and vacancies in Officers cannot be reallocated to spend on agency staff or other areas.
- 11.5 RH and BJH continued to discuss the implications of devolved budgeting. BJH noted that this continuation of devolved officer budgets could result in LPAs directing resources to reactive areas rather than prevention work.
- 11.6 It was noted that following the conclusion of the devolved budget pilot there were some areas where the process provided additional efficiencies and was effective such as Police Staff budgets and therefore will continue. On review of the pilot it has been established that the devolution of Police Officer salaries was not effective since COG require the ability to direct Officer resources from the centre, therefore it has been agreed that the devolution of Officer salaries will cease. The development of staff and other revenue budgets is still beneficial and will continue.

Action: 062/2019

Conversation to take place between JG and RH to discuss the sensitivity of the Police and Crime Plan

12 Finance

12.i 2020/21 Budget Setting

- 12.i.1 DM took the Board through the budget setting paper noted that Friday 13th September was the deadline for capital bids, revenue bids and savings, so the paper shows bids received up to the 19th August.
- 12.i.2 DM went through the table of Main Budget Setting Activity 16th September to 9th December. Meetings between RH and BJH scheduled for 8th & 25th November. RH stated that dates and timings worked very well in previous years however this year there are still a number of unknowns in terms of central government announcements. DM noted that last year we were initially working to a £12 precept before moving on to a £24 precept.
- 12.i.3 Friday 3rd January COG will agree the letter that comes to RH. RH stated it would be good to have it go out at the point the panel approves it and the proposed date for the panel in January is the 22nd. DM will forward the January timetable to RH.

Action: 063/2019

DM to forward the full 2020/21 budget setting timetable to RH

- 12.i.4 RH noted that the current financial bids received did not appear to be focused on areas which the public would see the effects of. BJH and DM noted that this was only a snap shot of the bids and that further work would take place to ensure that there was appropriate balance between improving outcomes to the public and housekeeping bids.

12.ii Medium Term Financial Strategy

- 12.ii.1 DM took the Board through the paper and the position at the June Board where there was a £2.4million shortfall in 2020/21 and at the end of August there was a £2.5million shortfall in 2020/21. Costs have increased, due to an extra 0.5% for pay awards (budgeted for 2% but came in at 2.5%) so an extra £1.3million. Identified savings of £5.2million.
- 12.ii.2 DM highlighted the full year effect of 215 Officers over and above the cost of 19/20 is £3.8million which is in the MTFS.
- 12.ii.3 Borrowing position for Capital is £1.3million short at the end of this financial year and the Reserves are a steady £8.9million
- 12.ii.4 RH stated the assumption of 2% Council Tax increase which DM agreed and also with the same grants as last year. RH also stated that if all of our share of the £750million is to go on expansion along with the 2% increase we will have a £2.5million deficit. DM agreed.
- 12.ii.5 Further discussions were to take place around the potential Essex allocation of the £750million. This would include considerations based on the NRE position of 2.26% and 2.26% of the 6,000 with a view to understand whether there is a net surplus or deficit to Essex. It was agreed that a separate meeting would be held to discuss these implications .

Action: 064/2019

A meeting to be arranged between RH, AG, DM and BJH to discuss costings and funding to be arranged.

12.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. Approved projects total for 23/24 is £48.7million. Unapproved projects total is £60.2million (which doesn't include the £48.7million) which leaves £42.3million. AG asked if it included Custody and it doesn't as it's not come back as subject to approval. RH stated that we end up £25.4million in debt at the end and also that there aren't any total in Appendix D. DM to update spreadsheet to reflect totals and also send RH the proposals.

Action 065/2019

DM to send RH proposals spreadsheet and also update Appendix D to reflect totals.

12.iii.a Marine Unit Replacement Engines

PW took the Board through the background in regard to a full re-fit of the Force's Rigid Hull Inflatable Boat ('RHIB'). The RHIB was purchased in 2005 and has been in constant service for 14 years. The refurbishment option will extend the life of the RHIB for a further 10 years at a cost of £80,000. If we don't proceed there will be critical failure due to the age of the RHIB. It was agreed to approve this Business Case and a Decision Sheet would be drawn up to this effect.

Action 066/2019

PW to draw up a Decision Sheet for the agreed Business Case for the full re-fit of the RHIB

12.iii.b Operation Sceptre Tasers

PW took the Board through the paper in regard to the Operation Sceptre Taser uplift and looking to access from the Home Office Knife Crime funds, specifically £283,600. In May 2019 it was agreed by Chief Officers to uplift the number of Specially Trained Taser Officers (STO) by 200 officers. Plan is by the end of this year beginning of next STO's will move from 391 equipped taser officers to 711 equipped taser officers. They are going to be deployed in Raptor Teams and Road Policing Teams to help combat knife crime. Need to run training courses for 12 officers at a time so will take time to achieve this. So looking for Board approval in obtaining the additional tasers and the ongoing training.

After discussions around financing disparities DM will put together a comparison sheet for clarity so the Decision Sheet is correct. Pending that comparison it was agreed to approve this Business Case and a Decision Sheet would be drawn up to this effect.

Action 067/2019

Once DM has completed the comparison sheet for RH around the financing PW to draw up a Decision Sheet for the agreed Business Case for the additional tasers and training.

12.iv Videoscope

PW took the Board through the paper in regard to replacing obsolete equipment that is vital for the deployment of Specialist Search assets. Specialist Licensed Search Officers (LSO's) routinely deploy in support of investigations into serious organised crime, major investigations and as part of the security process for visiting dignitaries. This equipment enables the LSO's to search in voids or confined spaces. Current equipment has failed so looking to replace at a cost of £20,000 capital. It was agreed to approve this Business Case and a Decision Sheet would be drawn up to this effect.

Action 068/2019

PW to draw up a Decision Sheet for the agreed Business Case for the replacement equipment.

12.v Radiation Device

PW took the Board through the paper which proposed that Essex Police replace the obsolete equipment that is vital to the deployment of Specialist assets within the CBRN environment. It is proposed that the Force replaces the obsolete and failing Radiation detection device at a cost of £30,700 which includes servicing and re-calibration. It was agreed to approve this Business Case and a Decision Sheet would be drawn up to this effect.

Action 069/2019

PW to draw up a Decision Sheet for the agreed Business Case for the replacement equipment.

12.vi Contact Management

PW took the Board through the paper which is a change to the original request of an increase in staffing levels by 10.7 Scale 4 staff FTEs to deliver the Target Operating model agreed by the Chief Officers in June 2018 which was based on a review of the Force Control room by KPMG. KPMG made an incorrect assumption on the number of staff required. After a discussion around the wording of the document it was agreed that PW would re-draft the paper including “change control notice to the original document” and re-present.

Action 070/2019

PW to re-word the paper to include “change control notice to the original document” and then the reasoning and re-present for approval.

13 Any Other Business

There being no other business, the meeting closed at 14.11pm.