

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

26 September 2022, 1000 to 1300

Essex Police HQ and MS Teams

Present:

Roger Hirst (RH)	Police, Fire and Crime Commissioner – Chair
Esther Beaumont (EB)	7F Head of Category Management
Pippa Brent-Isherwood (PBI)	Chief Executive and Monitoring Officer, PFCC's office
Fiona Brown (FB)	Head of Programme Delivery, Essex Police
Annette Chan (AC)	Chief Accountant, Essex Police
Patrick Duffy (PD)	Head of Estates, Essex Police
Dr Vicki Harrington (VH)	Director of Strategic Change, Essex Police
Suzanne Harris (SH)	Head of Performance & Scrutiny (Policing & Crime) PFCC's office
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Lucy Morris (LM)	Head of Major and Economic Crime, Essex Police
Wendy Palmer (WP)	Head of Forensics, Essex Police
Janet Perry (JP)	Strategic Head of Performance & Resources, PFCC's office
Andrew Prophet (AP)	Deputy Chief Constable, Essex Police

Camilla Brandal Minutes, PFCC's Office

Apologies:

Jules Donald	Chief Information Officer, Kent and Essex Police
Jane Gardner	Deputy Police, Fire and Crime Commissioner
Mark Gilmartin (MG)	Director of Shared Support Services, Kent and Essex Police
BJ Harrington (BJH)	Chief Constable, Essex Police
Dave Levy (DL)	Director of Commercial Services, 7F Procurement
Andrew Pritchard	Assistant Chief Constable

1 Introduction and welcome

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

2.i Minutes of Strategic Board – 16 June 2022

There were no amendments to the minutes of the June Strategic Board and they were therefore approved. There were no matters arising.

2.ii Minutes of Extraordinary Strategic Board – 22 July 2022

There were no amendments to the minutes of the July Extraordinary Strategic Board and they were therefore approved. There were no matters arising.

2.iii Minutes of Extraordinary Strategic Board – 9 August 2022

There were no amendments to the minutes of the August Extraordinary Strategic Board and they were therefore approved. There were no matters arising.

2.iv Action Log

04/22 Finance – Budget Setting Timetable
Decision Report received – not yet signed but with PFCC for signing. Propose close.

07/22 Capital Programme (Drug Drying)
Decision Report 022-22 submitted to PFCC's office. DR signed 12.07.22. Propose close.

09/22 Capital Programme (Specials Mobile First)
Decision Report 020-22 submitted to PFCC's office. DR signed 11.08.22. Propose close.

10/22 Action Log
All meeting dates confirmed. Propose close.

11/22 Draft Statement of Accounts
Decision Report 081-22 received. 149-22 created with publication information. Remain open.

12/22 Treasury Management Strategy
Decision Report 078-22 signed 26.07.22. Propose close.

13/22 IT – Advanced Cyber Security Measures
Decision Report 082-22 signed 16.08.22. Propose close.

14/22 IT – Advanced Cyber Security Measures
Further update to be provided in December 2022. Due date to be amended to December. Remain open.

15/22 Decision Reports including capital programme and stage 2 bids
Decision Report 066-22 signed on 12.07.22. Propose close.

16/22 Decision Reports including capital programme and stage 2 bids
Decision Report 071-22 signed on 12.07.22. Propose close.

17/22 Decision Reports including capital programme and stage 2 bids
Decision Report 073-22 signed on 03.08.22. Propose close.

18/22 Decision Reports including capital programme and stage 2 bids
Decision Report 067-22 signed on 19.08.22. Propose close.

19/22 7F Procurement/ Commercial Services
Decision Report 070-22 signed on 03.08.22. Propose close.

20/22 7F Procurement/ Commercial Services

Decision Report 068-22 returned to author on 15.08.22. Remain open.

21/22 7F Procurement/ Commercial Services
Decision Report 013-22 signed on 15.07.22. Redaction to be completed. Propose close.

22/22 7F Procurement/ Commercial Services
Decision Report 072-22 signed on 22.07.22. Propose close.

23/22 Decision Report 084-22 Mobile First Extension
Decision Report 084-22 signed on 22.07.22. Propose close.

24/22 Decision Report 092-22 Analytics for Everyone
Decision Report 092-22 signed on 15.08.22. Propose close.

25/22 Decision Report 094-22 Boreham Locker Room and DD Room
Decision Report 094-22 returned to author on 20.09.22. Remain open.

26/22 Decision Report 091-22 Physical Forensic Services
Decision Report 091-22 signed on 03.08.22. Propose close.

27/22 Decision Report 129-22 South East Allowance
Decision Report 129-22 signed on 31.08.22. Propose close.

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JP joined the meeting at 1010.

2.v Forward Plan

SH confirmed that the TMS quarterly updates had now been populated on the Forward Plan. An item on the Rural Crime Strategy was to be scheduled for December, and the Decision Report for Analytics for Everyone to move from December 2022 to March 2023. Proposed changes to the timing of various other Decision Reports had been shared on the version circulated with the papers for this meeting. All these changes were agreed. An Extraordinary Board to be set up to deal with the Decision Report for publishing the Statement of Accounts (date to be agreed).

3 Finance

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

- 3.i.1 DM went through the MTFS and highlighted items for noting, namely the latest forecast, the key assumptions and movements since the position reported on in June.
- 3.i.2 A discussion took place around the assumptions, pay awards, pressures on recruitment and retention, tax base, review of any possible contractual inflation in bids, one-off budget pressures, Collection Fund surplus, the savings target, Home Office grants, revenue consequences and possible change to National Insurance payments.
- 3.i.3 DM updated on the savings, capital bids, new Estates Strategy, reserve figures and Op Hazel funding, the capital programme and financing requirements, and it was recognised that there are considerable challenges for the next couple of years but on the scale that has been dealt with before.

3.ii Final Statement of Accounts

A discussion took place around the final Statement of Accounts which were not ready for this meeting due to the External Auditors not having finished the audit work. A new statutory deadline for publication of accounts was announced for the end of November this year and it was agreed that an Extraordinary Board meeting would be set up in November to sign the PFCC Group Accounts off and publish them by 30 November.

3.iii Treasury Management Strategy

RH thanked the Finance Team for the transparency in the Treasury Management Strategy. It was confirmed that the cashflow figures will be included in the monthly performance report for monitoring purposes.

AC left the meeting at 1050.

Items 4 and 5 were taken in reverse order

5 Strategic Transformation Programme Highlight Report

- 5.1 VH presented the highlight report and updated on the 21 work streams that are currently in place – 3 workstreams had been removed following the transition to the 7F network (Vetting, Armed Policing, Forensics). VH went through the areas in exception (7 in total) and updated on the status of each area, the RAG ratings, savings plans and risk scores.
- 5.2 A brief discussion took place around the workstreams that were now being dealt with by the 7F network. It was confirmed that the 7F network items will now be overseen and governed by the Strategic Change Board.

VH left the meeting at 1101.

4 Force Growth Programme

- 4.1 AP presented the Q1 Force Growth Programme position with the item to note being that there were 190 officer posts to be completed and 2 officer posts having been carried over from 21/22 Home Office funding. Within the first quarter of 2022/23, 54 of the 192 officer posts were successfully completed and 31.88 of the 72.4 staff posts were also successfully completed. The report contained information on the police officer investment, staff investment, officer implementation timeline, staff implementation timeline, risks, any financial implications and future plans.
- 4.2 A discussion took place around the shortfall of numbers in the High Harm Investigation Teams, the 4 key change programmes, police staff in the Control Room and costs for the programme. It was confirmed that there is a contingency plan in place to address the delivery of the programme and RH commented that he acknowledged how difficult and challenging this programme is.

WP and LM joined the meeting at 1116.

6 Estates Programme update

PD presented the update on the delivery and progress on the Estates Strategy. The update included items on the disposal programme, Harwich and Dovercourt, HQ disposal items, HQ redevelopment and future plans (long term strategic direction). A brief discussion took place around the risks that are being managed around resources, and RH wanted to thank PD for his work on the Estates Strategy and disposals, and acknowledged that the Force would not be achieving the long term capacity

improvements if the considerable work on disposals and the estate had not been carried out. Following a further brief conversation, it was confirmed that the Estate did not have any PFI sites.

7 IT Programme

- 7.1 FB updated on the key areas of progress, risk status and mitigating actions (Analytics 4E, DAMS, Data Centre Migration, Dashcams, Mobile First, Taser tracking, DFU Platform, NLEDS, FCR SmartSTORM, FCR SMS, ESMCP and FCR Platform. FB confirmed that there were 8 projects currently in exception but three were linked to national programme delays.
- 7.2 A discussion took place around losing staff to PDS and the mitigation that is being planned to address this, the national delays with ESMCP and NLEDS, and the request for a replacement finance system.

8 Decision Reports including capital programme and stage 2 bids

The following items were taken in the order below, in a change from the agenda

8.ii 135-22 Maldon Police Office lease

The Decision Report was recommended to be approved by the PFCC and is to be progressed for signing within the PFCC's office.

Action 28/22:

The Decision Report 135-22 is to be progressed for signing within the PFCC's office.

VH rejoined the meeting at 1150

8.iii 118-22 DFU Platform Redesign

The Decision Report was recommended to be approved by the PFCC but JP would send any notes for clarification to LM, FB and WP, following which the Decision Report will be submitted to the PFCC's office for processing.

Action 29/22:

JP will send comments for clarification to LM, FB and WP. The Decision Report 118-22 will be amended to add clarification and be submitted by Essex Police to the PFCC's office for processing.

11 141-22

It was confirmed that the risks stated were in relation to the decision not proceeding and no risks had been identified in relation to proceeding with the proposal. The Decision Report was recommended to be approved by the PFCC and is to be progressed for signing within the PFCC's office.

Action 30/22:

The Decision Report 141-22 is to be progressed for signing within the PFCC's office.

WP, FB and LM left the meeting at 1211.

8.i 117-22 Operational Transformation Reserve

The Decision Report was recommended to be approved by the PFCC and is to be progressed for signing within the PFCC's office for processing.

Action 31/22:

The Decision Report 117-22 is to be progressed for signing within the PFCC's office.

8.iv 115-22 Home Office Grip Funding

The Decision Report had been agreed and signed, and was shared with the Board for noting.

8.v 122-22 - 5 Year Estates Plan & Capital Programme Adjustments

It was noted that this item was deferred to a future agenda

8.vi 119-22 - HQ Chelmsford Provision

It was noted that this item was deferred to a future agenda

8.vii 120-22 - Disposals Re-provision Facility

It was noted that this item was deferred to a future agenda

8.viii 121-22 - Boreham Upgrade

It was noted that this item was deferred to a future agenda

9 7Forces Procurement/ Commercial Services

9.i 128-22 Gates and Barriers

After a brief discussion around the contract renewal and costs, the Decision Report was recommended to be approved by the PFCC. Some items for clarification relating to contracts and figures were raised in discussion and these would be clarified outside the meeting for clarification/amendment, prior to Essex Police submitting to the PFCC's office for processing.

Action 32/22:

Items to be clarified/amended prior to Decision Report 128-22 to be submitted by Essex Police to the PFCC's office for processing.

FB rejoined the meeting at 1216

9.ii 100-22 Lightning Conductors, Fall Arrest and Radio Masts

The Decision Report was recommended to be approved by the PFCC but will be amended with PBI's comments on dates, reference to the Fire Service and reference to the PFCC, and any comments from JP, following which it will then be submitted to the PFCC's office for processing.

Action 33/22:

The Decision Report 100-22 is to be amended in line with comments from PBI and JP, before being submitted to the PFCC's office by Essex Police for processing.

9.iii 131-22 EPC Replacement Modular Classroom

The Decision Report was recommended to be approved by the PFCC but will be amended with PBI's comments on dates, and JP's comments on funding and costs and will be submitted to the PFCC's office for processing.

Action 34/22:

Items to be clarified/amended in line with comments from PBI and JP, before the Decision Report 131-22 is submitted by Essex Police to the PFCC's office for processing.

9.iv 133-22 Support Contract for STORM

After a brief discussion around the SLA, call off part of the contract, publication status, and revenue costs of capital charges, it was agreed that the Decision Report would be revised and recommended to be approved by the PFCC and is to be submitted to the PFCC's office for processing.

Action 35/22:

Items to be clarified/amended before Decision Report 133-22 is to be submitted by Essex Police to the PFCC's office for processing.

9.v 125-22 - 7F Audit Trail Appliance Renewal

It was noted that this item was deferred to a future agenda

9.vi 124-22 - CCTV & Integrated Security System

It was noted that this item was deferred to a future agenda

9.vii 126-22 - Recovery of Stray, Loose or Abandoned Horses from the Highway

It was noted that this item was deferred to a future agenda

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 and 4.

11 Any Other Business

There being no more business, the meeting closed at 1234.