

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

17 March 2020, 0900 to 1200, GF03, Kelvedon Park & Tele/Video Conference

**Present:**

Roger Hirst (RH)	Police, Fire and Crime Commissioner CHAIR
Pippa Brent-Isherwood (PBI)	Chief Executive and Monitoring Officer, PFCC's office
B-J Harrington (BJH)	Chief Constable, Essex Police
Mark Gilmartin (MG)	Director of Shared Support Services, Kent and Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Patrick Duffy (PD)	Head of Estates, Essex Police
Jules Donald (JD)	Chief Information Officer, Kent and Essex Police
Liam Osbourne (LO)	Essex Police
Paul Nagle	Essex Police
Anna Granger (AG)	Essex Police
Paul Kinzett	Essex Police
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime) PFCC's office
Claire Putnam	Board Support Officer, PFCC's Office, Minutes

**Apologies**

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner
Dr Vicki Harrington (VH)	Director of Strategic Change, Essex Police

**1 Introduction and welcome**

RH welcomed all to the meeting and noted apologies from JG and VH.

**2.i Minutes of last meeting**

There were no amendments to part A or Part B of the minutes and they were therefore approved.

There were no matters arising.

**2.ii Action Log**

**062/2019** Devolvement of Budgets - JG and RH to discuss the sensitivity of the Police and Crime Plan. Update on 10.03.20 Following a further budget setting round and no negative impacts on the delivery of the Police and Crime Plan, given the growth in Community and Local Policing and the growth of the Force more broadly, this Action can close.

**071/2019** Capital Programme - PD to draft a Decision Sheet and circulate to the Board.

Decision sheets received so Action can close.

**072/2019** Strategic Transformation Programme – VH to look at Rag ratings for ICCS which will depend on the outcome of the software release currently being tested. Update: MG stated that release 19 was received on 28 February & has gone into testing. Full debrief on 19 March which will look at resolutions to the longstanding defects and whether this release has led to any additional defects. MG will report back on the outcome. BJ stated that the paper had gone through COG and it was his understanding that there was an anticipated date of 8 April and operation risk assessment has been reviewed and there are no concerns. Action can close.

**073/2019** Strategic Transformation Programme – FB to have conversations with the National Bodies in regard to the National Law Enforcement Data Programme. Update: FB met with the NLEDS Programme and expectation is that the programme will be ready to engage with Kent and Essex Police by June 2020 and there are no firm delivery dates however the estimate is Summer 2022 (start of the roll out is not determined) for PNC replacement and 18 months later for PND replacement. So Action can close.

**074/2019** Strategic Transformation Programme – VH to look into the reporting to ensure the Force isn't getting overly optimistic updates in regard to Athena. Update 17.03.20 This concern has been explored through the Star Chamber and BJ is assured that the Risk Register is correct however if that deteriorates or changes then it will be brought back in. So Action can close.

**075/2019** Strategic Transformation Programme – BJ to have discussions with John Gorton around the financial implications in regard to the Forces insurance premiums. Update: DM stated that there are no amendments to the premiums on the insurance contract so it remains unchanged, however there is a slight adjustment to the contract in regard to the apportionment across the 7Forces to do with catastrophic events. Action can close.

**076/2019** Programme Update – FB to look at VH's reports produced for the Transformation Programme update and use the same format in reporting going forward. Action can close.

**077/2019** IT Programme Update – FB to gain a better understanding of what the implications are around the Chelmsford Data Centre slippage in regard to the technical refresh programme and send over to AH. AH received update so Action can close.

**078/2019** IT Programme Update – DM to produce one table by category showing breakdown of approved projects, subject to approval, estimated payments and earlier approved projects and include total spend for IT and total spend for estates etc. This has now been produced so Action can close.

**079/2019** IT Programme Update – FB to understand what happened with this tender and bring findings to the next meeting and to establish how this is going to be taken forward so as not to be in the same position again. Update: JD is working with Atos and they are in discussions in regard to costings. Action can close.

**080/2019** Update Paper on Progress to prepare future legislative changes – 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. Update provided to AH by Ch Supt Anslow so Action can close.

## 2.iii Forward Plan

- 2.iii.1 AH stated that better insight is needed in regard to the pipeline of Business Cases. JD confirmed that there will be a full IT list in time for the next meeting. AH to pick up with JD and Claire Heath.

## 3 Finance

### 3.i Medium Term Financial Strategy

- 3.i.1 DM confirmed that since the presentation of the MTFs for budget setting to the Police Fire and Crime Panel in February, part of the Home Office National Uplift Grant has

been reclassified as a specific grant and has moved from the funding source category and is now included above the line. The MTFS has been re-stated and the 2020/21 Funding Source/Net Revenue Requirement has changed, however there is no overall change to the budget for 2020/21.

- 3.i.2 DM stated that there is a small reduction of £600,000 for the Capital Programme which impacts on the borrowing requirement. There have been no other changes.

### 3.ii Treasury Management Statement

- 3.ii.1 DM took the Board through the paper and highlighted the following; Borrowing will be cheaper and states the borrowing position for 2020/21 will be a £13.222million shortfall going up to 2024/25 where the Force will go to £47.994million. Borrowing requirements will be £3.4million for 2024/25. The first structured borrowing will be in 2021 because there will be the shortfall of £13.222million. RH & DM confirmed that this is the same as was expected.
- 3.ii.2 BJH stated that the issues around sign offs has been resolved now that the elections have been postponed, which is positive. BJH also stated that looking ahead to 2023/24 and 2024/25 there are no disposal receipts in, so the Force will look to bring some of the Estates Plan forward and present to the Estates Board and Strategic Estates Board which will further identify the potential to take through the Stage Gateway process. This will have a positive impact on the capital position.
- 3.ii.3 DM explained the cost of borrowing for the capital programme relates to two elements, minimum revenue provision (MRP) and the cost of debt interest. MRP is based on the asset life of the projects which need to be financed and is the material element of the cost of borrowing. Matt Tokley will be presenting at the Strategic Estates Board on the MRP and how it's worked out and this will be brought to a future Board meeting.

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

#### 3.iii a Digital Forensic Unit Storage and Growth

- 3.iii.a.1 JD explained the purpose of the report is to request a bid of funds in Essex to match the Kent budget already in place to provide annual digital storage growth for DFU. The request is for capital funding of £50,000 to purchase sufficient storage to provide digital analysis of seized computers for Kent and Essex. This is the final request for additional storage as the Force will be looking to update the DFU infrastructure next year.
- 3.iii.a.2 RH asked if the Force is capturing all elements that could impact on the budget for next year. DM confirmed that Stage 1 and Stage 2 bids have been captured and funding has been identified for this bid.
- 3.iii.a.3 RH approved this bid.

#### **PBI joined the meeting at 9.28am**

#### 3.iii.b Hubs Hardware (IT)

- 3.iii.b.1 JD explained that this is for a new provision for the Digital Hubs for the additional higher spec work stations to enable new team members to process the volumes of data faster and more efficiently. This bid includes hardware and the additional software licenses. This business case request £112,000 for financial year 2020/21, this is split into £90,000 capital and £22,000 ongoing revenue followed by ongoing software license revenue of £45,000 per annum from 2021/22 onwards and a device refresh in 2023/4 of £90,000

capital costs. This is within the MTFP and BJH confirmed it had been discussed at COG and agreed to move forward as there is a high need.

3.iii.b.2 RH approved this bid.

3.iii.c Technical Refresh (IT)

3.iii.c.1 The Technical Refresh process is the cycle of regularly updating key elements of an IT infrastructure, telephony, data centres and computers and laptops to maximise system performance, instead of using systems until they can no longer function. This is an annual programme and this year it's £2.294million with risk revenue set up and recurring. DM has sight of figures and Stage 1 and Stage bids match so there are no extra costs.

3.iii.c.2 RH approved this bid.

3.iii.d. AV Equipment

3.iii.d.1 This proposal sets out a 5 year programme of on-going maintenance and support of audio/visual (AV) equipment installed within identified and agreed strategic conference, meeting and training rooms. Future capital renewal costs will be absorbed into the Technical Refresh Project business cases from 21/22 onwards.

3.iii.d.2 The following funding is requested from the IT Investment Portfolio, £32,000 for financial year 2020/21 split into £22,700 capital and £9,000 recurring revenue, then £18,000 ongoing revenue per annum ongoing until 2024/25.

3.iii.d.3 AH asked if this is for new equipment or a refresh of existing. JD confirmed it was both, on a rolling replacement schedule

3.iii.d.4 RH approved this bid.

#### 4 Strategic Transformation Programme – Highlight Report

4.1 PN took the Board through the report and highlighted the following achievements during the last period; Force Growth Plan, Special Constabulary, Transforming Contact Management, Chelmsford Police Station Refurbishment, Hot House and the Operational Support Group.

4.2 PN stated there were 11 areas in exception and the areas that moved out of exception are 7Forces Vetting, 7Forces Armed Policing and 7Forces Driver Management Modules and since the last quarter update, 3 areas have moved into exception, these being, Detectives Pathway, OPC Taser and EMSCP Emergency Services Network.

4.3 PN confirmed that the Detective Pathway has moved into red in terms of time as it won't be possible to achieve the accreditation needed by the end of March 2020. BJH stated that the Force are not achieving against a very challenging target that he's set but everything is in place i.e. the encouragement factors, the pool factors and the numbers of detectives are improving just not quite there yet.

4.4 PN stated that in regard to Op Hexagon and the Firearms, Shotgun and Explosive Licensing, Kent Police have approved and will be taking on board the Cyclops system inline with Essex Police. The online payment system for firearms has now gone live and there's a plan for an update paper to go through to the Strategic Change Coordination Board which will look at implications for Firearms Licensing for next year when there will be a peak for renewals. Following Covid-19 this will potentially impact both the Forces resilience and the doctors who will be issuing the medical accreditation after medical assessments. BJH stated there are good systems and processes in place to deal with

the peak but appreciates the frustration that this could cause the shooting community if there is a delay in relicensing due to medical accreditation. RH is pleased with the processes in place.

- 4.5 PN explained in regard to Tasers and increasing the number of specially trained Officers, this has reduced in the RAG rating due to the target not being achieved for this year. This area has been discussed at SSB to see what is possible to achieve the training uplift and is an area that will be under a lot of scrutiny going forward to ensure the uplift is achieved, just not by year end. RH asked how critical this is? BJH confirmed that there are 344 Taser equipped Officers across the Force, so numbers are increasing and the money is there to buy the kit in but it's not at the rate wanted.
- 4.6 PN discussed the Transforming Contact Management and in particular Resolution Centre which went live in December 2019. In the process of pulling together management information in terms of how well it's taken demand away from the front line. Focus is on integration with National Single Online Home and liaising with AMO to get the crime recording integration prioritised.
- 4.7 MG briefly updated the Board on Airwave infrastructure, £5million is set aside in Essex for like for like circulation and distribution of devices and May will see delivery of the full business case. RH is concerned that this isn't making the progress it should be and asked if there was a potential crisis in regard to this. MG stated he didn't think the Chiefs collectively would sign off the solution and thinks that most Forces would want to wait until ESN Prime is delivered. However, the first tranche of ESN Prime is a very basic function that doesn't replicate the current Airwave provision. BJH confirmed the Force is reliant on critical voice and the need to maintain Airwave which will be a crisis if it's not resolved and they're waiting to see the full business case. RH stated that everyone needs to be aware that the principal sponsor for this programme has now resigned from government. BJH stated that if the full business case doesn't offer a viable way forward then an alternative solution will need to be found for the Forces. MG confirmed that there are ongoing discussions that Airwaves lifespan would need to be extended as the only realistic plan B should ESN not deliver an acceptable solution through the full business case.
- 4.8 PN updated the Board on Athena and the problem-solving solution which has gone live on a Police pilot only on the Integrated Offender Management Team for 3 months and progress is being made on the information sharing agreement through the involvement of appointed solicitors and Data Protection Officers. RH asked the if the Force know that innovations in Athena are very difficult, why is it being done, when there are no cashable savings. BJH stated that the Integrated Offender Management is beneficial and doesn't think there's enough evidence to stop doing it. If the National Probation Service could access the Forces systems, get over the data protection issues and partnership issues so they could search without having to ask an officer to search for them has operational benefits. The blockage is from Data Protection Officers saying that nobody outside of the Force can have access to the system.

**Action: 01/2020**

**RH and BJH to discuss the operational benefits around Integrated Offender Management in Athena and allowing outside partners like the NPS to access the system.**

- 4.9 PN confirmed there were no changes on the savings and efficiency plan for 2019/20 and the savings plan has now been agreed for 2020/21. Some of the business cases for 2020/21 have been working through the approval process through SCCB and COG. RH stated that the original talks around CSR indicate that the Treasury are pressing for a

savings target to partially match the new investment, so looking for around £1billion from Policing over 3 years from cashable and non cashable savings.

## 5 Taser Update

- 5.1 BJH gave a verbal update to the Board in regard to Tasers and explained that the paper will include the budget over the lifetime of the growth and the business as usual first year operating costs as the Force uplifts and to set out the summary of the strategic risk assessment conclusions and how it will be deployed. The paper will be presented to the Board once finalised.
- 5.2 BJH explained there are 3 stages of uplift; the initial, the further uplift through the Violence and Vulnerability money and then the most recent uplift which was the bid to the Home Office and RH has signed all those papers independently.
- 5.3 BJH is confident around the operational issues and stated that the Force started with 211 Taser Officers outside of Firearms and this will take the Force up to 737 Taser Officers and this is over and above the 180 Armed Fire Officers who will also carry tasers. The ambition for this is by the end of March 2021 and as it stands there were 353 Taser Officer by the end of February 2020.
- 5.4 BJH confirmed that the Force are building the training capability and explained that the trainers have to either be Public Order Trainers, Officer Safety Trainers, Prevention Skills Trainers or Firearms Trainers. Once recruited and in place then training can commence.
- 5.5. BJH also stated there will potentially be a revenue budget pressure and exact costs can't be determined until the Force map out exactly the Precept Funding, the Violence and Vulnerability Funding and the Home Office central funding. RH asked if the main budget costs hadn't accounted for the ongoing level of training. BJH stated that the team will be larger in the short term to be able to train Officers more quickly and also having 2 types of equipment means converting Officers across. DM confirmed that some of the trainers had been included in the budget.
- 5.6 RH asked if the benefits can be quantified, BJH stated cash benefits may be difficult to quantify. RH asked if there are benefits to the public in terms of improved ways of dealing with crime and disorder, BJH stated that yes there is a benefit as Officers can diffuse and deter situations more quickly and make arrests and the Officers are safer doing it. RH explained that there's media pressure for the Force to be better armed and tougher but he has concerns and BJH acknowledged these and stated that there is a National Review in regard to Officer safety due which includes the use of Taser.
- 5.7 BJH confirmed that the full paper will be formally presented at the next Board Meeting.

## 6 IT Programme Update

- 6.1 JD took the Board through the quarterly IT Programme update and confirmed that following feedback at the last Board, individual projects report has been removed as they were duplicates of what was in the Strategic Change pack and the revenue updates have been removed as they are in DM's update.
- 6.2 JD confirmed that delivery against the portfolio for 2019/20 has continued at pace and a lot was achieved particularly around the 7Forces projects (Chronicle, Firearms, Driver Management and Airbox). Also, a major piece of work around Office 365 and email migration to a more secure and resilient email system. Infrastructure has been upgraded for business continuity.

- 6.3 JD stated that the 2021 portfolio is looking to achieve a number of fairly significant projects such as decommissioning the old confidential network and a move for the Digital Forensics Unit. AH asked in regard to the projects for the next period, are they on track or is there anything that's slipping. JD confirmed that everything is on track and project milestones will be added to the report. AH also asked if there were any outstanding funding issues that the Force will see throughout the year. JD confirmed that everything within the report had been brought through the Stage 1 business case however, awaiting Stage 2 business cases.

**Action: 02/2020**

**JD to add project milestones to the report.**

- 6.4 JD highlighted that in regard to IT Deliverability an RSM internal audit will be looking at governance, methodology and capability to deliver the projects. The audit will be taking place in April. Also, a piece of work via Strategic Change and VH's team will be around an operational readiness assessment on 3 major projects. Updates around these will be presented at the next Board meeting.
- 6.5 In regard to the 7Force ICT Convergence Proposal, BJH and RH will discuss this in the next 1:1 in regard to moving it forward.

7 Estates Programme Update

- 7.1 PD took the Board through the paper and highlighted that 36 assets had been disposed of in total with capital receipts of £26.2million and a revenue saving of £567,000. There will be another tranche of disposals over the next 12 months totalling £6-7million.
- 7.2 PD stated that an escalation procedure has been undertaken with the main contractor in regard to Chelmsford Police Station and a high resolution has been agreed. A further meeting will take place to discuss in more detail the programme and the costs. PD wanted it noted that it's an extremely complicated building structurally.
- 7.3 PD confirmed that they're pushing hard with the landlords and agents at Boreham and the agents are being chased daily to progress and waiting for Heads of Terms. BJH stated there is a significant strategic risk to the Force if this doesn't progress and RH is happy to speak to the landlords/agents to push even further and make a decision. PD confirmed he will push back to gain a decision and will update DCC Mills once he's had those discussions.

**Action: 03/20**

**PD to speak to the landlords/agents to get decision in regard to Heads of Terms for Boreham and report back to DCC Mills**

- 7.4 PD confirmed that plans have been revised in regard to the proposed development of Police HQ and will be resubmitted with the planner's comments, which have been addressed. Meeting with the Council will hopefully take place in the next 4 weeks. In regard to the refurbishment programme, the Project Initiation document has been approved at the Estates Strategic Board and will be going to COG soon to assign a Strategic responsible owner at Chief Officer level to start moving forward that strain of work.
- 7.5 In regard to Collaboration opportunities PD confirmed they are ready to progress in any way needed. Looking at opportunity at Burnham for fire/ambulance/police station. From a disposals point of view the Head of OPC is challenging the team around the boat requirement and where they need to be based and how they function as a unit which is positive.

**Action: 04/2020**

## **PD to update AH in regard to the collaboration opportunity at Burnham.**

### 8.i Update on Officer Uplift

8.i.1 BJH took the Board through the report which sets out the plan and where the Force are and where they can exceed and also timelines.

### 8.ii Precept Uplift

8.ii.1 BJH took the Board through the paper and explained that the precept uplift set the Force's budgeted establishment for Officers for the 2019/20 financial year to be 3218 fte. A recruitment plan was set to enable this establishment to successfully be achieved in February 2020 (1 month early).

8.ii.2 At the Chief Officer Group on 19 December 2019 the decision was taken by Chief Officers that in order to fit with the draft budget plan, the strength of Officers would be no more than 55.5 fte over the Force establishment at the end of the financial year 2019/20.

8.ii.3 BJH explained that as a result of the national ambitions to recruit 20,000 more Officers by March 2020, Essex Police have been funded in year 1 (up to March 2021) to recruit an additional 135 officers by 31 March 2021 and as such marketing activity has been strengthened and focussed.

8.ii.4 DM and HR have looked at the figures and BJH has given permission to go ahead and accelerate the recruitment process, however DM stated that the Force is already at the limit of what they can draw down from the government. RH confirmed to keep pushing and he would help if needed.

8.ii.5 RH stated for clarity that the change in figures is that the Force goes from 3255 at the end of March 2020 to 3315, adding up to 60 to what was previously thought. BJH confirmed that this is correct. RH also stated his belief that the majority of the extra 60 will be going into high harm investigations. DM confirmed that there's no extra cost for this financial year, the extra cost comes into 20/21 financial year. BJH confirmed that there are no changes to the deployment plan that RH has already seen.

## **Anna Granger & Paul Kinzett joined the meeting at 11.00am**

### 9 Strategies

#### 9.i a Agile Working Policy

9.i.a.1 AG took the Board through the policy which went live September 2019 and looks at how the Force works in Essex and expectations from line managers and from individuals following 6 Agile principals.

9.i.a.2 RH asked in regard to consultation, what feedback has been received. AG stated that very positive feedback was received which helped to shape the protocols. RH asked if there are any areas of the business where Agile working is not expected. AG expects all areas of the Force to partake in Agile working, however this will differ between teams.

9.i.a.3 RH stated that now the policy and protocols have been defined and in place, does that have implications for the Estates team and thinking about where the newly hired people will go or is there enough space. BJH stated that the Agile principals will form the way that Chelmsford is being constructed and populated.

## **RL joined the meeting at 11.05am**



9.ii.b Diversity and Inclusion Strategies

- 9.ii.b.1 PK took the Board through the paper and explained it's a new strategy which has 4 broad strategic aims to it, these being recruitment, treating people fairly, engagement with communities and making services accessible. Launch of this strategy has been postponed due to Covid-19, but there activities taking place around the toolkit to identify a number of actions across the organisation. AH asked when the toolkit will be available and PK stated he's working with RL to ensure the right measures are in place.
- 9.ii.b.2 RL confirmed that the Diversity and Inclusion Board is one of the only Boards chaired by BJH which shows the Forces commitment to the agenda. The strategic priorities are briefed to the Governance Board and after the launch the Diversity and Inclusion Board will be used as a governance process to hold the Force to account for delivery of the key objectives.
- 9.ii.b.3 RH stated that it's a very good strategy but asked how will it be promoted and communicated? BJH thanked RL and his team for producing it and explained that they had hoped for it to be launched at a Diversity Conference so this will now inform all the policy decisions that are made. Would also be good to present it at the Police Fire and Crime Panel to publicise it in a public forum. PBI will put this onto the agenda for the Police Fire and Crime Panel.

**Action: 05/2020**

**PBI to add the Diversity and Inclusion Strategy to the agenda for the Police Fire and Crime Panel**

**AG, PK and RL left the meeting at 11.25am**  
**LO joined the meeting at 11.25am**

10. DTOB Report (Digital Transformation Oversight Board)

- 10.1 JD explained that DTOB is now in it's second year of operation after it was recognised there was a rapidly increasing level of demand across Essex and Kent Police for new technology solutions over and above the annually approved programme of work.
- 10.2 DTOB is jointly chaired by DCC Mills from Essex Police and DCO Drysdale from Kent Police and made a number of achievements from last year. Also responsible for overseeing the Candidate Projects in the current 2020/21 Investment Programme and assessing the in-year demand every year.
- 10.3 JD confirmed that there was a requirement from HMICFRS last year for a detailed Digital Transformation Plan for both Forces, using the toolkit of products already provided to HMICFRS. Successfully implemented a new software tool called the Landscape Mapper which is available and used for key meetings and it's also being progressed nationally by Commissioner Dyson.
- 10.4 JD explained that the focus for this year is to finetune the process by bringing both Heads of Strategic Change onboard for them to operationally assess new initiatives against the 7 Pillars approach.
- 10.5 RH asked if DTOB is a decision making body or an oversight body. JD confirmed it's a recommending body and any decisions would then come to the Chief Officers Group and then the PFCC's for funding approval. MG also stated it is an attempt to present a united and joined up front to RH in Essex and Matthew in Kent, given that there's an awful lot of

demand for IT Projects and Programmes and a limit on available resource and capacity to deliver within the 2 Forces.

## **BJH left the meeting at 11.35am**

### **11 Detective Renumeration**

- 11.1 LO took the Board through the paper and explained that there's an existing challenge in attracting Officers into detective posts due to them losing £1,200 per annum in unsociable hours payment.
- 11.2 LO stated that the paper is proposing a one off payment of £1,200 which is paid to constables who move into a detective post and have either received accreditation or they have achieved a pass in the national investigator's exam. The reason behind this is that it can take an Officer 18 months to 2 years to achieve full accreditation.
- 11.3 The Force are seeking to utilise a targeted pay arrangement that was introduced for roles that are considered hard to fill. This arrangement will cease in September 2020 but it's thought there will be a replacement of a similar kind.
- 11.4 The total cost to the Force in terms of current numbers who would qualify for the payment, is £506,000, and the total cost if every one of the posts were filled with someone accredited would be just short of £800,000 but that's a long way off at the moment.
- 11.5 LO confirmed that the Force have been looking into a number of non-pay options and are currently reviewing the Detective model and seeking to raise the profile through internal comms, better reward and recognition and looking at improved training and support but so far hasn't yielded a significant increase in interest in becoming a Detective. However, the fast track recruitment system to become a Detective is proving successful and has promise for the future.
- 11.6 LO confirmed that a revenue bid has been submitted through the budget setting for 2020/21. RH asked when will the Force know that this is working. LO stated that the design of the paper was to be a one off payment but looking at 12 months from now to see whether the payment has made any real difference. RH stated if it's working the Force will want to do it again. LO confirmed that yes if it works. RH asked DM if this is in the base budget. DM confirmed that for 2020/21 the Force has half the funding because it's backdated to September 2019 so half of the funding is coming out of 2019/20 so there's no recurring base budget but there is one for funding however there's nothing in the MTFS for 2021/22.
- 11.7 RH approved this proposal.

### **12 Any Other Business**

There being no other business, the meeting closed at 11.44am