

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

8 March 2022, 1400 to 1700, via MS Teams

Present:

Roger Hirst (RH)	Police, Fire and Crime Commissioner – Chair
Anthony Austin (AA)	Business Operations Manager, Essex Police
Colin Bailey (CB)	AMO Programme Director, Essex Police
Pippa Brent-Isherwood (PBI)	Chief Executive and Monitoring Officer, PFCC's office
Annette Chan (AC)	Chief Accountant, Essex Police
Patrick Duffy (PD)	Head of Estates, Essex Police
Clayton Ford (CF)	Detective Inspector, PPP SVU, 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
Brian Jaggs (BJ)	Head of IT Service Delivery, Essex Police
Shaun Kane (SK)	Superintendent, LPSU and CIP, Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Janet Perry (JP)	Strategic Head of Performance & Resources, PFCC's office
Ewen Wilson (EW)	Chief Superintendent, Operational Policing Command
Camilla Brandal	Minutes, PFCC's Office

Apologies:

Julia Berry	Head of Finance and s151 Officer, PFCC's office
Jules Donald	Chief Information Officer, Kent and Essex Police
Jane Gardner	Deputy Police, Fire and Crime Commissioner
Rachel Nolan	Assistant Chief Constable, Essex Police
Glen Pavelin	Assistant Chief Constable, Essex Police
Tom Richards	T/Assistant Chief Constable, Essex Police
Matt Tokley	Head of Corporate Accounting, 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 (14 December 2021 and 4 February 2022)

A brief discussion took place around item 11 Public Sector Audit Appointment and BJH would like it noted that although a decision had been reached by the PFCC, he and the Force had also come to their own independent conclusion around the non-appointment and concurred with the PFCC's decision.

There were no amendments to the minutes of the meetings held on 14 December 2021 and 4 February 2022 and they were therefore approved. There were no matters arising.

2.ii Action Log

25/21 Action Log

Discussions taken place between PFCC and CC – action discharged as paper not required. Value for Money with SEERPIC item to be discussed outside the Board. Propose close.

Action 1/22:

JP to arrange a meeting with Essex Police and SEERPIC representative to better understand the process and value for money achieved through SEERPIC (to link with P&RS Board action)

48/21 Local Children's Safeguarding Boards
Decision report signed off on 2 March 2022. Propose close.

51/21 Finance – Final Statement of Accounts
Decision Report 163/21 approved and signed. Propose close.

52/21 Capital Programme – DAMS
Decision Report 114/21 approved and signed. Propose close.

53/21 Capital Programme – Data Centre
Decision Report 115/21 approved and signed. Propose close.

54/21 Capital Programme – FCIN
Decision Report 113/21 approved and signed. Propose close.

55/21 Capital Programme – LDMI Media Hubs
Decision Report 132/21 approved and signed. Propose close.

56/21 Capital Programme – SCD
Decision Report 133/21 approved and signed. Propose close.

58/21 Forward Plan
POA on Forward Plan for March. Propose close.

59/21 Finance
Additional officers query addressed. Propose close.

60/21 Finance – Cyber Insurance
BJH updated: Current proposal with JLT not financially viable. Revised proposal to be brought to June board. COG needs to ask and decide on following questions: Is it cost beneficial to purchase a cyber insurance package with all of the complexity, market uncertainty, technical issues, risk and cost? Setting out the rationale for the 'yes' and 'no' options; and considering the risks and threats explored in the second paper do we need this additional cyber protection? If the answer is 'yes' why and if not why? Both

questions are linked but interdependent. At COG on 9 March for discussion and paper for decision on 23rd. An update will then be brought to Strategic Board in June. Remain open.

61/21 Finance
Decision Reports 003/22 and 004/22 approved and signed. Propose close.

62/21 Estates Programme
Workshop set for 13 May to discuss options for HQ. Remain open.

63/21 IT Programme
Briefing note on ANPR sent to PFCC's office. Propose close.

64/21 Capital Programme – DMI
Decision Report 159/21 approved and signed 28 February. Propose close.

65/21 Capital Programme – Dashcams Stage 2
Decision Report 117/21 approved and signed. Propose close.

66/21 Capital Programme – A4E
Decision Report 153/21 approved and signed. Propose close.

67/21 AOB – Public Sector Audit Appointment
Decision Report 168/21 approved and signed. Propose close.

68/21 AOB – Mobile First
Decision Report 174/21 approved and signed. Propose close.

69/21 AOB – Quad Bikes
Decision Report 171/21 approved and signed. Propose close.

2.iii Forward Plan

SH confirmed that the proposed changes were marked in red on the Forward Plan and these were agreed by the Board. The Capital Governance Paper is to be discussed outside of this meeting to see where it fits best. A review of the Forward Plan will be undertaken in order to assist in reducing the Strategic Board meeting length to 2 hours, and SH will bring a new version of the Forward Plan to the June Board. DM asked if the Statement of Accounts could be put on the Forward Plan for June and September. A brief discussion took place around the MTFS paper and it was agreed that the MTFS would be tabled for December so that it could be presented to the Police, Fire and Crime Panel in February.

Action 2/22:
SH to put Statement of Accounts items on Forward Plan for June and September.

3 Finance

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

3.i.1 DM presented the report which recommended endorsing and approving the current 2022/23 MTFS position. From the Executive Summary, the MTFS shortfall over the 4 year period is forecast to be £3.7m. The paper set out the key assumptions for the shortfall in 2023/24 of £2.8m, the £2.3m of cashable savings identified for 2023/24 and a

summary of the capital programme along with the forecast Capital Financing Requirement.

- 3.i.2 RH thanked DM for the report and acknowledged that any pressures on the MTFS will be monitored through the P&R Board, but it was an excellent piece of work. A general discussion took place around the parameters and assumptions in the MTFS and it was agreed that the Decision Report would be submitted to the PFCC's office for approval.

**Action 3/22:
Decision Report 039/22 to be submitted to PFCC's office for approval.**

3.ii Treasury Management Strategy

This paper had been withdrawn prior to the meeting.

3.iii Police Objective Analysis ('POA')

- 3.iii.1 DM presented the report on the 22/23 Original Budget in POA format which forms the basis for the CIPFA statutory return and includes an element of the source data for the Value for Money profiles. The POA is a statutory requirement and provides transparency on where resources are allocated within the Original Budget to deliver the objectives of the Police and Crime Plan. The report as presented forms the draft position allowing for inaccuracies to be mitigated by completion of a second return following submission of outlier information from CIPFA.

- 3.iii.2 DM went through the Level 1 reporting and variance commentary highlighting things to note. RH thanked DM for the report. A general discussion took place around how to use the reporting now that it has been presented and the best way of monitoring it throughout the year.

3.iv Budget Setting Timetable

- 3.iv.1 DM presented the report which asked for endorsement and approval of the draft 2023/24 budget setting timetable based on the approach to budget setting, the governance routes and agreement to the proposed engagement dates as set out. After a discussion, it was agreed that the dates will be suggested to the Chair of the Police, Fire and Crime Panel closer to the time. It was also agreed that once the suggested dates have been confirmed to be compatible with diaries the dates can be agreed via a Decision Report but that it did not need to be dealt with on the Forward Plan for this Board.

**Action 4/22:
Draft dates to be confirmed between DM and JP and a Decision Report for the Budget Setting Timetable to be submitted to PFCC's office for approval.**

AC left the meeting at 1450

3.v Public Liability Insurance

This paper had been withdrawn prior to the meeting.

4 Force Growth Programme

- 4.1 BJH presented the update contained in the report with items to note being the placement of 184 more offices and 19 additional staff roles. Within this overall uplift, 6 posts are allocated to the Regional Organised Crime Unit and will be recruited directly by the ROCU. 49 of the 178 posts were completed within the first quarter, with 42 of the planned 53 posts completed within the second quarter. 31 further posts were completed in the third quarter leaving 55 posts to be achieved in the final quarter of the 21/22 financial year.
- 4.2 The report contained updates on investment amendments and updates including posts into Serious Violence Unit, National Firearms Instructors, MOSOVO, DA Problem Solving Teams, Surveillance, Road Crime Team, DA Proactive Teams and LPA Disruptor Teams.
- 4.3 A general discussion took place around utilising underspends, the Force Deployment Plan, PEQF, learning around deployment skills, vetting and possible over-recruitment (HO head count and strength versus the Force's FTE) narrative.

5 Force Strategic Change Programme Highlight Report

- 5.1 VH presented the highlight report and the current workstreams that were active, as well as the workstreams that had been removed as business as usual. VH went through the achievements during the last period, projects in exception, the savings and efficiency plans and the items on the risk register. Brief discussions took place around the projects in exception as they were discussed.
- 5.2 RH thanked VH for the report and that it was good to see that work has not paused on the focus around how efficient and effective the Force can be.

The meeting paused at 1532
The meeting reconvened at 1542

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.
- 6.2 A brief discussion took place around the issues with the HQ redevelopment and it was agreed to pick this up at the workshop that has been diarised.
- 6.3 RH commended PD on all the work that has been undertaken on the delivery of the Estate Programme.

7 IT Programme Update

BJ presented the update paper which contained areas of key progress since December 2021, Project statistics, projects in exception and mitigation, the indicative 3 year technology roadmap, risks and mitigations, staffing implications and future plans. A brief discussion took place around cyber security alerts and the pressures currently on the programme to ensure that there is an appropriate cyber security capability in place. RH

wanted to thank the team for the prioritisation approach on projects and BJH echoed his thanks on behalf of the Force.

8 Capital Programme

8.i Emergency Services Mobile Communications Programme ('ESMCP')

CB presented the business case for the ESMCP funding request for approval of capital, one-off revenue and recurring revenue funding for full implementation of ESN services.

SK joined the meeting at 1608

After a discussion around the revenue costs, it was agreed that a sentence would be put in under Option 3 of the Decision Report (which is the approved option) that it is recognised that the funding is to be applied on the premise that the project is successful but also recognising that this is something that has to be done. It was agreed that the Decision Report (with the additional sentence as above) would be submitted to the PFCC's office for processing.

Action 5/22:

The Decision Report (ref 118-21) to be amended and submitted to the PFCC's office for processing.

8.ii Technical Refresh

MG presented the Stage 2 Technical Infrastructure Refresh business case which sought approval to proceed with the programme of work required to deliver the IT Infrastructure Technical Refresh including approval of £1,518.8k capital and £32.8k recurring revenue funding in 2022/23. It was agreed that the Decision Report would be submitted to the PFCC's office for processing.

Action 6/22:

The Decision Report (ref 023-22) to be submitted to the PFCC's office for processing.

MG wanted to note that this may be BJ's last meeting before he retired after 50 years of working for the Force. RH thanked BJ very much indeed for his 50 years of service to the Force and his support and achievements on some very difficult projects.

8.iii Drug Drying Facility

EW presented the paper which sought approval of capital funding of £91k and revenue of £5k to invest in the drug examination and drying facility for Essex Police. EW went through the background to the request and after a brief discussion, it was agreed that the clarification around the one-off costs and recurring costs in the recommendation and the reference to the POCA reserve (should be the forfeiture reserve) will be addressed prior to sending through to the PFCC's office for processing.

Action 7/22:

The Decision Report (ref 022-22) to be amended prior to submission to the PFCC's office for processing.

8.iv Athena Section 22A Police Act 1996 Collaboration Agreement

AA presented the report which sought approval of the updated Athena S22A Collaboration Agreement which was approved in principle at the November 2021 Strategic Athena Management Board. PBI noted that as well as being a member of the partnership, the Force and the PFCC have lead roles on the Athena Partnership as well with their specific responsibilities set out in the Agreement and for reference, these responsibilities are also set out in the Decision Report. It was agreed that the Decision Report will be submitted to the PFCC's office for processing.

Action 8/22:

The Decision Report (ref: 006-22) to be submitted to the PFCC's office for processing.

AA left the meeting at 1638

8.v Specials – Mobile First Devices

SK presented the business case which sought approval of the procurement of 328 Mobile First devices for the Special Constabulary which is in addition to the redeployment of BWV devices previously agreed. SK set out the proposed revenue requests and the options analysis and benefits for the provision. A brief discussion took place around the finance table in the recommendations matching with the table on Page 5. It is to be noted that the Force are now in the position to be able to provide kit to employees whereas previously it had proved a challenging task. It was agreed that the financial sections of the Decision Report would be looked at offline before submitting to the PFCC's office for processing.

Action 9/22:

The Decision Report (ref: 020-22) (financial details) to be looked at offline before submitting to the PFCC's office for processing.

9 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, 3iii, 3iv, 4, 8i, 8ii and 8v.

10 Any Other Business

10.i Capital Governance paper

DM presented the Capital Programme quarterly update paper where the PFCC was asked to note the contents of the update covering the Capital Programme 2021/22 and the business cases going to the Strategic Board in March. The report included key activities year to date, slippage, key issues impacting the programme, options and analysis (including business cases) and risks. A brief discussion took place around the information contained within the paper and whether any of the items will be raised elsewhere, i.e. in P&RS Boards. It was agreed that this paper could be tabled as an information paper at the P&RS Boards to complement the monthly Finance reports.

10.ii Essex Data Declaration

VH presented the paper relating to the Essex Chief Executive Association's draft Essex Data Declaration which the Chief Constable is agreeable in supporting. The Declaration is seeking a commitment for organisations within Essex to make full use of data and

analytics to support decision making. A brief discussion took place around training requirements for officers and the ONS offering data training packages. It was agreed that the Data Declaration would be signed by the Force and the PFCC's office.

There being no more business, the meeting closed at 1708.