

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

21 June 2023, 1400 to 1700

ECFRS HQ, Kelvedon Park and MS Teams

**Present:**

Roger Hirst (RH)	Police, Fire and Crime Commissioner – Chair
Pippa Brent-Isherwood (PBI)	Chief Executive and Monitoring Officer, PFCC’s office
Annette Chan	Chief Accountant, Essex Police
Patrick Duffy	Head of Estates, Essex Police
Jane Gardner	Deputy Police, Fire and Crime Commissioner
Suzanne Harris	Head of Performance and Scrutiny, PFCC office
Claire Heath	Head of Continuous Improvement, Essex Police
Jules Lawson	Director of Kent and Essex Support Services
David Levy	Director of Commercial Services, 7 Forces Procurement
Debbie Martin	Chief Finance Officer, Essex Police
Janet Perry	Strategic Head of Performance and Resources, PFCC office
Adam Pipe (APi)	Head of Roads Policing, Essex Police
DCC Andrew Prophet	Deputy Chief Constable, Essex Police
Samantha Bardsley	(Minutes) Scrutiny Officer, PFCC office

**Apologies:**

CC Ben-Julian Harrington	Chief Constable, Essex Police
Fiona Henderson	Director of Continuous Improvement and Analytics, Essex Police

**1 Introduction and welcome**

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

**2.i Minutes of the last meeting held 01 March 2023**

2.i There were no amendments to the minutes of the 01 March 2023 Strategic Board and they were therefore approved. There were no matters arising.

**2.ii Minutes of the extraordinary meeting held 30 May 2023**

2.ii There were no amendments to the minutes of the 30 May 2023 extraordinary meeting and they were therefore approved. There were no matters arising.

2.iii Action Log

29/22 Decision Report 118-22 DFU Platform re-design. signed by PFCC on 14 March – **Close**

35/22 Decision Report 133-22 Support Contract for STORM. signed on 9 June – **Close** but noted that the contract is yet to be signed

01/23 Finance - MTFS - list of PACCTS surveys received and responded to sent to RH by DM - **Close**

02/23 DR 037-23 MTFS – Signed - **Close**

03/23 Draft Budget Setting Timetable Strat Board and PRSB for December rearranged dates confirmed - **Close**

04/23 Draft Budget Setting Timetable item added to Budget Setting Timetable re PFCC office budget - **Close**

05/23 Draft Budget Setting Timetable /F.Plan DR on Budget Setting Timetable added to F Plan and agenda – action complete but DR not ready – **Close**

06/23 DR 031-23 - Treasury Management Strategy 2023/24 - JP has met with Matt Tokley, there are changes to make to the decision report and he is working on these – **Remain Open**

07/23 DR 040-23 - Reserves Strategy – passed to RH on 12.06.23 – **Remain Open**

08/23 Police Objective Analysis ('POA') 2023/24 - POA amended re PFCC budget - **Close**

09/23 Force Growth Programme Force Growth clarified on F Plan - **Close**

10/23 DR 012-23 Homicide Prevention Strategy – Signed - **Close**

11/23 DR 015-23 - A4E – Signed - **Close**

12/23 DR 010-23 - Harlow Rest Area – Signed - **Close**

13/23 DR 011-23 - Boreham C Block – Signed - **Close**

14/23 DR 004-23 - New Lease TSU Accom – Signed - **Close**

15/23 DR 014-23 - Essex Police Marine Unit Launch Replacement – Signed - **Close**

16/23 DR 009-23 - ERSOU Capital Contribution – Signed - **Close**

17/23 DR 008-23 - New Police Services Agreement (Stansted) – Signed - **Close**

18/23 DR 016-23 - Replacement Unmarked Motorcycles – Signed - **Close**

- 19/23 DR 006-23 - IT Tech Refresh – Signed - **Close**
- 20/23 Decision Reports Disposal Reprovision and Workforce Management confirmed on F Plan (subsequent change dealt with later) - **Close**
- 21/23 DR 019-23 - Decision Reports - Recovery of Stray, Loose or Abandoned Horses from the Highway – Signed – **Close**
- 22/23 DR 018-23 - Utilities Contract (Laser Contract/ Framework) – Signed - **Close**
- 23/23 DR 043-23 - External Audit Provision - Signed but note Grant Thornton did not wish to proceed as hoped - **Close**
- 24/23 DR 007-23 - Cyber Security Update – Signed - **Close**

2.iv Forward Plan

- 2.iv.1 All proposals that were pre circulated were agreed.
- 2.iv.2 SH proposed to move the extraordinary meeting for Statutory Approval of Accounts from November to September. DM supported this and it was agreed.

3 Finance

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

- 3.i.1 This paper was withdrawn. RH would like a workshop before this paper is presented to the Board. JP, DM and Annette have a meeting next Friday to gain familiarity before the workshop.

**Action 25/23**  
**A workshop to discuss the MTFS to be arranged**

3.ii Draft Statement of Accounts

- 3.ii.1 It was noted that the Draft Statement of Accounts had been recommended for publication at the extraordinary Strategic Board meeting in May, and that they had been subsequently published.

3.iii Draft Budget Setting Timetable

- 3.iii.1 it was agreed that the Decision Report for the Budget Setting Timetable would be submitted when dates for Panel Working Groups are confirmed. It was noted that four working group sessions should be scheduled.

**Action 26/23**  
**Decision Report for Budget Setting Timetable to be submitted once Panel Working Group dates are confirmed.**

3.iv Treasury Management Quarterly Update 2023/2024

- 3.iv.1 DM presented the report which outlined the position to the end of June and then to the end of August. No external borrowing was recommended and it was reiterated that the requirement for the approval of external borrowing is only when this is for a duration

greater than twelve months; or where this is either greater than one month in duration and/or for a value greater than £5m.

- 3.iv.2 Information was also presented on the investments shown on table 1 on p.4, on 31st May 2023, the actual balance held at bank was £11.56m. Cashflow was shown in Table 2 on p.5 the overall variance for actual expenditure in the period compared to estimated values was a net decrease of £0.36m. The main variances were comprised of a decrease in supplier payments of £3.7m offset by additional payments relating to pensions and payroll of £3.9m. It was also noted on the Other Government Grants that there was a £16.6m that stood out partly due to the council tax support grant and council tax freeze grant previously paid monthly being received in one lump. Table 3 on p.6 covered the cashflow forecast to the end of the year. The report then referenced borrowing at £31.0m because of the £10.0m required for the Markets in Financial Instruments Directive (MiFID) requirement.
- 3.iv.3 JP commented that it was worth noting that we don't anticipate any borrowing before the next meeting and indeed not until December (final quarter).
- 3.v Capital Governance report
- 3.v.1 This paper was withdrawn. Decisions required were signed in prior decision reports; and rolling programs that were to be covered have already been completed separately. The proposal is that this paper is shared at the Capital Programme Governance board in future, as there are no decisions to be taken.

#### 4 Force Growth Programme – update

##### 4.i Closing Report 2022/23

- 4.i.1 AP presented the paper advising that 202 officers and just short of 72 police staff posts are being put in place.  
49 officer posts are held awaiting their final postings pending work around the contact management Target Operating Model. Of the remaining 143, 134 are in post at their final destination and 9 awaiting posting.  
There are 7 police staff posts pending, all are pending for the force control room.  
There was in year underspend due to delivering posts on time and full year overspend because of an increase of some officer posts to supervisory grade in the Town Centre Teams.
- 4.i.2 RH commented that of the 49 taken out of the original allocation, there was no table that said where they had come from. AP agreed to clarify where the changes occurred.

##### **Action 27/23**

**AP to provide an updated version of Table 1 – Police Officer Investment from the Force Growth Programme 2022/23 Closing Report to show the original position and make it clear where changes were made to create the 49 Major Change Programme Posts.**

##### 4.ii Quarterly Update/Opening position 2023/2024

- 4.ii.1 AP presented the paper asking the Board to note the plan of progress and to consider if they want to continue quarterly updates now the Police Uplift Programme (PUP) is completed? RH confirmed that quarterly reporting would still be required.

- 4.ii.2 An increase of 31.61 staff posts representing force funded new growth are planned for 2023/24, 9.61 are already in place, a further 9 candidates have been selected and are in vetting. No risks or concerns have been identified with this programme of work.

## 5 Strategic Transformation Programme Highlight Report

- 5.1 CH presented noting three main achievements since the last period. The Criminal Justice command had completed its internal restructure, two new dashboards had gone live under Analytics 4 Everyone and the Force Growth programme had been completed.
- 5.2 Only one area of the Strategic Change Programme is currently deemed to be in exception, which is the Athena V6.X upgrade. Phase 2 DCF is currently in red status due to further changes in the national standards which require impact assessment and replanning. A revised timeline for Phase 2 is anticipated which is likely to impact the development and deployment of version 7 (investigations module).
- 5.3 Under the savings and efficiency plans RH queried table 1.5 on p.6 under recurring one-off budget, which was showing green but did not appear to be actioned and realised. DM & CH believed this was due to the timing of the table being reported and that this was now realised.

### **Action 28/23**

**The savings plan table to be updated and made easier to understand, showing an indication when items are green but not yet actioned and realised, when is it coming and what assurance can be provided.**

- 5.4 RH asked if there was any indication when the O365 savings would be actioned and realised. CH confirmed this was expected in Q3.

## 6 Estates Programme update

- 6.1 PD presented the Estates Programme update. The live projects include Boreham C Block currently on contract 2 with contract 3 now signed, and Griffin House which is on site and due to finish in 3 weeks time. The Custody CCTV project is underway with Harlow completed; Colchester is next (due to close in the next 2 weeks); this is a rolling 18-month program of work. Replacement of the EPC modular classrooms is due to commence in July with demolition of the existing units, followed by delivery and installation of the replacement unit which is manufactured off site.
- 6.2 The disposals programme shows the current forecast capital receipts for 2023/24 are £5.855m revised from £3.347m with Circa £200k revenue savings per annum.
- 6.3 Updates were also given on the Harwich and Dovercourt planning application, Police HQ disposal, Police HQ redevelopment and the joint fleet workshop FBC.

## 7 IT Programme Quarterly Update

- 7.1 JL presented the report, highlighting the key areas of progress since May 2023 which included: Force ANPR Remediation Cleartone was deployed operationally in April 2023, with Traffidata being deployed operationally in May 2023. GoodSAM Essex went live on 27th March 2023. Social Media Management went live in May 2023. Taser Tracking went live on 14th March 2023. National Law Enforcement Data Programme (NLEDP) delivered the Drivers product into live in February 2023. Vehicles product went live in May 2023.

- 7.2 It was noted only the Seven Force Forensics project remains in exception.
- 7.3 It was mentioned ITS are running with a 16.4% vacancy factor and several long-term absences which is impacting on the department.

## 8 Review of Terms of Reference

- 8.1 SH presented the 3 papers; the cover paper, the final proposed version of the ToR and paper C showing the changes tracked. The majority of the changes are updates to job titles and departments from both organisations, bringing the ToR up to date without any substantial changes to working practices.
- 8.2 The main addition proposed was invitation for Claire Heath to be a regular attendee at the meeting, by adding the post of *Head of Continuous Improvement* to the list of those invited. This proposal was supported unanimously. It was noted that the current ToR showed both the Head of Contact Management and the Director of HR as invited attendees, however, they are not currently attending unless a specific agenda item relates to their area of business. AP was content that neither needed to be invited on a routine basis and that where there is business they are required for they be invited at that point. It was agreed that these two posts would be removed from the list of those invited.

### **Action 29/23**

**The ToR is to be updated to remove the Head of Contact Management and the Director of HR as standing invitees and to add Claire Heath as the Head of Continuous Improvement to the standing invitees.**

- 8.3 Following the review of the meeting papers it was suggested it would be helpful to introduce some pre-scrutiny meetings for the papers not accompanied by a Decision Report, in the same way that is done for Decision Reports, to aid the smooth running of these meetings. AP agreed he would be supportive of this being in the ToR.

### **Action 30/23**

**Pre-Scrutiny Meetings for papers not requiring a Decision Report to be introduced.**

- 8.4 JL suggested that 'Fleet' be referenced alongside Estates and Technology, as another key area in the scope. This was agreed. JL and PBI both brought up the term of "People" under Scope of the meeting and suggested some clearer definition of what is in scope. It was agreed this should include volunteers as well as officers and staff and that the phrase 'strategic resourcing' would clarify the focus.

### **Action 31/23**

**A form of words to be added to more clearly define what the term 'People' encompasses, such as strategic resourcing.**

- 8.5 PBI also mentioned some changes to be made to the wordings under:  
4iii Circulation of Papers, "unless an item of business is considered sufficiently urgent to justify shorter notice." It should be made clear who is responsible for making the decision on what is considered urgent, i.e. the PFCC as Chair.  
4iv c. Board Planning Meetings, 'These meetings will identify any changes to be made to the Forward Plan' should read 'changes to be requested' not made.

### **Action 32/23**

**The ToR wordings to be updated under points 4iii to clarify who is responsible for determining urgency and to point 4iv c. that it reads 'changes to be requested' instead of 'changes to be made'.**

- 8.6 A discussion took place about the recordings of the meetings, which are created to aid the accuracy of the minutes. RH suggested that section 4vi Publishing of information be amended to remove the words 'once approved' and to read "The written minutes are the official record of the meeting. In preparing those minutes a recording of the meeting may be used but this will be deleted once those minutes have been agreed". It was confirmed that the recording is to be regarded as a working draft.

**Action 33/23**

**The ToR wording to be updated under points 4vi to read: "The written minutes are the official record of the meeting. In preparing those minutes a recording of the meeting may be used but this will be deleted once those minutes have been agreed".**

**Action 34/23**

**SH undertook to circulate a final revised version of the ToR to provide a final opportunity for any errors or inaccuracies to be identified ahead of their inclusion in the Constitution.**

**APi Joined the meeting 15:50**

9 Review of Constitution

- 9.1 PBI presented the bi-annual review of the constitution to agree in principle or amend as necessary. This had been consulted on with the Chief Constable and the force solicitor prior to coming to the meeting.
- 9.2 The main changes proposed were to Paragraph 6.2 (6) on p.74 and Paragraph 1.3 (d) on p.150 and replacing schedule 6 with the new Policing Protocol Order 2023. Updated contact details for the new Essex Police Force Head of Analysis under the Information Sharing Agreement on p.135 are also required.

**Action 35/23**

**Contact details for the new Essex Police Force Head of Analysis (Previously Mark Johnson) to be provided.**

- 9.3 RH raised that on p.150 – 1.3 (d) around the budget, it is referred to twice in the new policing protocol, once in section 17 (d) and once in section 23 - the wording is not identical.

**Action 36/23**

**PBI to look into and amend how this wording will be quoted or cross referenced.**

10 Decision Reports including capital programme and stage 2 bids

*Item 10iii was brought forward.*

- 10.iii 069-23 Safer Essex Roads Partnership (SERP) funded handheld cameras - Externally funded

APi presented the paper. The Decision Report was recommended to be approved by the PFCC and is to be progressed for signing within the PFCC's office. RH asked if we could make a good news media opportunity from the new purchase when they arrived.

**Action 37/23:**  
**The Decision Report 069/23 is to be progressed for signing within the PFCC's office**

**APi Left the meeting 16:05**

10.i 090-23 Capitalised Maintenance – Stage C Capital Bid

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

**Action 38/23:**  
**The Decision Report 090/23 is to be progressed for signing within the PFCC's office.**

10.ii 086-23 Joint Fleet Workshop

PD presented the paper. It was confirmed that this was a Framework Award and not a Single Tender Contract. The Decision Report was recommended to be approved by the PFCC and is to be progressed for signing within the PFCC's office.

**Action 39/23:**  
**The Decision Report 086/23 is to be progressed for signing within the PFCC's office.**

10.iv 064- 23 Upgrade of car wash facilities at Boreham

The Decision Report progressed for signing within the PFCC's office and completed on the 08 June.

10.v 061-23 Cellmark Forensic Services

The Decision Report progressed for signing within the PFCC's office and completed on the 19 April.

10.vi 099-23 Airwave Devices

The Decision Report progressed for signing within the PFCC's office and completed on the 21 June.

10.vii 089-23

The Decision Report had been received and it was agreed that this would be processed outside of the Board.

10.viii 096-23 Boreham Infrastructure Fencing Stage A Capital Bid (formerly 091-23)

The Decision Report progressed for signing within the PFCC's office and completed on the 09 June.

10.ix 092-23 Boreham C Block Contract 3 Award

The Decision Report progressed for signing within the PFCC's office and completed on the 08 June.



- 10.x 095-23 Workforce Management  
Paper withdrawn for this meeting – it was agreed that this would be deferred to September 2023.
- 10.xi 068-23 SERP Re-location Stage C Capital Bid and DR  
Paper withdrawn for this meeting – it was agreed that this would be deferred to September 2023. It was confirmed that the delay did not cause any concerns to note.
- 10.xii 070-23 Replacement of Breath Tests across the force  
Paper withdrawn for this meeting – it was agreed that this would be deferred to September 2023.
- 10.xiii 088-23 Laindon CEL Phase 2  
Paper withdrawn for this meeting – it was agreed that this would be deferred to September 2023.
- 10.xiv 087-23 HQ West Refurbishment Options  
Paper withdrawn for this meeting – it was agreed that this would be deferred to December 2023.
- 10.xv 013-23 Disposals Reprovision (Billericay and Rayleigh)  
Paper withdrawn for this meeting – requested to be removed as the proposed content would be covered by other papers. This was agreed.
- 10.xvi 058-23 Forensic Fingerprint imaging capture  
Paper withdrawn for this meeting - it was agreed that this would be processed outside of the Board.
- 10.xvii 060-23 TruNarc  
It was noted that this DR had already been approved.
- 10.xviii 072-23 Long Range Capital BID – COVERT / RESTRICTED  
Paper withdrawn for this meeting – it was agreed that this would be processed outside of the Board.
- 10.xix 071-23 Milestone capital bid 3) – COVERT / RESTRICTED  
Paper withdrawn for this meeting – it was agreed that this would be processed outside of the Board.

### **DL joined the meeting 16:25**

#### **11 7Forces Procurement / Commercial Services**

##### **11.i 063-23 SEERPIC Insurance**

DL presented the draft DR and discussions were had around the options and timescales. These timescales mean that it cannot come to the next board as it will be too late to sign.

It was noted that the DR should state why option 1 was rejected. RH agreed that it has now been pre-scrutinised, there is more information to come, when that has been received and has been through the processes required it will come to RH for decision ahead of the next Board. It was agreed that the DR would then come to the next Board as a completed decision to note.

It was noted that until the additional information is added the content is not sensitive and it was therefore requested that this paper be re-submitted with an 'official' marking so that it could be published, acknowledging that the final version of the DR would be marked as 'official sensitive' and would not be published.

**Action 40/23:**

**The Decision Report 063/23 is to be submitted when all information is available**

**Action 41/23:**

**The paper for this item to be resubmitted with an with an 'official' marking so that it could be published**

**DL Left the meeting at 16:35**

11.ii 073-23 Mobile First

Paper withdrawn for this meeting – it was agreed that this would be deferred to September 2023

11.iii 074-23 Marine Unit Launch Replacement (Pilot Boat)

Paper withdrawn for this meeting – it was agreed that this would be progressed between Boards and move to September (to note)

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, 3iv, 4, 8, 9, 10 i-iv, vi, viii, ix and 11i.

13 Any Other Business

There being no further business, the meeting closed at 1639.