

**MINUTES – PART A**  
**POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX**  
**and**  
**ESSEX POLICE**  
**STRATEGIC BOARD**

9 December 2019, 1000 to 1300, FF33, Kelvedon Park

**Present:**

|                             |   |
|-----------------------------|---|
| Roger Hirst (RH)            | Police, Fire and Crime Commissioner CHAIR                       |
| Pippa Brent-Isherwood (PBI) | Chief Executive and Monitoring Officer, PFCC's office           |
| Abbey Gough (AG)            | PFCC Treasurer, S151  |
| B-J Harrington (BJH)        | Chief Constable   |
| Paul Wells (PW)             | T/ACC, Essex Police   |
| Dr Vicki Harrington (VH)    | Director of Strategic Change, Essex Police                      |
| Debbie Martin (DM)          | Chief Finance Officer, Essex Police                             |
| Patrick Duffy (PD)          | Head of Estates, Essex Police                                   |
| Fiona Brown (FB)            | Head of Programme Delivery, Essex and Kent Police               |
| Tom Richards (TR)           | Detective Chief Supt, Essex Police                              |
| DCh Supt Steve Worrton (SW) | Head of Crime & Public Protection, Essex Police (Dialling in)   |
| Ch Supt Simon Anslow (SA)   | Head of Professionalism, Essex Police (Dialling in)             |
| Anna Hook (AH)              | Head of Performance & Scrutiny (Policing & Crime) PFCC's office |
| Claire Putnam               | Board Support Officer, PFCC's Office, Minutes                   |

**Apologies**

|                     |  |
|---------------------|--|
| Mark Gilmartin (MG) | Director of Shared Support Services, Kent and Essex Police |
| Pippa Mills (PM)    | Deputy Chief Constable, Essex Police                       |
| Jane Gardner (JG)   | Deputy Police, Fire and Crime Commissioner                 |
| Jules Donald (JD)   | Chief Information Officer, Kent and Essex Police           |

**1 Introduction and welcome**

RH welcomed all to the meeting and noted apologies from MG, PM, JG, and JD.

**2i Minutes of last meeting**

VH stated page 3 point 4.1 should read Analytics for Everyone has improved, procurement phase has been completed.

There were no further amendments to the minutes and they were therefore approved.

There were no matters arising.

## 2ii      Action Log

56/19 Close

57/19 Close

58/19 IT update paper received and on agenda - Close

59/19 Close

60/19 Close

61/19 Money is no longer required for Body Worn Video storage, VH thinks an alternative way of meeting the requirements has been found – update received via Paul Nagle to confirm funding not required - Close

62/19 Remains open

63/19 Close

64/19 Close

65/19 Close

66/19 Close

67/19 Close

68/19 Close

69/19 Close

70/19 Close

## 2iii      Forward Plan

2iii.1      AH received an update through Digital Forensic Unit Storage Essex Data Legacy Store and ESCMP stage 2 business case should be put on the Forward Plan for March 2020. There was also a discussion in regard to an ICCS paper and BJ confirmed it will be brought on the 19<sup>th</sup> December.

### 3.iii.b      Covert Tracking Paper

*Dealt with under Part B*

## 3          Finance

### 3.i          Medium Term Financial Strategy

3.i.1      DM confirmed that the paper will be discussed at the meeting on the 19<sup>th</sup> December and this formally sets out the base position from one strategic board to the other and this one includes all the net revenue investment, service demand changes, investment and pay budget setting. RH asked if this defines the £9.2million gap which DM confirmed and stated that the £9.2million gap is after the potential precept uplift.

3.i.2      BJH stated that the challenge is setting a balanced budget around the uncertainty of the election. RH asked if a number of options will be brought forward to the 19<sup>th</sup> December for discussion with the additional tweaks that were raised to find the extra £2.2million. BJH confirmed this.

3.i.3      DM stated that she will be having conversations with Essex County Council around the LGS pension fund about the strains of increasing the employers pension. RH raised the discussion that it would be beneficial for a conversation to happen with ECC to spread the strain over a longer time period. DM will ask what other local authorities are proposing.

3.i.4      It was noted for the minutes that there are 4 forward facing models prepared for the meeting on the 19<sup>th</sup> December in regard to budgets plus an independent model of how the Force will invest the uplift. Also that a formal request to ECC in regard to reconsidering the spread of the employers pension will take place.

### 3.ii Reserves Strategy Progress

3.ii.1 RH and DM confirmed that this be discussed at the meeting on the 19<sup>th</sup> December.

### 3.iii Capital Programme including Stage 2 bids

#### 3.iii a Laser Scanners

3.iii.a.1 PW took the Board through the paper which is in regard to replacing 3 laser scanners which are used at the scenes of serious and fatal collisions. Total cost is £198,300 to replace current scanners which are 8 years old and in danger of failing. The equipment is used as quick data collection at collision scenes which means data is gathered to ISO standards and carriageways can be opened again as quickly as possible.

3.iii.a.2 PW confirmed that the bid also includes a 5 year service plan and is a reduction in the initial proposal which was £263,000 so £92,000 less than originally thought.

3.iii.a.3 RH asked why don't the Force service the existing scanners at £5,000 each which is an even bigger saving. PW confirmed that they could be serviced however, it is his opinion that as they are 8 years old their reliability will start failing and then the only option left will be the old fashioned tape measure which isn't to the required standards and will keep collision sites closed for longer.

3.iii.a.4 RH asked BJH if he thinks it's the right thing to replace now rather than service and wait. BJH confirmed that discipline is needed in regard to Asset Replacement Programme so yes it's the right thing to replace now. The Board agreed the proposal.

**PW left the meeting at 10.20am**

#### 3.iii.c Stevenage property

*Dealt with under Part B*

#### 3.iii.d Boreham Update

*Dealt with under Part B*

### 4 Business Cases

4.1 SW took the Board through the paper which is asking for approval for one off revenue funding in 20/21 of £250,000 to enable the scanning of family files (CAIT 18s) created during child abuse investigations prior to December 2014. These records would be scanned in preparation for inclusion within the Digital Data Store solution. In total there are 33,000 records that are held in hubs geographically across the county and stored at Great Dunmow. It's estimated that the total page count exceeds 7.5million pages. A recommendation was made following a Child Protection inspection by HMIC in September 2015 that the material should be made available to investigators and front line officers to inform their decision making.

4.2 SW stated that a Digital Data Storage solution has been identified which will make retrieval of these documents easier. SW also confirmed that the paper had gone to COG and the benefits to having a digital data storage unit are that the information will be easily accessible and will reduce the amount of physical storage needed. BJ stated that there is the added issue of paper files deteriorating the longer they are kept.

- 4.3 SW stated that for some paper files it can take an officer up to 3 days to find the information they are looking for and there are also risks where the files are deteriorating and dockets broken - is all the information still there or has it been lost?
- 4.4 RH asked if the Force expects this to have a material impact on the way children are protected. BJH confirmed that it will give complete assurances that no information has been missed and also it will protect the Force legally against any complaints. SW also confirmed that nearly 10,000 DBS checks a year are being completed by Essex Police and that information is required to be easily accessible too. BJH stated that this will give officers time back to investigate and also physical space will be gained back in Southend, Grays, Harlow and Great Dunmow.
- 4.5 AH asked, the Digital Data Store that's being discussed, is that the one that went out to procurement, wasn't successful and has come back as a business case for the 7Forces procurement? DM confirmed that it was. AH further asked when the business case for this will be received. FB confirmed that after speaking with IT, from a storage point of view the information can be stored digitally without issue ahead of having the Data Store in place.
- 4.6 RH and the Board agreed the proposal.

**SW left the meeting at 10.58am**

## 5 Strategic Transformation Programme

- 5.1 VH took the Board through the report and highlighted the following where the direction of travel has changed; BT Hothouse has improved, Analytics for Everyone has reduced, SOH rollout has improved, O365 has improved, 7 Force digital forensics has deteriorated, 7 Force PEQF has improved. September had 12 exceptions vs 11 exceptions for December.
- 5.2 VH highlighted the following achievements; Force Growth Plan is on track, recruiting 215 more front line officers. Essex Police continues as the fastest growing in terms of Special Constabulary numbers and is the second largest behind the Metropolitan Police. Network Rail have now signed up to Employer Supported Policing with 2 Special Constables already employed. 78% of work is retained in the Resolution Centre rather than being tasked out to LPA's. Revised shift pattern (flex) for Local Policing Teams was successfully implemented in October. Online card payment setup has been completed and now looking at the enhanced firearms licensing module, incorporating the online forms.
- 5.3 VH went through the areas of exception highlighting the following; ESMCP is red for ESN as there are concerns about the national programme and its ability to deliver a fit for purpose solution. RH stated more delays would be expected as not considered feasible on 4G. ICCS is Amber as the system was implemented in March 2019 but remains subject of rectification of faults and software 15 has been released and is being tested. BJH stated that it's only partial testing as can't test with enough confidence that the changes aren't going to make the system worse. VH will look into it.

### **Action: 072/2019**

**VH to look at RAG ratings for ICCS which will depend on the outcome of the software release currently being tested.**

- 5.4 The National Home Office Technology Programme has no change to the previous rag rating. National Law Enforcement Data Programme, PNC and PND, IT Services are arranging to meet the national team to understand technical changes. National ANPR

Service, Essex Police and Kent Police now supply NAS Production (live) and dual running has commenced. Child Abuse Image Database (CAID) is being delivered however enhancements are needed. RH commented that he understood that the National Data Programme has been put on hold which would mean that the RAG rating is red. FB to have a conversation with the National Bodies in regard to National Law Enforcement Data Programme with regard to this programme hold.

**Action: 073/2019**

**FB to have a conversation with the National Bodies in regard to National Law Enforcement Data Programme with regard to this programme hold.**

- 5.5 Athena Innovations - RH asked if the Force is getting consistent messaging. BJH confirmed that it doesn't seem like anything is progressing so it needs to be monitored and continued to be pushed forward. RH doesn't think that things are progressing in the way that the 10.7 table shows. VH confirmed that the Force receive updates in regard to this from the AMO and there is a lot of work going on to solve issues. RH stated it's concerning as he's getting two separate messages. VH will look into to ensure the Force isn't getting overly optimistic reporting.

**Action: 074/2019**

**VH will look into the reporting to ensure the Force isn't getting overly optimistic updates in regard to Athena.**

- 5.6 VH highlighted that the 7 Forces Armed Policing Chief Fire Arms Instructor and governance, strategic tactical risk assessment has now been signed off. Two recruitment drives have been unsuccessful so the role will now be civilianised which has been agreed by the 7 Forces.
- 5.7 Delivery dates for the Driver Management Module have now been re-aligned with a go live date planned for 31 March 2020. There followed a short discussion in regard to Insurance premiums and budgets. BJH stated he will look into the financial implications with John Gorton and gain a better understanding.

**Action: 075/2019**

**BJH to have a discussion with John Gorton around the financial implications in regard to the Forces Insurance premiums and gain a better understanding.**

6 IT Programme Update

- 6.1 FB took the Board through the update paper and explained it is a reformatted document however RH would like it more informative especially around pages 6,7 & 8 and more in-line with how VH presents reports against the Transformation Programme.
- 6.2 FB highlighted some of the achievements and a number of projects have moved forward as follows; Charter which is the replacement for the covert system has been implemented in a test environment, Analytics for Everyone has been completed and the contract awarded to KPMG, new procurement process for Digital Interviews is underway with two supplier submissions currently in evaluation. Forensic QMS system has been implemented for training and testing. Mobile First has a risk around the Athena application date, however expectations are that it will be delivered in January/February. AH asked about the risk around the delivery against Containerised Data Centre (CDC) store. FB confirmed there is a risk and the timescales are now more likely to be July 2020. RH stated he wants a report with risks and rag ratings which is the same as VH's.

**Action: 076/2019**

**FB to look at VH's reports produced for the Transformation Programme update and produce using the same format going forward.**

- 6.3 A procurement exercise has taken place in regard to Legacy Digital Data Solution (LDDS), unfortunately this could not be completed due to lack of supplier response. The project is now on hold to take an opportunity to assess this as a full 7 Forces ICT project again, as one of the strategic requirements for the potential 7 Forces ICT Convergence. FB's understanding is that other Forces are interested in procuring, however Kent isn't.
- 6.4 FB confirmed that the CDAN/CDAT Telephony Indexing, which is the SCD project to implement indexing of data downloaded from mobile phones is underway. Technical design is complete and delivery will commence once the DPIA is complete and signed off. RH stated that SCD's understanding is that the project isn't being progressed so conversations need to be had. VH stated that its DBIA and Information Management issues that had to be worked through. BJH confirmed that the technology works but the challenges are around GDPR and data protection issues.
- 6.5 AH asked in regard to the Containerised Data Centre and the business case received in March 2019, which stated that the need for this as being essential to maintain the technical refresh programme and essential systems and now this is slipping what is the impact on the technical refresh programme as a result? FB confirmed that the majority of work has continued but there is a limitation in regard to space and environment to put the equipment into. FB will gain a better understanding of what the implications are and send over to AH.

**Action: 077/2019**

**FB to gain a better understanding of what the implications are around the Containerised Data Centre slippage in regard to the technical refresh programme and send over to AH**

- 6.6 FB took the Board through the progress around spend of the approved stage 2 business case budget which is forecasting £4.7million spend with a variance of just over £2million. Return to centre is estimated at £1.1million of capital budget. Any underspend has been factored into 20/21.
- 6.7 In regard to future work and development, the 20/21 plan has been developed including 7 Force ICT, National projects and projects that need to be re-profiled from 19/20 budget. Investment of £5.4million capital for the next financial year. RH requested one table by category showing the following; Breakdown of Approved Projects, Subject to Approval, Estimated Payments and Earlier Approved Projects and total spend for IT, total spend for Estates etc.

**Action: 078/2019**

**DM to produce one table (below the usual table of What's been Approved, What's in Stage 1 etc) by category showing the following; Breakdown of Approved Projects, Subject to Approval, Estimated Payments and Earlier Approved Projects and total spend for IT, total spend for Estates etc.**

BJH stated that projects from IT should be coming through COG (Chief Officer's Group) and then go through to budget setting. FB stated that she has worked closely with DM's team to work through the figures and DM confirmed she will be sitting down with Kate Whittaker to look into it further.

- 6.8 In regard to projects, FB stated that VH's team has supported in prioritisation against the Police Crime Panel, the Police and Crime Plan, the Risk Register, FMS and the Control Strategy. RH asked if there are any high risk areas, FB confirmed the Digital Forensics Unit redesign is a potential high spend area so would be a risk.
- 6.9 FB took the Board through the issues around the CDC. BJH asked who took the decision not to progress with the tender especially as two suppliers had requested an extension which had been declined. FB didn't know who had taken that decision as it had gone to the Project Board. BJH stated it was worth looking into the procurement process and revisiting.

**Action: 079/2019**

**FB to understand what happened with this tender and bring findings to the next meeting and also to establish how this is going to be taken forward so not in the same position again.**

7 Estates Programme Update

- 7.1 PD took the Board through the report and highlighted the following; 31 properties have been sold totalling £25.4million, 3 medium sized properties will be going on sale in January 2020.
- 7.2 PD explained that future properties contained a caveat whereby it doesn't include properties where an operational alternative can't be found.
- 7.3 PD confirmed that all forecast savings have been realigned and for the remaining disposals the overall saving is £450,000.
- 7.4 PD confirmed there have been 4 new starters in the team which has had a very positive effect and has enable the team to pick up and clear the backlog now.
- 7.5 In regard to strategy, PD highlighted the following; Chelmsford Police Station refurbishment has commenced with all teams now operating as normal from their temporary locations, primarily at HQ. Plans are currently underway to consider the teams that will re-occupy Chelmsford Police Station.

**SA joined the meeting at 12.27am**

The pre-planning application meeting in regard to Police HQ has taken place with Chelmsford City Council and nothing to note was raised other than the green space issue. The Project Initiation Document (PID) for the refurbishment of HQ will be going to Estates Change Board in February 2020.

- 7.6 A discussion took place around collaboration opportunities with RH commenting that any specific outcomes from the Essex County Fire & Rescue Services' Senior Leadership Team meeting at the end of January 2020 will be communicated to both the Force, ECFRS and wider.

8 Update on Officer Uplift

- 8.1 BJH took the Board briefly through the report and confirmed there had been no changes and that the timeline is being realigned.

9 Home Office Requirement – replacement of covert airwave

*Dealt with under Part B*

10 Update Paper on Progress to prepare future legislative changes regarding complaints

- 10.1 SA gave an overview to the Board and explained that as part of the Improving Police Integrity Programme the police complaints and disciplinary systems for policing are currently in the third phase of reform. The General Election will unfortunately delay implementation and 1<sup>st</sup> February 2020 is now an unrealistic date, April 2020 will be more likely.
- 10.2 SA confirmed that statutory guidance still hasn't been published so the Force are working against drafts which will have the potential to change. SA informed the Board that one of the significant items following petitioning by some areas of the Force has been around the rules of recording of complaints has been changed. The new direction largely maintains the status quo on complaint logging and expressions of dissatisfaction that can be immediately resolved there and then will not need to be logged within PSD, providing that the force has the management information available to allow it to assess, review and learn from such low-level. BJH asked what the definition of there and then is. SA is unsure of what the exact wording will be at the moment.
- 10.3 SA is chairing a steering group which is overseeing the implementation and a video will be put together similar to the previous procedures one and Chief Officers and the Federation will hopefully be able to support this in regard to what the changes mean.
- 10.4 The focus over the coming 6-8 weeks will be on informing senior managers of the significant cultural changes the regulations will bring about – specifically the 'raising of the bar' for misconduct and the introduction of the Reflective Practice Review Process – and training on the detail of the processes and procedure will be delayed until we have the final legislation and statutory guidance.
- 10.5 RH asked what can go wrong and what will go wrong. SA explained that the biggest concern is that the regulations will be laid before parliament and will come into force on the 1<sup>st</sup> February 2020 but without the statutory regulations in place. RH asked who will check that issues are being dealt with and SA stated that he would think that it will be the IOPC. BJ stated that he thinks a Project Implementation Review will be needed and to also include the PFCC's office.

**Action: 080/2019**

**SA to ask the National Working Group what the oversight and scrutiny of the changes to the process will be and how do they envisage that that will be done.**

11 Any Other Business

There being no other business, the meeting closed at 1.05pm.