

## MINUTES

### OFFICE OF THE POLICE, FIRE AND CRIME COMMISSIONER FOR ESSEX

#### ESSEX POLICE STRATEGIC BOARD

21 June 2018, 0930 to 1230, GF01 Kelvedon Park

#### **Present:**

Roger Hirst (RH)	Police, Fire and Crime Commissioner
BJ Harrington (BH)	Deputy Chief Constable, Essex Police
Debbie Martin (DM)	Chief Finance Officer, Essex Police
Patrick Duffy (PD)	Head of Estates, Essex Police
Jules Donald (JD)	Director of IT, Essex and Kent Police
Anna Hook (AH)	Head of Performance & Scrutiny (Policing & Crime) OPFCC
Abbey Gough (AG)	Interim s151 Officer, OPFCC
Glen Pavelin (GP)	Superintendent, Strategic Change & Performance
Paul Nagle (PN)	Head of Change Programme/Projects
Denise Breckon (DB)	Chief Accountant, Corporate Finance, Essex Police
Pauline Elcock	Board Secretary

#### **Apologies**

Charles Garbett	Treasurer, OPFCC
Jane Gardner	Deputy Police and Crime Commissioner
Stephen Kavanagh	Chief Constable
Mark Gilmartin	Director of Support Services
Vicki Harrington	Director of Strategic Change

	Item	Action	Owner	Date for Completion
1	<p><b>Welcome and Introduction:</b> RH welcomed all to the meeting.</p> <p>Apologies were offered from CG, VH, JG, MG &amp; SK. BJH queried after CG and would like to send something to him on behalf of the Force to wish him well.</p>			
2	<p><b>Review Minutes, Actions and Forward Plan:</b> Minutes from the meeting held on 22 March 2018 were approved by the board as a true and accurate record.</p> <p>JD requested an amendment to Item 3 – Transformation Programme, body worn video, ESPN needs to be split. AH will amend first sentence.</p> <p>AH query on Action 5 £4m not correct figure. DM and DB to liaise with Anna to amend / add context – nearer £40m?</p> <p><b>Action Log:</b></p> <p><b>2017/105</b> – ZBB: Board discussed. BJ. RH close action and open a new one to ask BJ to come back in September 2018 re next steps proposal for ZBB</p> <p><b>2017/124</b> - Transformation programme – PN acknowledged that there is still some work to be done. Work in progress - remain open. Work underway to detail figures - should have more info in 3 months.</p> <p><b>2018/002</b>- Forward Plan - AH noted no single point of contact for this Board. Will be identified by BJ.</p>	<p><b>Action 2018/005 – DM to clarify figures to allow minutes to be amended</b></p> <p><b>Action 2018/007 – BJH to bring back next steps proposal for ZBB to September 2018 meeting</b></p> <p><b>Action 2018/008: AH/BJH to discuss SPOC and forward plan</b></p>	<p>BJH</p> <p>AH/BJH</p>	

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	<p><b>2018/003</b> – closed.</p> <p><b>2018/005</b> Estates – closed.</p> <p><b>2018/006</b> Capital Programme overarching paper – month 12 report that came to P&amp;R – closed</p> <p><b>Forward Plan:</b>  It was suggested and agreed that BJH would investigate the potential for a SPOC type role from the Force to liaise with AH. Further consideration will be given as to how existing business cases are added to the forward plan for transparency.</p> <ul style="list-style-type: none"> <li>- AH to liaise with Dr Harrington and single point of contact when identified to develop forward plan.</li> <li>- Zero Based Budgeting (ZBB) to be returned to in September for update</li> <li>- Budget setting programme BJH suggested that initial proposals, future plans for budget setting be considered as part of the December Board. RH agreed and acknowledged the transparency of this approach</li> </ul>	<p><b>Action 2018/009:</b> AH to liaise with VH and SPOC when identified to develop forward plan</p> <p><b>Action 2018/010:</b> high level future budget planning to be added as an item for September and December Board</p>	<p><b>AH / VH</b></p> <p><b>AH</b></p>	
3	<p><b>Strategic Transformation Programme</b>  PN provided an update on the highlight report. Summary sheet on p3 – has begun to include more information on financial details of projects (investment / cashable savings), but greater clarity to be provided over the number of years this may be applicable to.</p>			

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	<p>In terms of overall position there are 13 areas of exception detailed in report. PN provided summary of the highlights of achievements, including Special Constabulary (officers and hours, progress in strength of local policing, Ops Centre, Control Centre, Force Management Statement (FMS) – on track for submission at end of week, implementation of Mobile First and Idea Drop has gone live since last Strategic Board.</p> <p>Areas of exception – update to template in scoping section and showing link to Police and Crime Plan.</p> <p>Area exception 2.2 Special constabulary Development Programme. The RAG rating here does not really align with the paper that has been provided for P&amp;R Board. BJH indicated that whilst work is progressing with town specials and employer supported specials, this is covered in more detail in the P&amp;R paper. RH and BJH discussed the accuracy of the RAG rating and the ambition remains for 700 Specials. Risk around this target is on the risk register as red.</p> <p>P19 – RH: Programme risk register does not dovetail with the exceptions rating and a suggestion that a risk register RAG be added to the exception overview</p> <p>FMS – 8.6. This is being worked on by the force, submission on target for deadline of this week. BJH asserted that the force will be using the 12 areas to inform the force business planning.</p> <p>RH expressed a desire to view the FMS with regard to his duty to scrutinise the force activity – BJH confirmed that timescales may not align with P&amp;R Board to allow scrutiny prior to deadline for submission. BJH provided assurance that the work on the FMS has been undertaken with the requirement of the Police and Crime Plan as strategic steer.</p>	<p><b>Action 2018/011: PN to add risk indication box to the exceptions template</b></p> <p><b>Action 2018/012: Briefing on FMS to PFCC and FMS to be shared with the PFCC</b></p>		

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	<p><b>Estates Programme overview</b> – RH and BJH believed that Estates Strategy had been published, but the exception update states the contrary.</p> <p>Estates: HQ consolidation and future provision is subject to Capital Programme decisions – submission expected June 18; RH clarified that this is not on the agenda for this meeting. BJH and PD confirmed that this is required to go to next Strategic Estates Board first – 24 August RH, BJH and PD on leave</p> <p>Estates: Training estates requirements RAG'd red, as options still being developed. BJH confirmed that PA have produced a scoping document and this is being looked at as part of Strategic Estates Board 24 August – RH, PD and BJH on leave</p> <p>BWV – Digital transformation: noted that this will be coming to P&amp;R. JD, GP and PD provided assurance that work is progressing regarding the siting and powering of the units across the Estate. RH challenged the improving indication on timeline – JD provided assurance that this is accurate. Agreed to be discussed at length at P&amp;R board. BJH indicates ongoing work regarding the benefits scoping. BJH indicated that although the CPS can access evidence.com, Courts cannot. RH suggested this be taken up with the Criminal Justice Board.</p> <p>ICCS – it was noted that a business case for this is on the current agenda. RH challenged the amber cost rating given there is a paper looking for further funding – acknowledged that this is dependent on the discussion today.</p> <p>Digital Transformation EMSCP – BJH and RH agreed that this should be RAG'd red. The Board had a discussion outlining the current situation regarding this programme nationally.</p>	<p><b>Action 2018/013: Estates Strategy to be formally published</b></p> <p><b>Action 2018/014: date of August Strategic Estates Board to be reviewed to allow RH, BJH and PD attendance</b></p> <p><b>Action 2018/015: Accessibility of evidence.com / the footage from BWV by the Courts to be brought to the attention of the Criminal Justice Board</b></p> <p><b>Action 2018/016: PN to check RAG rating</b></p>	<p></p> <p><b>RH / BJH?</b></p> <p><b>PN</b></p>	<p><b>xxx</b></p>

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<p>Digital transformation: National enabling project – mainly around Office 365, JD updated there has been a delay in scope but JD working with Commissioner Dyson, of City of London Police, to get pilot back on track. We continue to push forward. The National Monitoring Centre is the key issue as not in place until next March.</p> <p>Single online home – a separate project. EP intent to sign up to this. Not on our programme as of yet.</p> <p>Digital Transformation – Digital First (CJ Initiatives including DAM): video enabled justice, digital case file and digital transfer – does RH need to raise with Criminal Justice Board? BJH confirmed work in train on this hence Amber, but is progressing. BJH view is not required escalating currently.</p> <p>Athena – JD confirmed Kent are on track for October.</p> <p>Force collaboration procurement – Mr Mulvey is leaving, Matt Carney is now taking the lead, working through detailed transition plan. MG has a working group around this, continues to drive forward.</p> <p>ECFRS COLLABORATION - full reporting sheet produced. BJH updated that a lot of projects that are progressing well, i.e. joint Fleet Workshop. Mark Gilmartin and Dave Bill leading on fleet.</p> <p>Efficiency saving – PN updated pretty much on track with SCD and Operation Hexagon aside. SCD to be taken forward in 19/20 but other savings not reflected will come through this year. Overall 18/19 plan we will achieve targets.</p> <p>Op Hexagon under review – BJH: we have committed a budget. PN there will be cashable and non-cashable savings. The work to add clarity re cashable and non-cashable – capturing this and then the decision to reinvest is new thinking for the force but is progressing well.</p>			

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	<p>Recurring investment – PN updated all investments approved for 18/19 in green. Office 365 updated under exception and is Amber with regard to investment, but programme delay will cause delay to delivery of benefits. e. BJH also clarified that part of the programme is a refresh with a view to replacing windows 10. JD 6 months behind in realising benefits – with regard to concerns to front line delivery, there are no concerns, however, it is acknowledged that the impact falls where we cannot progress with new benefits of technology.</p> <p>PN updated on capital programmes and the Amber status linked to the speed at which they are put through.</p> <p>Special constabulary programme £35 thousand – left over from last year small part that wasn't needed and has been carried forward. DB confirmed that this will be reallocated as increment to existing budget.</p> <p>RH - requested clarity on this investment information compared to that agreed at Police, Fire and Crime Panel. Many of the current investments shown here appear to have been included under 'Service changes to address challenges' in that paper. The Board discussed this element in depth including NPAS contribution increase, and how we might go further to hold them to account, especially given the level of increase. RH queried the alignment of the local drone development, regional surveillance and national helicopter service – if there was regional control of an air service, would we be making different decisions regarding the product – e.g., fixed wing aircraft rather than helicopter.</p> <p>Risk register – the board discussed the risks for the programme in some detail Collaborative Law Enforcement Procurement (CLEP) – RH queried what our share of the national programme is and what Essex contribution has been achieved to date. RH felt we should be nearer £2m not the £800k identified. RH request a full update before the Eastern Regions meeting in July.</p>	<p><b>Action 2018/017: PN to liaise with MG and provide briefing for PFCC before the Eastern Regions meeting on 10 July</b></p>		

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4	<p>2019/2020 – what is our ask of Home Office? Presentation by BJH and discussion by Board.</p> <p>Three core elements: 1. Improved budget certainty for more than one year. Precept flexibility increase again – to invest in Police &amp; Crime Plan priorities and enable us to consolidate and build on the investments agreed from 18/19 tackling those issues from the Demand Review (PA) 2. Capital grant not sufficient to meet the capital programme. Acknowledgement that costs are different in different areas Understanding that expenditure that was capital is now revenue e.g. IT licences, O365</p> <p>The Board discussed where it has identified areas of possible future spend based on evidence from PA Consulting and the FMS. Further discussion regarding future partnership opportunities to address issues – concept of different approach regarding protecting vulnerable people alongside ECC and opportunities to look at this under the lens of place based budgeting - BJH and Gavin Jones of ECC to meeting tomorrow (27/06/2018) to discuss further. RH expressed a desire to be involved in future conversation.</p> <p>Preparing for Comprehensive Spending Review – RH, we need to be prepared to answer the question what more could we do, what else do we want to deliver.</p> <p>The Board undertook wider discussion around the fairer funding formula and the evidence about what we could do to reduce the upward trend in crime and incident demand. We need to be clear of what we could put a bid in for, and what we could deliver as a result to change this trend.</p> <p>Request of DM to run the figures per capita funding forces England and Wales.</p>	<p><b>Action 2018/018: DM to run the figures per capita funding for forces England and Wales and provide to Board.</b></p>	xx	xx



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	<p>Timetable/milestones  RH: The feedback on the timing so far, is April 2019 is too late and that much of this work would need to be undertaken in 2018 and submission made ahead of September 2019.  BJH articulated the challenge of work required to provide an outline of requirement to present to the Commissioner in December but also the opportunity to look at what further could be done.  RH raised the prospect of the next iteration of the Police and Crime Plan after 2020 – opportunity for the force to inform the PFCC on issues, for the PFCC to then consider the reflection of these in this strategic document.  RH to reflect back any Home Office and APCC thinking regarding timetables as he becomes aware and for BJH to bring back in September 2019</p> <p><a href="#">Comfort Break 12:15</a></p>	<p><b>Action 2018/019: BJH to further develop timetable and bring this discussion back to the September Board</b></p>		
5	<p>Finance:  MTFS:</p> <ol style="list-style-type: none"> <li>1. Finance - DM provided an update and board discussed figures  Start with table 1 – base budget agreed by Police Fire and Crime Panel Reviewed and agreed with PFCC a 2.25% saving requirement.  Table 4 shows cashable savings but work ongoing to identify non-cashable savings against a target of £6.4m (£2.4m short currently – non-cashable savings.  RH discussed issues resulting in changes to bases budget from the Police, Fire and Crime Panel approval, DB provided update on figures.  DB and BJ explained issue caused by Bear Scotland decision - part of 17/18 budget setting entitlement for overtime and annual leave. As part of 18/19 budget it will be put back in and process altered to take account in budget for 19/20.</li> </ol>			

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	<p>Further discussion regarding impact of interest rate, roads policing and NPAS.</p> <p>Further discussions with regard to how any anticipated impact on the budget is reflected in the MTFS – £0.5m Services Changes to address Challenges, RH indicated we do not need at this point.</p> <p>RH requested that the area of assumptions within Appendix B, page 4 of 6 be addressed with regard to removal of any increase in precept, alongside the assumption made with regard to recruitment of officers and to reflect the discussion re PCSOs. To also reflect the Operational Transformation Reserve. This can be considered as part of the planning process that we have agreed to begin discussing in September and December Strategic Boards.</p> <p>BJH and RH agreed amendments should be made – revised document to be circulated as an attachment to minutes.</p> <p>2019/20 Budget Setting Timetable:</p> <p>Budget setting timetable – looking at 1st proposals in September – higher level information, providing early level transparency.</p> <p>DM, BJH and RH discussed timing of budget letter from the Chief Constable and timing of the government announcement. Agree that formal letter to RH after the government announcement.</p> <p>Amendment – Police Fire and Crime Panel meeting where we present the base budget, December last year. Put on plan.</p> <p>Capital Programme: Stage 2 Business cases:</p> <p>DM provided an update on what has been approved to date and what is subject to approval, including cost of borrowing against expenditure in plan.</p>	<p><b>Action 2018/020: DM to send the PFCC the control report for NPAS showing increases year on year</b></p> <p><b>Action 2018/021: DM to update MTFS in line with discussion and to provide to be recirculated with the minutes.</b></p> <p><b>Action 2018/022: DM to amend to reflect December Police, Fire and Crime Panel meeting and re the formal letter from the Chief Constable to the PFCC</b></p>		

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	<p>Stage 2 Business case:</p> <p><b>ICCS:</b> update required to Decision sheet to reflect the virement from the Capital Consequences Budget – <b>Approved.</b></p> <p><b>Learning Management System (LMS):</b> Board discussion - <b>Approved</b></p> <p><b>Capitalised Maintenance Programme:</b> PD updated board on requirement regarding the identified critical items requiring Maintenance over a two year period – showing the £600k over two years that has already been allocated to Chelmsford out of the £2m. This is therefore looking at £1.4m spend over 2 years.</p> <p>This is aligned with the Estates Strategy and a Decision Sheet is required to formally move it from stage 1 to 2.</p> <p>– <b>Approved</b></p>	<p><b>Action 2018/023: DM to provide amended Decision Sheet</b></p>								
7	<p><b>AOB:</b> There were no items to be discussed under this heading.</p>									
	<p>With no other business to be considered the meeting ended at 13:15</p> <p><b>Dates of Future Meetings:</b></p> <table border="0"> <tr> <td><i>17<sup>th</sup> Sept 2018</i></td> <td><i>14:00 to 17:00</i></td> <td><i>GF01 - KP</i></td> </tr> <tr> <td><i>10<sup>th</sup> Dec 2018</i></td> <td><i>13:30 to 16:30</i></td> <td><i>GF01 - KP</i></td> </tr> </table>	<i>17<sup>th</sup> Sept 2018</i>	<i>14:00 to 17:00</i>	<i>GF01 - KP</i>	<i>10<sup>th</sup> Dec 2018</i>	<i>13:30 to 16:30</i>	<i>GF01 - KP</i>			
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