

## PFCC Decision Report

**Report reference number:** 117-22

**Classification:** Not protectively marked

**Title of report:** Operational Transformation Reserve

**Area of county / stakeholders affected:** Strategic decision makers

**Report by:** Anna Hook (Head of Change: Programmes and Projects) 42080716

**Chief Officer:** Dr Harrington (Director of Strategic Change and Analytics)

**Date of report:** 20 July 2022

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### 1. Executive Summary

This purpose of this report is to provide an update on the current status and commitment of the Operational Transformation Reserve (OTR) and to seek the Police, Fire and Crime Commissioner's (PFCC's) approval to move the outstanding balance to the Transformation Reserve against the Estates and IT lines, to assist with the funding of consultancy support for the HQ project and ongoing finance to the Essex Centre for Data Analytics (ecda).

### 2. Recommendations

For the reasons set out in this report the PFCC is recommended to:

Recommendation 1.

Approve the appropriation of the outstanding forecast balance for 2022/23 of £340k from the OTR to the Transformation Reserve.

Recommendation 2.

Put £255k against the Estates line in that reserve with a view to utilising this resource in the procurement of ongoing specialist consultancy support to deliver the

redevelopment of Essex Police HQ, and £85k to the IT line to continue supporting ecda.

### **3. Background to the Proposal**

Set up in 2018, the OTR had originally £2.7m available which the force could bid for funding from for projects meeting a set of criteria as identified by the PFCC. A number of bids have been put forward over the years. Some have been completed, whilst some have experienced delays in implementation – often related to the impact of the pandemic – and requested that funding be rolled over into 2022/23. These projects include ECDA, IT research and development roles and the Digital Hub for the Force Control Room (FCR).

Other projects however have stalled, or delivery has no longer been required, in recent months the largest of these being Op Meteor (property marking), and monies have been returned to the OTR and at year end it is forecast that the balance within the OTR will be £340k.

There has been significant delivery in recent years by the force in the Change, Estates and IT programmes, aligned to the strategic priorities outlined in the Police and Crime Plan, Force Plan and the Force Management Statement (FMS). This proposal acknowledges the current transformation priorities for the force and the large-scale project and investment in the transformation of our operational estate, with the redevelopment of HQ being top of that current list.

### **4. Proposal and Associated Benefits**

This report recommends the appropriation of the outstanding balance of £340k from the OTR to the Transformation Reserve. It is proposed to put £255k against the Estates line with a view to utilising this resource in the procurement of ongoing specialist consultancy support to deliver the redevelopment of Essex Police HQ. The benefits ensure realignment of existing resource to meet force priorities reducing the requirement to find new funding and putting additional pressure on the Medium-Term Financial Strategy (MTFS).

The identified £255k from the OTR will contribute to the estimated £290k plan of works for the following: HQ disposal plan of works, estimated at £90k (planning consultants £40k, QC £25k, architects £25k), and HQ redevelopment plan of works, estimated at £200k (feasibility review Q1/2 £75k, RIBA Stage 3 £125k). The difference (£35k) to be resourced from within the Estates Reserve. It is proposed that the remaining £85k be put against the IT line in that reserve to fund the commitment to ecda. This will allow for the closure of the OTR in this financial year.

### **5. Options Analysis**

Doing nothing would keep the OTR in its current format and would require the force to consider any requirements in line with the PFCC's criteria and put forward bids for consideration over the next 6-12 months.

The recommended option has been viewed against the context of the PFCC's and Chief Constable's strategic priorities in the redevelopment of the HQ site and the costs that are associated with this. Further context can be viewed through the MTFS and the savings pressure identified for 2023/24, further supporting the realignment of existing resources to meet priorities rather than looking to identify further resource.

## **6. Consultation and Engagement**

The Head of Estates and Chief Finance Officer have been consulted in the preparation of this proposal. This has also been considered and received positive endorsement through the Chief Officers Group (COG) on 13 July 2022.

## **7. Strategic Links**

Alongside the existing Estates Strategy, this proposal supports the ambitions of the force plan in being data driven (ecda), and our professionalism ambitions in providing an ecologically friendly and fit for purpose estate. This will also be an effective building block to support delivery in Essex Police that will impact on all of the Police and Crime Plan priorities, as well as contributing to the specific commitments within the Plan to improve the sharing of data to help identify those most vulnerable to becoming victims and to utilise the substantial estate to help deliver a better, more accessible service to the public and improve operational effectiveness.

## **8. Police operational implications**

There have been no identified police operational implications in the recommended appropriation of the OTR into the Transformation Reserve.

## **9. Financial implications**

This proposal puts forward the appropriation of the outstanding forecast balance for 2022/23 of £340k from the OTR to the Transformation Reserve, and will have no material impact on the MTFS. Should the proposal put forward here be accepted, all reporting on the balance moved to the Transformation Reserve will be undertaken through the existing Corporate Finance mechanism. At the end of this financial year all OTR projects should be completed, and reporting will cease.

## **10. Legal implications**

No legal implications have been identified in this recommendation.

## **11. Staffing implications**

There are no staffing implications in relation to this proposal.

## **12. Equality, Diversity and Inclusion implications**

Any approach, whether through the existing OTR process, or if the funds are appropriated to the Transformation Reserve, will undergo Equality Impact Assessments as part of any project development.

### **13. Risks and Mitigations**

There are no real risks to this proposal. The consequences of not proceeding would however mean that resource would need to be found from elsewhere to progress the works outlined previously against the estates HQ project, putting pressure on the next financial year.

### **14. Governance Boards**

This proposal has been presented to and approved by the Chief Officer Group on 13 July 2022.

This proposal is scheduled to be presented at the September 2022 Strategic Board.

### **15. Links to Future Plans**

This is in line with our long-term Estates Strategy and data driven approach set out in the Force Plan as seen in our partnership in ecda.

### **16. Background Papers and Appendices**

No further papers.



If 'YES', please provide details of required redaction:

N/A

Date redaction carried out: .....

**Chief Finance Officer / Chief Executive Sign Off – for Redactions only**

If redaction is required, the Treasurer or Chief Executive is to sign off that redaction has been completed.

Sign: .....

Print: .....

**Chief Executive / Chief Finance Officer**

**Decision and Final Sign Off**

I agree the recommendations to this report:

Sign: 

Print: Roger Hirst

**PFCC/~~Deputy PFCC~~**

**Date signed:** 22 September 2022

I do not agree the recommendations to this report because:

.....  
.....  
.....

Sign:

Print:

**PFCC/Deputy PFCC**

**Date signed:**