

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

01 March 2023, 1400 to 1600

Essex Police HQ, Kelvedon Park and MS Teams

**Present:**

Roger Hirst (RH)	Police, Fire and Crime Commissioner – Chair
Simon Anslow (SA)	Ch/Supt, Operational Policing Command, Essex Police
Pippa Brent-Isherwood (PBI)	Chief Executive and Monitoring Officer, PFCC's office
Jules Donald (JD)	Chief Information Officer, Kent and Essex Police
Patrick Duffy (PD)	Head of Estates, Essex Police
Jane Gardner (JG)	Deputy Police, Fire and Crime Commissioner
BJ Harrington (BJH)	Chief Constable, Essex Police
Suzanne Harris (SH)	Head of Performance & Scrutiny (Policing & Crime) PFCC's office
Fiona Henderson (FH)	Director of Continuous Improvement and Analytics, Essex Police
Rob Kirby (RK)	D/Supt, Head of Major, Economic and Cyber Crime, Essex Police
Dave Levy (DL)	Director of Commercial Services, 7F Procurement
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Lucy Morris (LM)	Deputy Head of Serious Crime Directorate, Essex Police
Janet Perry (JP)	Strategic Head of Performance & Resources, PFCC's office
Matt Tokley (MT)	Head of Corporate Accounting, Essex Police
Camilla Brandal	Minutes, PFCC's Office

**Apologies:**

Andrew Pritchard	Assistant Chief Constable
Andrew Prophet (AP)	Deputy Chief Constable, Essex Police
Rachel Nolan (RN)	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 the last meeting**

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

## 2.ii Action Log

- 14/22 IT – Advanced Cyber Security Measures  
On March agenda. Close.
- 29/22 Decision Report 118-22 DFU Platform re-design  
Decision Report is in the process of being amended. Remain open.
- 32/22 Decision report 128-22 Gates and Barriers  
Decision report now signed. Close.
- 33/22 Decision Report 100-22 Lightning Conductors, Fall Arrest and Radio Masts  
Decision Report now signed. Close.
- 35/22 Decision Report 133-22 Support contract for STORM  
Amendment to the Decision Report requested by PFCC's office. Remain open.
- 36/22 Decision Report 116-22 Statement of Accounts  
Decision Report 169-22 superseded 116-22 and which is now finalised. A second Decision Report relating to the amended Board report is to be drawn up. DM confirmed that the Force are still waiting for the Pensions Letter and once that it is received, the Decision Report and Statement of Accounts can be signed off. Close.
- 37/22 Decision Report 113-22 Joint Fleet Workshop  
Decision Report now signed. Close.
- 39/22 Strategic Transformation Programme Highlight Report – CSP hubs  
RH confirmed that he had spoken to the Chief Executive of Harlow who had confirmed that the Hub will be up and running by the end of this month. A full update would be given in the report at this meeting. Close.
- 40/22 Rural Crime Strategy  
Decision Report 159-22 signed by the PFCC. Close.
- 41/22 Decision Report 161-22 Estates Strategy  
Decision Report now signed. Close.
- 42/22 Decision Report 165-22 Drug Testing on Arrest  
Decision Report amended and resubmitted. Close.
- 43/22 Decision Report 166-22 Kent and Essex Joint SCD S22A Agreement  
Decision Report now signed. Close.
- 44/22 Decision Report 164-22 CCTV and Integrated Security System  
Signed and Reg 84 received. Close.

## 2.iii Forward Plan

SH confirmed the changes to the Forward Plan shown on the circulated paper in red. Additional items to be added to June are an overall review of the Terms of Reference and Review of Constitution. An Extraordinary Board to be tabled for 31 May to address the draft accounts. DM confirmed that a Treasury Management DR will only be needed if there is a requirement for external borrowing and the threshold is met. SH to amend wording to reflect this.

### 3 Finance

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

- 3.i.1 DM went through the current MTFS balanced position as at February 2023, the recurring savings target, capital expenditure and financing, reserves and provisions, and future plans. A discussion took place around the pay assumption figures and the negotiations that will be taking place with the Home Office. DM to send through the list of PACCTS surveys received and responded to RH for information. DM to confirm whether the appendix to the Decision Report is to be redacted or not.

**Action 01/23:**

**DM to send through the list of PACCTS surveys received and responded to RH for information**

- 3.i.2 Decision Report 037-23 to be submitted to the PFCC's office for processing, with clarity regarding redaction of the appendix to be provided.

**Action 02/23:**

**Decision Report 037-23 to be submitted to the PFCC's office for processing, with clarity regarding redaction of the appendix to be provided.**

#### 3.ii Draft Budget Setting Timetable

- 3.ii.1 DM presented the budget setting timetable and proposed timings. After a discussion, it was agreed to move the Strategic Board meeting from 11 December to 14 or 18 December. RH asked SH to liaise and determine the best date. It was also agreed to move the December P&RS Board meeting into January 2024.

**Action 03/23:**

**PFCC's office to discuss and move Strategic Board meeting from 11 December 2023 to 14 or 18 December, and the December P&RS Board meeting to move into the first week of January 2024.**

- 3.ii.2 JP asked that an item be added into the timetable for a discussion on the PFCC's office budget prior to the December Police, Fire and Crime Panel meeting in December.

**Action 04/23:**

**An item to be added into the timetable for a discussion on the PFCC's office budget prior to the December Police, Fire and Crime Panel meeting in December**

- 3.ii.3 A Decision Report on the Budget Setting Timetable to be scheduled for June's Strategic Board.

**Action 05/23:**

**Decision Report on the Budget Setting Timetable to be scheduled for June's Strategic Board (SH to add to Forward Plan).**

#### 3.iv Treasury Management update report

DM updated on the latest activity during the previous quarter and the external borrowing forecast amounts. After a discussion around external borrowing, it was confirmed that if the amount of expected external borrowing for the remaining period of the financial year

necessitated a Decision Report (to authorise the shortfall borrowing of up to £30m), this Report would be submitted to the June Strategic Board.

### 3.iii Treasury Management Strategy 2023/24

- 3.iii.1 DM presented the Treasury Management Strategy which incorporates the Treasury Management Strategy, the Investment Strategy and Capital Strategy and the proposed revised limits and thresholds were noted.
- 3.iii.2 MT went through the report in detail which set out the management of the cash flows, borrowing and investments and the associated risks. A lengthy discussion took place around the three strands of the TMS, and it was agreed that the wording relating to money market funds would state that there would be a rule of not more than 50% in any one fund and a guideline of not more than 10% in any one fund, but with the ability to put more than 50% of cash into the money market funds. It was confirmed that the Outturn Reporting would contain a section on what investment activity has been carried out over the year. It was agreed that the PFCC's approval threshold (anything over £5m) would be put back into the Page 24 of the Investment Strategy and reference to the PFCC's Chief Financial Officer to be inserted. It was agreed that the first recommendation (second part) in Decision Report 031-23 would be amended to read that it was to approve not note. RH asked that the Decision Report also make reference to the approval of a total external borrowing limit of £40m of which short term is £30m including the minimum requirement of £10m. It was agreed that the recommendation in the Decision Report should list all revised limits.
- 3.iii.3 Subject to the changes above, Decision Report 031-23 to be submitted to the PFCC's office for processing.

**Action 06/23:**

**Decision Report 031-23 to be amended in line with discussions and to be submitted to the PFCC's office for processing.**

- 3.iii.4 A further discussion took place around assets and asset depreciation and these being plotted against the liability benchmark charts.

### **MT left the meeting at 1527**

### 3.v Reserves Strategy

JP presented the Reserves Strategy and it was agreed that JP would amend paragraph 3.4 of the Decision Report to make the changes that have been made clearer. It was agreed that with the above amendments, Decision Report 040-23 would be processed through the PFCC's office.

**Action 07/23:**

**JP to amend Decision Report 040-23 and then process through the PFCC's office.**

### 3.vi Police Objective Analysis ('POA') 2023/24

- 3.vi.1 DM presented the POA report which was for noting and which provided the basis for the CIPFA statutory return following approval from the Panel.
- 3.vi.2 A discussion took place around the Criminal Justice crisis, the impact of the Strategic Policing Requirement and some suggested changes from JP around the PFCC references. Any changes to the existing POA (as signed off by the Police, Fire and

Crime Panel) will need to be provided to the next scheduled P&RS Board update as a virement for 2023/2024. JP would speak to DM offline and address the 4 lines of the POA in Level 2 that reference the PFCC budget. Following this change, the POA would be adopted as part of the budget papers for 2023/24.

**Action 08/23:**

**JP would speak to DM offline and address the 4 lines of the POA in Level 2 that reference the PFCC budget.**

4 Force Growth Programme – update

4.1 BJH confirmed that the report presented at this meeting was an interim report rather than the stated closing report (which will be presented at June's Strategic Board). A lengthy discussion took place around the various posts and redeployments as set out in the report.

**Action 09/23:**

**Force Growth Closing Report to be clarified on the Forward Plan for June 2023.**

4.2 The opening report for 2023/24 was noted.

**BJH left the meeting at 1558**

5 Strategic Transformation Programme Highlight Report

5.1 FH presented the highlight report and updated on the 21 work streams that are currently in place – 5 workstreams were now in exception in total and updated on the status of each area, achievements, the RAG ratings, savings plans and risk scores.

**BJH re-joined the meeting at 1603**

5.2 A discussion took place around Single Online Home and public engagement.

**The meeting paused at 1610**

**The meeting reconvened at 1617**

6 Estates Programme update

6.1 PD presented the update on the delivery and progress on the Estates Strategy. The update included items on the disposal programme, Estate improvement works, Harwich and Dovercourt, HQ disposal items, HQ redevelopment, joint fleet workshop and future plans (long term strategic direction).

6.2 A discussion took place around the disposals programme and the items that have changed.

7 IT Programme

7.1 JD updated on the key areas of progress, namely around ePMS, SmartSTORM, SMS, NLEDS Property, Social Media Management, Data Transformation, DTOB and the IT Technical Refresh Decision Report. Projects in exception include Charter Back Record Conversion, ICCS, 7F Forensics and ICCS.

7.2 A discussion took place around Mobile First, HCL and vacancy factors.

**LM and RK joined the meeting at 1630**

**DL joined the meeting at 1634**

## 8 Homicide Prevention Strategy

8.1 LM and RK presented the slides for the Homicide Prevention Strategy. A discussion took place around the governance of the Strategy and how the Strategy is planned to be monitored, the partnership work behind the system approach that is being taken and JG commended the work that has been carried out so far.

**Action 10/23:**

**The Decision Report 012-23 is to be progressed for signing within the PFCC's office.**

**LK and RK left the meeting at 1656**

**SA joined the meeting at 1658**

## 9 Decision Reports including capital programme and stage 2 bids

### 9.i 015-23 A4E

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

**Action 11/23:**

**The Decision Report 015-23 is to be progressed for signing within the PFCC's office.**

### 9.ii 010-23 Harlow Rest Area Refurbishment

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

**Action 12/23:**

**The Decision Report 010-23 is to be progressed for signing within the PFCC's office.**

### 9.iii 011-23 Boreham C Block Refurbishment

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

**Action 13/23:**

**The Decision Report 011-23 is to be progressed for signing within the PFCC's office.**

### 9.iv 004-23 New Lease TSU Accommodation

The Decision Report was recommended to be approved by the PFCC and is to be progressed for signing within the PFCC's office. This was confirmed as an Official Sensitive classified paper.

**Action 14/23:**

**The Decision Report 004-23 is to be progressed for signing within the PFCC's office.**

9.v 014-23 Essex Police Marine Unit Launch Replacement

SA presented the Decision Report and after a discussion, it was agreed to recommend that the PFCC approve the Decision Report and is to be progressed for signing within the PFCC's office.

**Action 15/23:**

**The Decision Report 014-23 is to be progressed for signing within the PFCC's office.**

9.ix 009-23 ERSOU Capital Contribution

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

**Action 16/23:**

**The Decision Report 009-23 is to be progressed for signing within the PFCC's office.**

**PD left the meeting at 1712**

9.vi 008-23 New Police Services Agreement (Stansted)

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

**Action 17/23:**

**The Decision Report 008-23 is to be progressed for signing within the PFCC's office.**

9.viii 016-23 Replacement Unmarked Motorcycles

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

**Action 18/23:**

**The Decision Report 016-23 is to be progressed for signing within the PFCC's office.**

**SA left the meeting at 1721**

9.vii 006-23 IT Tech Refresh

After a brief discussion, it was agreed that the financial information would be updated and the Decision Report was recommended to be approved by the PFCC and is to be progressed for signing within the PFCC's office.

**Action 19/23:**

**The Decision Report 006-23 is to be updated and then progressed for signing within the PFCC's office.**

9.x Disposals Reprovision

Paper withdrawn for this meeting – deferred to June 2023.

9.xi Body Armour

Paper withdrawn – no longer required following national review

9.xii Workforce Management

Paper withdrawn for this meeting – deferred to June 2023.

**Action 20/23:  
Disposals Re provision and Workforce Management to be confirmed on the Forward Plan for June 2023.**

10 7Forces Procurement/ Commercial Services

10.i 019-23 Recovery of Stray, Loose or Abandoned Horses from the Highway

After a brief discussion, the Decision Report was recommended to be approved by the PFCC and is to be progressed for signing within the PFCC's office. The Reg 84 will be sent through with the Decision Report. Clarification to be sought on publication of the redacted contract.

**Action 21/23:  
The Decision Report 019-23 is to be submitted to the PFCC's office with the Reg 84 and clarification regarding the publication status. It will then be progressed for signing within the PFCC's office.**

10.ii 018-23 Utilities Contract (Laser Contract/ Framework)

After a discussion, the Decision Report was recommended to be amended prior to being approved by the PFCC. PBI and DL would work together to agree the required revisions and the Decision Report would then be progressed for signing within the PFCC's office. The Framework agreement and contract will be included with the Decision Report for signing.

**Action 22/23:  
The Decision Report 018-23 is to be amended and then progressed for signing within the PFCC's office.**

10.iii External Audit Provision

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

**Action 23/23:  
The Decision Report is to be progressed for signing within the PFCC's office.**

**DL left the meeting at 1740**

11 Cyber Security Update

A discussion took place around the Force's approach to insuring and/or building resilience against a cyber-attack. The discussion included advice from external and internal stakeholders, the volatile current state of the cyber insurance market and the developing maturity of Essex Police internal cyber defences and processes. It was



agreed that the Board report would be reformatted into a Decision Report and that recommendation 1.2 in the report reflects the consequences of the financial risks.

**Action 24/23:**

**A Decision Report to be prepared, based on the paper presented to the Board, and to be submitted and progressed for signing within the PFCC's office.**

12 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, 3ii, 3iii, 3iv, 3v, 3vi and 4ii.

13 Any Other Business

There being no further business, the meeting closed at 1745.