

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

3 September 2020, 1000 to 1300, via MS Teams

Present:

Roger Hirst (RH)	Police, Fire and Crime Commissioner – Chair
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner
Pippa Brent-Isherwood (PBI)	Chief Executive and Monitoring Officer, PFCC's office
Janet Perry (JP)	Strategic Head of Performance & Resources, PFCC's office
Suzanne Harris (SH)	Head of Performance & Scrutiny (Policing & Crime) PFCC's office
Elizabeth Helm (EH)	Interim Head of Finance and s151 Officer, PFCC's office
BJ Harrington (BJH)	Chief Constable, Essex Police
Dr Vicki Harrington (VH)	Director of Strategic Change, Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Tracey Harman (TH)	Assistant Chief Constable, Serious Crime, Essex Police
Patrick Duffy (PD)	Head of Estates, Essex Police
Jules Donald (JD)	Chief Information Officer, Kent and Essex Police
Annette Chan (AC)	Chief Accountant, Essex Police
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

1 Introduction and welcome

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

2.i Minutes of last meeting

There were no amendments to the Part A Minutes or the Part B minutes of the June meeting and they were therefore approved. There were no matters arising from either set of minutes.

2.ii Action Log

- 01/2020 Strategic Transformation Programme
RH and BJH had agreed to discharge this action as it was now complete.
Close.
- 02/2020 IT Programme Update
JD confirmed that this action can close as it was covered in the June
meeting. Close.
- 03/2020 Estates Programme Update
PD confirmed that the action has been discharged but BJH would like it to
remain open until the transaction has been completed.
- 04/2020 Estates Programme Update
Action now with Collaboration lead in PFCC's office and PD. Close off from
Strategic Board and move to Collaboration Board.
- 05/2020 Diversity and Inclusion Strategy
On Agenda for next meeting of Essex County Council's Ethics and integrity
sub-committee – date not known. PBI to remind Clerk to committee that the
ECDA presentation is still to be tabled. BJH confirmed that the Force will be
looking at the Strategy through COG before going to the Ethics and Integrity
sub-committee.
- 06/2020 Capital Programme – Digital Interview Recording
Decision sheet submitted to PFCC's office. Close.
- 07/2020 Capital Programme – Property Management System
Decision sheet submitted to PFCC's office. Close.
- 08/2020 Capital Programme – Legacy Digital Data Store
Decision sheet submitted to PFCC's office. Close.
- 09/2020 Capital Programme – CSI Estates Improvements
Decision sheet submitted to PFCC's office. Close.
- 10/2020 Capital Programme – Central Referral Unit move to County Hall
Decision sheet submitted to PFCC's office. Close.
- 11/2020 Capital Programme – Faith Rooms
Decision sheet submitted to PFCC's office. Close.
- 12/2020 IT Programme update
JD confirmed that milestones and timelines are now included in the report.
Close.
- 13/2020 Sexual Violence Strategy
Timeline in place and Strategy to be complete by year end. Action to remain
open as ongoing.
- 14/2020 Operational Transformational Reserves
Decision sheet submitted to PFCC's office. Close.

15/2020 Any Other Business
There was no reference to the title of the decision sheet on the Action log and it was agreed that when they are noted in the Action log for future, a topic or number should be included for auditing purposes. SH to check Minutes of June meeting for confirmation. [Part B minutes – Covert Comms Data Capture]. Action to remain open until reference clarified.

Action 16/20: When Decision Sheets are noted in the Action Log the reference number and/or topic is to be included.

2.iii Forward Plan

There were no amendments to the Forward Plan.

3 Finance

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

3.i.1 DM presented the 2020/21 MTFS which confirmed the latest position and highlighted the movements since the June Strategic Board. Items to note from the report were the proposed timetable for the Strategic Budget Setting meetings which are anticipated to take place between 3 September and 21 January 2021, movements that have happened from June to September, the estimated impact of the Covid19 pandemic, council tax precepts, collection fund deficits, capital programme movements, capital resourcing and expenditure and the development of a savings programme to address the savings identified for 2021/22 against a target of 2.25% of net revenue budget for the Force for cash and non-cashable savings, and the Reserves Forecast.

3.i.2 RH thanked DM for a detailed report and commented that it was good to see the deficit figure had reduced, after the 2% increase from the council tax precept had been included, but there is recognition that this still presents a challenge to the budgeting process and will form part of the discussions in the budgeting meeting in October. RH updated the meeting on the Comprehensive Spending Review (CSR) negotiations which will impact on budgeting (officer uplift, National Crime Agency, Serious Organised Crime, baseline pay increase, pension costs and the capital bids around the National Police Air Service). RH confirmed that the Home Office and Treasury Department appear to be excluding the deficit on Council Tax collection from the Spending Review negotiations as they want to view it as a one off. Thought needs to be given to the risk that this presents to the budget.

TH joined the meeting at 10.32am

3.i.3 A discussion took place including potential capital bids around NPAS, types of savings that form part of the deficit figure, wages figures, new investment, cashable savings, uplift and growth figures, management of risk, POCA funding, South East allowances and the Council Tax collection deficit. RH proposed that a workshop be set up to review the potential virements from revenue to capital. EH commented that the position on Council Tax deficits will not be known until the information from the local districts has been received in mid-October. DM commented that Matt Tokley will be working on the calculations for the Medium Risk Plan and the interest implications on his return from annual leave which will then inform the Budget setting discussions.

Action: 17/2020

RH requested a workshop to be set up for the PFCC, BJH, DM, JP and EH, to review the potential virement from revenue to capital and to consider mitigations for the Council Tax shortfall.

- 3.i.4 The recommendation in the MTFS paper to approve the amendments to the capital budget was agreed.
- 3.i.5 VH and PBI to discuss the savings and efficiencies project profiles for 2021/22, and whether a redacted paper can be produced for publication. The protective markings for any papers tabled at future meetings are to be agreed at the time.

Action: 18/2020

VH and PBI to discuss the savings and efficiencies project profiles for 2021/22, and whether a redacted paper can be produced for publication. The protective markings for any papers tabled at future meetings are to be agreed at the time.

**RH & BJH left the meeting at 10.56am
JG took over the Chair at 10.56am**

3.ii Budget setting timetable

Discussed above.

3.iii 2021/21 Initial strategic view of revenue and capital proposals

Dealt with in 3.i above.

3.iv Capital Programme (including Stage 2 bids)

3.iv.a Automatic Number Plate Recognition (ANPR) Infrastructure Expansion

- 3.iv.a.1 ACC Harman presented the Stage 2 bid for funding over 5 years for additional ANPR cameras at sites in Essex which will expand the Force's current ANPR coverage, in line with the National ANPR Strategy 2020/24. JD confirmed that the infrastructure that supports the data received via ANPR is being updated and will be live by year end.
- 3.iv.a.2 JG confirmed the Board are happy to support this business case but asked TH to include financials on the Decision Sheet prior to passing through to the PFCC's office for processing.

Action: 19/2020

TH to include financials on the Decision Sheet and send to the PFCC's office for processing.

TH left the meeting at 11.10am

3.iii.b Remote Working Infrastructure

- 3.iii.b.1 JD presented the Stage 2 bid for bringing forward part of the current accredited encryption Virtual Private Network ('VPN') software replacement that was originally

tabled for next financial year. JD confirmed that although the current software was due for renewal in 2021/22, following the increased volume of remote workers (including home workers and staff working using wi-fi rather than wired network connection in other buildings) as a result of the Covid-19 pandemic, the demand has necessitated an earlier replacement to ensure that IT can support the organisational requirements for the Force to be able to access policing IT systems from any location reliably and resiliently.

- 3.iii.b.2 JG agreed that this is essential work and VH confirmed that the business case has been approved by the Chief Officers' Group (COG). DM confirmed that after approval from COG the funding has been included in the Capital budget and it makes sense to progress in this financial year. JG enquired about timings for implementation and JD confirmed that the Force intend to procure the product to be ready for January/February 2021, to coincide with the Windows 10 desktop rollout. JG stated the importance of ensuring that spend is incurred in the current year, owing to the cost being brought forward in the budget; she requested that timelines be included in the Decision Sheet.
- 3.iii.b.3 JG confirmed the Board are happy to support this business case and asked JD to include timelines on the Decision Sheet before passing to the PFCC's office for processing.

Action: 20/2020

JD to add the timelines to the Decision sheet before passing to the PFCC's office for processing.

4 Strategic Transformation Programme – Highlight Report

- 4.1 VH confirmed that this is the second quarter (June to August) that has been impacted by Covid19. Throughout this period, the Force Change Programme has been regularly reviewed and considered, with the projects that had been reported as being on hold in June now progressing.
- 4.2 The changes to movement were as follows:
- BT Hothouse – change in the timing RAG status from green to amber due to Covid19
- Office 365 – improved due to the successful rollout of Teams Lite
- Digital Transformation Home Office Technology Programme – benefits status improved
- IT Technical Refresh – deteriorated slightly due to timing around the implementation of the Chelmsford Data Centre and the contractors not able to get on site due to Covid19 restrictions
- 7Force Growth Programme – now improving for Vetting and PEQF following a pause due to Covid19
- 4.3 VH went through the highlights and achievements for the last period which included items on the implementation of the Force Growth Programme for 2020/21, Single Online Home, Covid Recovery Group and Microsoft Office 365.
- 4.4 VH went through report and the Areas in Exception; there were 13 areas in exception compared with 14 areas in June 2020. These areas included Detective Pathway growth, Community Safety Partnership Hubs, Op Hexagon, Operational Policing Command – Taser, Estates Change Programme, Supporting Technology ESMCP (ICCS and ESN),

Digital Transformation – Home Office Technology Programme, IT Technology Refresh, Athena Innovations, 7Forces Programme and ECFRS Collaboration.

- 4.5 VH went through the Savings and Efficiency plans which had mostly been covered under the MTFS paper above. The two main items to note were the initial pausing of two Business Cases due to Covid19 which have now been resumed. Work is now focused on developing the savings and efficiency plans for 2021/22 and future years, primarily through the Force Efficiency & Savings Board which is chaired by the Deputy Chief Constable.
- 4.6 VH confirmed that there has been one change to the Risk Register around the Covid19 risk which has reduced as the Force move into the recovery phase and projects previously on hold are now progressing. There were no other changes or new risks to note.

5 IT Programme Update

- 5.1 JD reported on the IT Programme and gave an update on the capacity context including Covid19 response, National Enabling Programmes (NEP) O365 Programme, the First National Sign-Off for M365, Kent Transformation, 21/22 IT Portfolio planning and Regional IT Convergence.
- 5.2 JG noted the excellent team-work of Essex and Kent Police in getting both Forces to this place and thanked all teams involved.
- 5.3 JD commented on the IT Portfolio Delivery and set out the milestones for the next Period. JD also confirmed that an update and breakdown of what has happened in the last quarter, what has not proceeded as planned, and what the focus will be for the next quarter, will be included in the next paper. After a brief discussion, it was agreed that JD will discuss with VH about looking to re-introduce the Dashboard into future IT Programme updates.

Action: 21/2020

JD and VH to discuss inclusion of the Dashboard to the report (reversing the decision to remove it) to ensure more information and clarity on the stages of each project.

- 5.4 JD updated the meeting on the IT Portfolio Prioritisation Governance and the 7Force ICT Convergence proposal. JG thanked EH, JD and DM for all the work involved around the 7 Forces ICT Convergence Proposal.

6 Estates Programme Update

- 6.1 PD presented the update on the Estates Programme and confirmed that a review of the existing Estate Strategy is underway following the impact of the Covid19 pandemic. The potential impact of Covid19 on the individual capital receipts is currently a risk with an unknown impact on the short to medium term economy. The disposals tracker and receipt forecasting is under constant review and has been re-programmed with known information and the anticipated impact on our ability in achieving the capital receipts.
- 6.2 PD updated the meeting on the Disposal Programme and the current work being carried out on the Estate (Chelmsford, Boreham and Police HQ).

6.3 PD gave an update on capital receipts which included items on collaboration opportunities (in partnership with Essex County Fire and Rescue Service). JG thanked PD for his perseverance and tenacity in achieving the capital receipts. JG asked that John Hallworth include timelines in his recommendations for the collaboration opportunities.

7.i Force Growth Programme 2019/20 Closure

- 7.i.1 VH presented the closure report for the 2019/20 Force Growth Programme, which included recruitment of 215 more frontline officers, 32 operational police staff and 16 support staff roles. These officer and staff posts are being invested in line with the investment plans outlined to the PFCC.
- 7.i.2 VH confirmed that the final implementation plan went to the Force Growth Board in June; the remaining posts that needed to be filled (delayed due to the impact of Covid19) were filled by the end of August 2020.
- 7.i.3 It was confirmed that in future opening and closing reports will be submitted to Strategic Board and Performance and Resources Scrutiny Board (P&RSB), whilst update reports will just be sent to P&RSB.
- 7.i.4 JG thanked the team for the closure report and congratulated the Force on achieving everything they set out to accomplish.

7.ii Force Growth Programme 2020/21

- 7.ii.1 VH confirmed that the 2020/21 Force Growth Programme is co-ordinating the additional investment by recruiting 151 more frontline officers, and 60.8 additional staff (16 operational police staff and 44.8 support staff roles). The most significant areas of investment are in line with the investment plans previously outlined to the PFCC: High Harm and Investigations (an increase of 54.5 officer posts); Learning and Development (an increase of 15.5 posts); Custody (an increase in 12 posts); and Crime and Public Protection (an increase of 11 posts). The investment in these areas recognises the need to balance the previous investment in frontline uniformed staff, with investigative and specialist resources and sufficient training and support staff to deliver the overall growth programme for the Force.
- 7.ii.2 VH confirmed that timelines are regularly reviewed by the Board chaired by DCC Pippa Mills and that recruitment is already underway.
- 7.ii.4 JG thanked VH for the update and expressed particular appreciation for the investment in Custody Command.

8 Forensic Collision Investigation Network (FCIN)

- 8.1 This report has not yet been presented to the Chief Officer's Group and will be presented at a future meeting.

9 Any Other Business

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