

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

19 June 2020, 1000 to 1300, via telephone/video conference

**Present:**

Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner - Chair
Pippa Brent-Isherwood (PBI)	Chief Executive and Monitoring Officer, PFCC's office
Elizabeth Helm (EH)	Interim Head of Finance and s151 Officer, PFCC's office
B-J Harrington (BJH)	Chief Constable, Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Annette Chan (AC)	Chief Accountant, Essex Police
Patrick Duffy (PD)	Head of Estates, Essex Police
Jules Donald (JD)	Chief Information Officer, Kent and Essex Police
Paul Nagle (PN)	Head of Change – Programme/ Projects, Essex Police
Ch/Supt Tom Simons (TS)	Strategic Change, Essex Police
Greg Myddelton (GM)	Strategic Head of Partnerships and Delivery, PFCC's office
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime) PFCC's office
Camilla Brandal	Minutes, PFCC's Office

**Apologies**

Roger Hirst (RH)	Police, Fire and Crime Commissioner CHAIR
Mark Gilmartin (MG)	Director of Shared Support Services, Kent and Essex Police
Dr Vicki Harrington (VH)	Director of Strategic Change, Essex Police

**1 Introduction and welcome**

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

**2.i Minutes of last meeting**

There were no amendments to the minutes of the last meeting held on 17 March 2020 and they were subsequently approved.

There were no matters arising.

## 2.ii      Action Log

- 01/2020      Strategic Transformation Programme  
RH and BJH had discussed at their 1:1 meeting on 10 June where it was decided that Northgate would continue with the existing Athena core product which would have capabilities built into it. It was confirmed that these capabilities were not new products.
- 02/2020      IT Programme Update  
To be covered in this meeting. Propose close.
- 03/2020      Estates Programme Update  
PD confirmed that Heads of Terms had been received and would be taken to Estates Board on Tuesday for final agreement.
- 04/2020      Estates Programme Update  
PD and AH have had a conversation around Burnham shared location. PD now picking this up with Greg Myddelton in the PFCC's office.
- 05/2020      Diversity and Inclusion Strategy  
RH to take Strategy to Police, Fire and Crime Panel's Ethics and Integrity sub-committee, and take to Leaders and Chief Executives in a couple of months' time. BJH asked to be notified of the timings of these meetings as he has spoken to RH about escalating certain aspects of the Strategy.

**JG asked AH to populate the due dates on the Action Log.**

## 2.iii      Forward Plan

AH confirmed that she had not had an update on the forthcoming Business Cases in order to populate the Forward Plan for the coming year. JD confirmed that the IT planning programme had temporarily stalled due to Covid19 but she hoped that the forthcoming Business Cases would be sent through to AH once they have been re-worked through. BJH commented that he would be bringing the completed Outline Business Case on Tasers to the September Board. TS offered to look at the interface with the Programme and Projects office as a whole change piece with a view to assisting with the Business Cases on the Forward Plan.

## 3              Finance

### 3.i              Medium Term Financial Strategy ('MTFS')

- 3.i.1            DM went through the MTFS which had been updated since the March Board meeting and showed the impact of Covid19. Highlights to note was that an overall shortfall of £10.6m is indicated for 2021/22 to 2024/25. The shortfall in 2021/22 of £2.2m included a 2.5% council tax precept increase and police officers at 3369 FTEs. There was £0.6m identified of cashable savings and the target of 2.25% of net revenue budget for the Force for cash and non-cashable savings for 2021/22 is £7.191m. By 2025/26 revenue reserves are forecast to be £13.8m with no capital reserves.
- 3.i.2            A lengthy discussion took place around the shortfall with the Council Tax collection deficit and the 2% council tax increase for 2021/22, and the removal of the 2.5% annual increases thereafter, and the level of impact that council tax has on the MTFS. Items also discussed were the original assumptions carried out on the original MTFS before Covid, whether the 2% was an inflationary increase for 2021/22 or whether it was for the

following 3 years, what would happen with the council tax collections and how the outcome will be factored in past 2022/23, setting a balanced budget over 4 years with a further debate to be had with RH's aspirations and the Force's obligations, whether a broader discussion needed to be had on the inflationary increase understanding and whether it was set at 2% or 2.5% (it was agreed that 2021/22 would be set at 2%). It was agreed that JG would speak to RH around the inflationary increase understanding to clarify the Force's thinking. BJH wanted to note that a multi-year settlement would allow the Force to plan over a longer period.

- 3.i.3 DM went through the capital income and expenditure forecasts which includes expenditure on capital projects subject to approval, which for the current year gives a shortfall of £17.718m. A further discussion took place around setting the balanced budget, assumptions of government funding available in future years, reserves, precept setting reporting (where the report that had gone to the Police, Fire and Crime Panel in March stated that *'The MTFS is based on precept band D of 2.94% for 20/21 and 0% thereafter resulting in the following forecast over 5 years. The Chief Constable had requested an inflationary increase in the precept over the last few years and we will adjust the MTFS accordingly in light of the working assumptions.'*
- 3.i.4 BJH asked that note be taken in relation to the changes in the capital resources and expenditure and the current borrowing requirement, which has resulted mainly due to Covid19 having an impact on the estates disposal programme.

3.ii Draft budget setting timetable

DM confirmed that the timetable was in a new format which set out the current position under six sections of investment from National Police Officer Uplift, Investments, Savings, Capital Investment, Pay and Strategic (MTFS, governance etc). DM went through each section with key dates and what was being presented/discussed at each activity.

**The draft timetable as presented was approved and agreed.**

3.iii Capital Programme (including Stage 2 bids)

3.iii.a Digital Interview Recording (CODES Replacement)

JD went through the background to the business case and the need to replace the existing system. JD confirmed that originally it had been a 7F collaboration project (Beds, Cambs and Herts) but it had been subsequently decided that Essex would replace the equipment separately due to operational need and criticality, meeting the cut-off date for replacement of January 2021. BJH confirmed that he had spoken to RH about the procurement costings issue and explained the background. JG asked about storage capacity connected to business case and both JD and BJH reassured her that the storage issues that had occurred with the implementation of Body Worn Video would not be an issue with this replacement.

**Action: 06/2020**

**The recommendation was agreed and the decision sheet would be progressed.**

3.iii.b Property Management System

JD presented the business case relating to the upgrade of the Property Management System ('PMS') known as OPRAH to the latest KIM Software ePMS which is a cloud based version. The current version of PMS in Essex which has been used for almost 16 years is to be migrated onto the cloud ePMS system. KIM Software support to the

current platform will expire in April 2021. The recommendation requires no capital from either Kent or Essex with cashable savings estimated to be £14.3k in 2021/22.

AH asked about the Table on Page 15 of the business case where the £14.3k is showing as a year on year saving, and on the Table on Page 20, it is showing as savings for 1 year. JD confirmed that it is only showing as a saving for the first year as it is taken out afterwards as reoccurring. DM would cross-check this against the Finance Table on Page 27. EH commented that at present the Table on Page 20 reflects a lack of understanding of the benefits.

**Action: 07/2020**

**Subject to DM making any changes and them being agreed by EH, the recommendation was approved and the decision sheet would be progressed.**

3.iii.c Legacy Digital Data Store

JD presented the business case to request approval to procure and implement a new data repository to hold legacy data which will result in the delivery of a sustainable cloud-based legacy data storage solution. It would also identify data that is no longer needed to be held for policing purposes and cannot be legitimately retained, i.e. data retention policy compliance with Management of Police Information and General Data Protection Regulations.

JG asked how much of the costs are factored into the budget already, DM confirmed that Finance had provided the differences between Stage 1 and Stage 2 of the business case on Page 14a of the report. DM would revisit this and send through comments to EH on the surplus and deficit figures.

**Action: 08/2020**

**It was agreed that DM would provide EH with comments on the surplus and deficit figures. Subject to this, the recommendations were approved and the decision sheet would be progressed.**

3.iii.d CSI Estate Improvements

PD presented the business case for the approval of capital investment into upgrading the CSI forensic analysis accommodation across four existing police buildings, facilitating the ability to achieve ISO accreditation and to maintain compliance with the Forensic Science Regulator's Code of practice and conduct.

AH asked if the funding relating to the Dunmow SCD case could be referenced in the decision sheet and PD confirmed that he would insert the information and figures into the decision sheet.

**Action: 09/2020**

**The recommendations in the business case were approved and it was agreed that PD would send through the updated decision sheet for processing.**

JG asked if any consideration had been given to outsourcing the forensic analysis function and BJH confirmed that it was not being considered operationally at this time.

3.iii.e Central Referral Unit ('CRU') Move to County Hall

PD presented the business case which sought approval for capital investment into upgrading the accommodation at County Hall to facilitate the relocation of the CRU from Police HQ to County Hall to co-locate with the Multi Agency Risk Assessment Team ('MARAT').

JD asked whether costs for IT had been factored in to this relocation and PD confirmed that it had all be included as part of the 5 year lease.

**Action: 010/2020**

**The recommendations in the business case were approved and it was agreed that PD would send through the decision sheet for processing.**

3.iii.f Faith Rooms

PD presented the business case that sought approval for a capital investment of £100k for the design, upgrade and standardisation of Faith Rooms across the police estate.

**Action: 011/2020**

**The recommendations in the business case were approved and it was agreed that PD would send through the decision sheet for processing.**

4 Strategic Transformation Programme – Highlight Report

- 4.1 PN took the Board through the quarterly update highlight report and went through the RAG status changes since the last update report, namely; the local policing Community Safety Hubs, Tasers, Contact Management, Analytics for Everyone, O365 implementation, PEQF and Covid19 response. PN confirmed that the 3 projects showing as on hold (due to Covid19) on the report were now progressing.
- 4.2 PN went through the highlights, namely; Force Growth Plan (recruitment levels, cyber volunteers), transformation of Contact Management Systems (online chat implemented), Fast track detective programme, Mobile First, Microsoft Teams, Analytics for Everyone, PEQF and Exceptions.
- 4.3 A brief discussion took place around ICCS and the learning that had been taken from that contract and implemented into all new contracts.
- 4.4 JG thanked PN for his work on this report and asked that thanks also be passed to the team.

5 IT Programme Update

- 5.1 JD went through the new look report which set out milestones and achievements in more detail. The updates covered IT capacity and Op Talla (including laptops, MAIC, FCR, Direct Access, custody suites, telephone lines, tablets and Teams licences).
- 5.2 JD confirmed that Covid19 had had a knock-on effect on the programme of works and confirmed that the items in Section 2 of the report are now being revisited. The business cases for next year are currently under review. Section 3 of the report dealt with the milestones and JD confirmed that a timeline bar and movement indication (slippage or ahead of schedule) would be presented in the report for the next meeting.

- 5.3 JD went through the remainder of the report which dealt with IT Portfolio Prioritisation Governance, IT Deliverability, PA Consulting's assessment framework around Police Operational Readiness Assessment (PORA) and 7Force ICT Convergence Proposal (with an refreshed Outline Business Case being prepared).
- 5.4 JG thanked JD for the work undertaken during the response to Covid19 and asked that thanks also be passed to the team.

**Action: 012/2020**

**JD to speak to AH about the timeline piece of work in the report.**

The meeting broke from 1150 to 1155.

6 Estates Programme Update

- 6.1 PD confirmed the position under the present plans for Covid19 and that a review of the short, medium and long term plans is taking place with the Estates Strategy and the learning from Covid19. PD confirmed that a deep dive had taken place around the revenue saving associated with future disposals (work on which had not been undertaken since 2016). PD confirmed the position that Covid19 had had on the Disposals Programme – set out more fully in the paper but which dealt with Chelmsford Police Station, Boreham, Police HQ, Capital Receipts, Collaboration opportunities and risks regarding Covid19 being added to the Risk Register.
- 6.2 JG commented that there had been lots of hard work carried out and wanted to ask about the status of the team recruitment-wise, and PD confirmed that this is in hand. JG also thanked PD for his work during the Covid19 response and asked that thanks be passed onto the team.

7 Force Growth Programme 2019/20 and 2020/21

- 7.1 BJH took the meeting through the two papers presented, namely the plans for 2019/20 and 2020/21. From the 2019/20 paper, BJH confirmed that the Programme continues to coordinate the additional investment for 2019/20 by recruiting 215 more frontline officers, 32 operational police staff and 16 support staff roles. The final implementation for police officers was scheduled for the end of March (which would have seen the final 53 officers posed to growth roles) but due to the Covid19 pandemic, a decision had been taken to defer the posting of the 53 identified officers to maximise frontline capability. This has meant that the 2019/20 has not been concluded within the financial year but the remaining posts will be filled in a phased approach across June and July with the final posts being completed in early August, bringing the 2019/20 growth programme to a close.
- 7.2 BJH went through the 2020/21 Programme which co-ordinates the additional investment and the recruitment of 151 more frontline officers and 60.8 additional staff. The paper sets out the areas of investment to be realised in the increase in High Harm and Investigations, Learning and Development, Custody and Crime and Public Protection. The paper also dealt with investment adjustments and current work and performance which is dealt with under the Force Growth Board chaired by the Deputy Chief Constable.
- 7.3 JG asked that BJH pass on thanks to Richard Leicester and his team for the work done on recruitment for officers, support staff and specials.

## 8 Sexual Violence Strategy

- 8.1 GM presented the paper which sought approval for the publication of the first Essex Sexual Violence and Abuse Strategy. GM went through the background and explanation of the Strategy, the current work being undertaken, the implications and the links to the Police and Crime Plan priorities.
- 8.2 After a lengthy discussion around support, concerns around the ownership of the Strategy, communications, performance framework, multi-agency strategy and holding to account, it was agreed that GM would take the Strategy to the PFCC's Senior Management Team meeting where the governance and ownership of the Strategy would be discussed further.

### **Action: 013/2020**

**It was agreed that a plan and timeline would be implemented around more context, ownership and governance of the Strategy.**

## 9 Operational Transformation Reserves ('OTR')

- 9.1 PN presented the draft decision sheet relating to the OTR which set out the recommendations to cancel the Predicting Domestic Abuse funding which has not progressed in order to release funds for another project and increase the OTR funding for the Force Control Room Digital Hub.
- 9.2 JG confirmed that she would recommend that RH approves this decision sheet and it could go through the decision sheet process.

### **Action: 014/2020**

**The decision sheet relating to OTR was approved for processing.**

- 9.3 JG recognised that it was PN's last Strategic Board meeting and wanted to thank him for all the work he had done for the Force and the PFCC's office, and to wish him every success in his new journey.

## 10 Any Other Business

*Decision Sheet – dealt with under Part B of this meeting.*

There being no other business, the meeting closed at 12.50