

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

14 December 2021, 1400 to 1700, via MS Teams

**Present:**

Roger Hirst (RH)	Police, Fire and Crime Commissioner – Chair
Julia Berry (JB)	Head of Finance and s151 Officer, PFCC's office
Pippa Brent-Isherwood (PBI)	Chief Executive and Monitoring Officer, PFCC's office
Annette Chan (AC)	Chief Accountant, Essex Police
Jules Donald (JD)	Chief Information Officer, Kent and Essex Police
Patrick Duffy (PD)	Head of Estates, Essex Police
Mark Gilmartin (MG)	Director of Shared Support Services, Kent and Essex Police
BJ Harrington (BJH)	Chief Constable, Essex Police
Dr Vicki Harrington (VH)	Director of Strategic Change, Essex Police
Suzanne Harris (SH)	Head of Performance & Scrutiny (Policing & Crime) PFCC's office
Jen Housego (JH)	Head of Digital, Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Lucy Morris (LM)	T/D CH Supt, Head of Major and Economic Crime, Essex Police
Janet Perry (JP)	Strategic Head of Performance & Resources, PFCC's office
Adam Pipe (AP)	Head of Roads Policing, Essex Police
Matt Tokley (MT)	Head of Corporate Accounting, Essex Police
Camilla Brandal	Minutes, PFCC's Office

**Apologies:**

Jane Gardner	Deputy Police, Fire and Crime Commissioner
Tom Richards	T/Assistant Chief Constable, Essex Police
Glen Pavelin	Assistant Chief Constable, Essex Police

**1 Introduction and welcome**

RH welcomed all to the meeting and accepted apologies from those set out above.

**2.i Minutes of last meeting (27 September 2021)**

There were no amendments to the minutes of the meeting held on 27 September and they were therefore approved. There were no matters arising.

**2.i Minutes of Extraordinary meeting (30 September 2021)**

There were no amendments to the minutes of the meeting held on 30 September and they were therefore approved. There were no matters arising.

## 2.ii Action Log

- 12/21 Finance – Insurance position  
Action to be closed following insurance report being presented at November's Performance and Resources Board meeting. Close.
- 25/21 Action Log  
Public Liability Insurance paper on Agenda for March 2022 meeting.
- 27/21 Action Log  
POA outliers received from the Home Office on 27 October. Content of final version following internal meetings with EP and PFCC's office were agreed and returned to CIPFA on 16 November. Final version and outliers response sent to PFCC for reference. A better process to be put in place for earlier engagement with PFCC for future years. Close.
- 48/21 Local Children's Safeguarding Boards  
JG had confirmed that proposed revised wording was shared with ACC Baldwin on 29 October for his consideration.
- 49/21 Finance/ MTFS  
Information provided to PFCC in October but savings still need to be included on existing table for worst case scenario and reasonably anticipated scenario. JP and DM agreed wording on MTFS. Close.
- 50a/21 Finance Budget Setting/ Timetable  
Dates for future Police, Fire and Crime Panel working group meetings shared. Close.
- 50b/21 Finance Budget Setting/ Timetable  
Dates for RH and BJH to address the MTFS and Budgets identified. Close.
- 51/21 Finance – Final Statement of Accounts  
Decision Report submitted.
- 52/21 Capital Programme – DAMS  
Meeting took place on 5 November 2021. Decision Report approved and submitted to PFCC's office.
- 53/21 Capital Programme – Data Centre  
Decision Report approved and submitted to PFCC's office.
- 54/21 Capital Programme – FCIN  
Decision Report approved and submitted to PFCC's office.
- 55/21 Capital Programme – LDMI Media Hubs  
Decision Report approved and submitted to PFCC's office.
- 56/21 Capital Programme – SCD  
Decision Report approved and submitted to PFCC's office.
- 57/21 POA  
Final return submitted to Home Office on 16 November following approval from PFCC's office. Close.
- Ex 01/21 Extraordinary meeting – Accounts and Audit Regulations 2015 Notices  
Decision Report approved and submitted to PFCC's office. Close.

Ex 02/21 Extraordinary meeting – Accounts and Audit Regulations 2015 Notices Decision Report approved and submitted to PFCC’s office. Close.

Ex 03/21 Extraordinary meeting – Accounts and Audit Regulations 2015 Notices JP to meeting with the Chair of the Joint Audit Committee. Close.

Ex 04/21 Extraordinary meeting – Any Other Business  
CC Statement uploaded onto website on 30 September, statements published on 29 November. Close.

### 2.iii Forward Plan

SH confirmed that the suggested papers were marked in red on the Forward Plan. DM asked whether the POA should be on both Strategic Board and Performance & Scrutiny Board’s agendas. It was agreed that the first iteration of the POA would be brought to Strategic Board in June and monitored thereafter through the P&R Board. This would also apply to the Treasury Management Strategy (agree at Strategic and monitor through P&R).

#### **Action 58/21:**

**SH to update the Strategic Board Forward Plan to show POA in June only**

### 3 Finance

#### 3.i 2022/23 draft Budget and Medium Term Financial Strategy ('MTFS')

3.i.1 DM presented the report which set out the draft provisional budget for 2022/23 which incorporated pay budgets, cost pressures, savings and new investment along with movements since the position on 24 November (budget meeting with EP and PFCC). It was confirmed that a balanced budget position was presented on 24 November and acknowledged that there were still movements anticipated from the Home Office Funding announcement, further provisional data from billing authorities on their taxbase and collection fund estimates and the inclusion of an investment request from the PFCC’s office. The current position for 2022/23 is a surplus of £1.6m and it was proposed that decisions on how this surplus could be utilised were deferred until the funding announcement had been received.

3.i.2 A discussion took place around the police officer numbers, PUP Grant figures, in-year surplus figures, MTFS, internal review of any double counting, reserves and options. RH commended everyone on the position that is presented today (dealing with the projected PUP figures and finding ourselves with a £1.6m surplus). A further discussion took place around cost pressures, contracts, one-off costs, net budgeting of general grants, (RH asked again if he could see gross budgeting carried out rather than the CIPFA’s requirement for net budgeting for year end – DM confirmed that the grants would be shown on a separate line).

3.i.3 A discussion took place around the PUP figures and Force Growth predictions, precept funding and whether the surplus £1.6m could be used to fund more officers. It was agreed that BJH would present a scenario analysis to RH for the provision of an additional 12 officers in 2022/23 utilising some of the £1.6m surplus, to also include a deployment plan for the extra 12 officers.

#### **Action: 59/21:**

**A scenario analysis would be presented to RH for the provision of an additional 12 officers in 2022/23 utilising some of the £1.6m surplus, to also include a deployment plan for the extra 12 officers**

- 3.i.4 DM confirmed that DCC Prophet will be working on the Estates Strategy and IT Strategy which unfold in the Capital Programme going forward.
- 3.i.5 RH again recognised the huge amount of work that has gone into the Budget papers and thanked everyone.

3.ii Outline Reserves Strategy

- 3.ii.1 DM confirmed that the Strategy was contained in the paper presented under 3.i and contained the analysis of the utilisation of the reserves going forward. A discussion took place around the potential for the restructure reserve to be utilised to enable the C&PP and CJ business cases that will be brought forward in 2022/ 23 for full deployment in 2023/ 24. It was agreed that the reserve will be revised when the business cases are brought forward to an appropriate Strategic Board. It was also agreed, after discussion, that the IT Convergence project reserve will be moved to the General Reserve and reported in Month 11 Outturn reporting.

3.iii Liability Insurance paper

Paper withdrawn and on the Forward Plan for March 2022.

3.iv Cyber Insurance

- 3.iv.1 MT presented the paper which sought to find a cyber insurance solution for the Force in view of the significant upturn in frequency, size and scope of cyber claims. MT confirmed that JLT had been engaged to assist with the identification of a best-fit cyber insurance solution and a market exercise is currently underway. Draft terms of cover should be forthcoming after the testing of controls exercise has been completed and a final proposal will be submitted for the PFCC for approval.
- 3.iv.2 A discussion took place around the proposal and the recommendations, and it was agreed that once the exercise has been undertaken by JLT, a decision sheet would be submitted to the PFCC's office. It was agreed that cover should be in place by the beginning of February 2022.

**Action 60/21:  
Decision Report to be submitted after conclusion of the exercise by JLT.**

3.v 2021/ 2022 Underspend

DM presented the paper on the utilisation options for the 2021/22 Revenue Underspend and the 10 recommendations that were set out in the paper. A discussion took place around all the recommendations and the projects that formed part of the plans, and it was agreed that the recommendations were approved and it was to be noted that as the detail of several of the Estates business cases had been discussed at this Strategic Board, any work that needed to be carried out as a matter of urgency with contracts etc could be undertaken prior to the March 2022 Strategic Board. It was agreed that a decision report would be submitted to agree the allocation of funds, and that additional decision reports would be submitted where required by the Financial Regulations.

**Action 61/21:**

**A decision report would be submitted to agree the allocation of funds from revenue underspend, and additional decision reports would be submitted where required by the Financial Regulations**

## 6 Estates Programme Update

- 6.1 PD presented the quarterly update on the Estate Transformation Programme and the work that had been undertaken on the Boreham project, the design phase of Dovercourt, the review of the current plans for HQ and an update on the Disposal Programme.

**AC left the meeting at 1527**

**MG left the meeting at 1528**

- 6.2 A brief discussion took place around the governance of the joint project at Boreham and it was agreed that each entity (i.e. EP and ECFRS) would submit their own decision sheets which would be dealt with at the Emergency Services Strategic Collaboration Governance Board.
- 6.3 A discussion took place around Tolleshunt D'Arcy, the Estates Team resources, the HQ review and whether it would be a good idea to have a workshop before it gets to recommended options for HQ to the PFCC, it was agreed that a future workshop would be a good idea.

**Action 62/21:**

**Workshop to be arranged to discuss options for HQ prior to recommendations being formed**

**Meeting paused at 1538**

**Meeting reconvened at 1552**

## 4 Force Growth Programme Quarterly update

- 4.1 BJH presented the quarterly update which showed that within the first quarter of 21/22, 49 of the 178 posts had been successfully completed which equated to 27.5% of the total growth to be achieved. Quarter 2 showed that 42 of the planned 53 further posts were completed and confirmed that at the midway point of the financial year, a figure of 51% of total officer growth has been achieved.
- 4.2 A discussion took place around the achievements, the numbers in the intakes going through the College, and the resources that are managed by Richard Leicester through the HR Resourcing Board.

## 5 Strategic Transformation Programme Highlight report

- 5.1 VH presented the highlight report and outlined the changes to the 22 workstreams that had taken place since the September Strategic Board. VH confirmed that 8 projects were in exception and 3 had been removed as completed or business as usual (Op Hexagon, Special Constabulary and SCD Intelligence Review). 27Force had been removed from the Programme as they were duplications.
- 5.2 VH went through the achievements during the last period and the projects in exception (Detective Pathway, Community Safety Partnership Hubs, Analytics for Everyone, Estates Change Programme, ICCS, ESMCP, Digital Transformation and ECFRS collaboration).

## AP joined the meeting at 1401

- 5.3 VH confirmed that work is ongoing through the Efficiency and Savings Board to develop the 2022/23 Savings and Efficiency Plan and that there had been no changes to the Risk Register since the last Board meeting.

## 7 IT Programme Update

- 7.1 JD presented the quarterly update which outlined the 35 projects which were currently live, the key areas of progress since September 2021, projects in exception (ICCS, ESN, FCR, A4E, ANPR, Taser tracking), the 3 year technology roadmap, and how the demand is being managed. A brief discussion took place around the national ANPR system, and it was agreed that MG would share some briefing notes on this with RH.

**Action 63/21:  
MG to share briefing notes on ANPR system with RH.**

## 8 Capital Programme

### 8.i Digital Media Investigators equipment

LM presented the business case for the replacement of Radio Frequency Equipment and the recommendation of the proposed supplier, use of the capital and revenue monies to jointly purchase 3 units for use within SCD. A brief discussion took place around whether these units need to be purchased now or whether there is likely to be a national standard in future, and it was agreed that the purchase now would be the best solution to the replacement. It was also agreed that the costs would be set out in full in the recommendations section of the Decision Sheet.

**Action 64/21:  
The Decision Report (ref 159-21) to be submitted to the PFCC's office for processing.**

## JH joined the meeting at 1615.

### 8.ii Dashcams – Stage 2

MG presented the paper for the Stage 2 Business Case which had been revised from the previous proposal for the purchase of forward and rear facing video recording equipment for the Operational Policing Command fleet. A brief discussion took place around the financing provision of the Business Case and it was confirmed that the proposal had been approved in principle from the last Strategic Board meeting, for dashcams for 80 vehicles. It was agreed that the costs would be detailed in the recommendations section of the Decision Sheet.

**Action 65/21:  
The Decision Report (ref 117-21) to be submitted to the PFCC's office for processing.**

AP left the meeting at 1630.  
MG left the meeting at 1630.

### 8.iii Analytics for Everyone

VH presented the Business Case for endorsing the procurement approach for the development of new products in addition to those currently hosted on the A4E platform, and to approve the total of £700k to fund the next phase of A4E. A discussion took place around the KPMG contract and the additional development work, set out in the 3 options in the Business Case. It was agreed that the Business Case would be formulated as a Stage 2 with the rephrasing of the Decision Sheet to reflect this.

**Action 66/21:**

**The Business Case is to be formulated into a Stage 2 Business Case for further approval along with a revised Decision Sheet.**

**PD left the meeting at 1640.**

**JH left the meeting at 1642.**

8.iv ICCS

It is to be noted that this was discussed in the Extraordinary meeting held on 30 September. PBI commented that the contract for signing will be with the PFCC's office shortly. The Decision Sheet (ref 152-21) had been sent to the PFCC's office for processing.

8.v DAMS

It is to be noted that this was discussed in the Extraordinary meeting held on 30 September. The approved Decision Sheet (ref 114-21) had been sent to the PFCC's office for processing.

9 Specified Information Order

9.1 PBI presented the paper relating to the Specified Information Order and recommended that the Board adopt the proxy measures where it is not currently possible to report against the national crime and policing measures, pending publication of a national data set, and approve or amend this report for publication as the PFCC's initial statement of the contribution of Essex Police to achieving improvements against the key national priorities for policing, as required by the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021, and that quarterly updates to this report will be approved for publication via the Performance and Resources Board.

9.2 A discussion took place around the data sets and proxy measures, and it was agreed that the 3 recommendations were approved and SH would work through putting the reports on to the P&R Forward Plan.

11 Any Other Business

11.1 Public Sector Audit Appointment

A discussion took place around the Public Sector Audit Appointment decision sheet which proposes that the PFCC still does not participate in the PSAA scheme and the appointment of the external auditor. It was agreed that the PFCC would not participate in the scheme and the decision sheet was approved.

**Action 67/21:**

**The Decision Report (ref 168-21) to be submitted to the PFCC's office for processing.**

## 11.2 Mobile First

A discussion took place around the extension of the Mobile First SaaS Mobile Working Solution with HCL Mobile First, for an allocation of £563k. RH asked if JD could provide him with the figures for the contract in the first place for comparison/ inflation. The decision sheet was approved and would be submitted to the PFCC's office for processing.

**Action 68.21:  
The Decision Report (ref 174-21) to be submitted to the PFCC's office for processing once SH and JD have spoken around formatting etc.**

## 11.3 Quad Bikes

A discussion took place around the creation and deployment of off-road quad bikes which is being brought forward earlier than the proposed 2022/23 capital expenditure bid as the project is being undertaken as a partnership project. The decision sheet was approved (with the proviso that the trailer could be included once the figures had been ascertained and included in the decision sheet) and would be submitted to the PFCC's office for processing.

**Action 69/21:  
The Decision Report (ref 171-21) to be submitted to the PFCC's office for processing.**

## 10 Approval of paper classifications for publishing

A discussion took place around the classifications for publication and it was agreed that the papers for publication were 3i, 3iv, 4 and 9.

There being no more business, the meeting closed at 1704.