

Alliance Governance Group Minutes

Date:	Wednesday 22 nd February 2017
Time:	14:00
Location:	Conference Room, Leek Wootton
Chair:	Philip Seccombe, PCC, Warwickshire / Tracey Onslow, DPCC West Mercia
Minute Taker:	Cheryl Goode, Secretary, Warwickshire PCC

	Name:	Capacity:
Attendance:	Anthony Bangham (AB)	CC West Mercia
	Amanda Blakeman (AMB)	DCC West Mercia
	Karen Manners	DCC Warwickshire
	Chris Singer (CS)	ACC Protective Services
	Tracey Onslow (TO)	Deputy PCC West Mercia
	Philip Seccombe (PS)	Police and Crime Commissioner Warwickshire
	Neil Hewison (NH)	CEO Warwickshire
	Andy Champness (AC)	CEO West Mercia
	Liz Hall (LH)	Treasurer
	Heather Costello (HC)	Director of Finance

	Name:	Capacity:
Apologies:	John Campion (JPC)	Police and Crime Commissioner West Mercia
	Martin Jelley (MJ)	CC Warwickshire
	Debbie Tedds (DT)	T/ACC Local Policing
	Richard Elkin (RE)	Director of Enabling Services

	Name:	Capacity:
Guests:	Mel Crowther (MC)	DCI West Mercia
	Christopher Vaughan (CV)	Transformation Director
	Garry Rollason (GR)	Audit

No.	Summary	Action
01/22/02/17	<u>Attendance / Apologies</u> As above. The Chair welcomed everyone to the meeting at Leek Wootton and in particular the newly appointed Transformation Director, Christopher Vaughan and DCI Mel Crowther.	
02/22/02/17	<u>Minutes / Actions from previous meeting (24.01.17)</u> The Minutes from the previous meeting were approved, without amendment, as a true and accurate record for publicising.	

	<p>Action Updates: 03/21/12/16 – KM & HC had both completed.</p> <p>05/24/01/17 – Completed. 4 planned Specials courses were cancelled due to holiday commitments and Christmas leave, and June and December were therefore considered not ideal times to hold these courses. Staff could not take part in the courses until their vetting clearance had been obtained.</p> <p>07/24/01/17 – Completed. AMB reported Neville House hand over would be in November 2017 and the new OCC at Hindlip would be 23 December 2017. Both new OCCs were currently on time and on budget.</p> <p>08/24/01/17 – Ongoing - both PCCs were to have a briefing on the promotion of the alliance-wide “#Always Learning” campaign.</p> <p>08/24/01/17 – The appointment of the new Deputy Chief Constable for West Mercia Police has been completed.</p> <p>Matters Arising Action: An update on Telematics will be required from RE for the next AGG meeting on 29 March. Telematics was looking more positive, but there were issues around collision damage information.</p>	<p>RE</p> <p>RE</p>
<p>03/22/02/17</p>	<p><u>Mobilising Transformational Change</u></p> <p>In accordance with the decision at the last meeting the additional information for the Mobilising Transformational Change proposal was provided on the 13th February 2017. A varied proposal was approved by Police and Crime Commissioners on the 16th February 2017 and has been published in accordance with the Corporate Governance Framework. An update on this matter was supplied at item 7.</p>	
<p>04/22/02/17</p>	<p><u>Mobile Working Business Case (Paper)</u></p> <p>Upfront investment in the staffing that would be required in order to support additional modern technology and the roles required were set out in the report. Both PCCs were broadly supportive of the project, but would require assurance on how Officers were going to ensure that the force was to make use of the additional capability. The cultural change that would be required and the delivery of full agile working will be a key part of the project. This required behavioural change would be aligned to the design of the new policing model and would be down to good local leadership and would enable officers to have more</p>	

	<p>responsibility. It was felt that 24-hour remote IT support would be required in the future, alongside the correct training. The right mobile phones and the right kit would be essential to the success of this project. Reassurance will be sought on the point about 24-hour remote IT support / the right level of IT support, for individual officers. It was felt that although technology changes almost daily the changeover to mobile working would deliver a better service to the public.</p> <p>It was noted that this proposal will form the first phase of the mobile, agile and optimum working environment.</p> <p>Decision After some consideration and in order to maximise organisational priorities and value for money it was agreed that Option Blue be adopted.</p> <p>The option approved includes:</p> <ul style="list-style-type: none"> · Capital funding of £3.24m which is already included in the Medium Term Financial Plan · Revenue funding in 2017/18 of £1m which is already included in the approved revenue budget <p>The benefits set out in the business case were agreed, and will be tracked by the Transformation Board.</p> <p>The opportunity to deliver £13.3m of cashable savings and was noted, together with the development of a strategy within the overall transformation programme to set out how this benefit should be realised.</p> <p>The recurring nature of the capital investment was noted and the opportunity that savings and the Emergency Services Network (ESN) have to offset the recurring costs. The potential for cashable efficiencies through the transformation of our working environment were noted. This will be brought forward for approval within the joint estates and optimum working environment proposal.</p> <p>In addition there will be licensing, estate and telephony savings in the future – but these will require quantifying so that they can be provided to AGG in the future. ACTION: An estimate of cashable efficiencies will be brought to AGG in May 2017.</p> <p>PS thanked MC and HC for her detailed work involving this report.</p>	<p>HC</p>
<p>05/22/02/17</p>	<p><u>Money Matters (Paper)</u></p> <p>The financial report had been presented ahead of the AGG meeting and the following matters were raised.</p>	

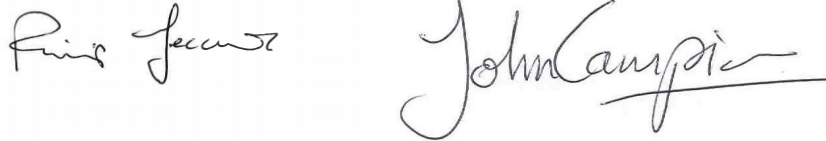
	<p>Settlement of payments in relation to officers and recall to duty with the minimum of 4 hours overtime were in line with Police Regulations. Backdated payments will be processed by Payroll in either March or April 2017.</p> <p>The uplift in pay for firearms officers relates to payments of £1,300 per officer, per annum paid 6 months in arrears and are be subject to annual review. This is part of an initiative to retain firearms officers.</p> <p>The average cost per retirement due to Injury and Ill-Health is decreasing. The budget figure was based on previous history.</p> <p>PS thanked HC for the depth and detail submitted within her report.</p>	
06/22/02/17	<p><u>2016/17 Q3 Workforce Management Report (Paper)</u></p> <p>The data did not show any significant changes from previous reports, but the trends were clear to see. There were no questions on the report.</p>	
07/22/02/17	<p><u>Change Programme Update (Paper)</u></p> <p>CV was welcomed to the meeting as the new Interim Transformation Director. CV spoke to his report and was keen to build on the success of the work of the Alliance and to consider transformation in terms of 2030 – not just 2020. We need to completely deliver the projected savings and examine the data presented very closely to ensure those savings are realised. It was noted that if those savings do not materialise the Alliance will need to have an alternative plan to deliver the savings required. CV stated that the Alliance has options around prioritising some things and delaying the implementation of others to ensure cost-saving exercises are delivered. A successful two day workshop had already taken place on cost-saving, prioritising cost-savings and delivering on targets.</p> <p>PS thanked CV for his report.</p>	
08/22/02/17	<p><u>Directorate Updates</u> <u>Local Policing</u> – (Paper) In relation to the percentage of calls handled by the non-emergency 101 line, national and local targets will be considered further.</p> <p>Firearms Licensing – the number of temporary permits being issued is dropping and PS was happy for AB to report back thanks to the team at FLU for delivering excellent work on</p>	

	<p>improving the service to the public.</p> <p><u>Protective Services</u> – (Paper) The Cyber PCSO 12-month pilot will be closely monitored. The new NPAS Operating Model has been introduced.</p> <p><u>Enabling Services</u> – (Paper) The new Payroll system will come into effect from 1st April 2017 and will include the automation of overtime, mileage and expenses processing. A review of the blended Legal Services has been undertaken and will be going to Exec Board within the next month.</p>	
09/22/02/17	<p><u>Internal Audit Plan (Papers)</u></p> <p>The report by the Head of Audit was circulated prior to the meeting and the Internal Audit Plan for 2017/18 was explained. The plan would require periodic review to ensure it remains responsive to changes in risks identified during the coming year. Financial savings are likely to be sought from internal audit next year. There is a review taking place on external assessment to ensure compliance with all professional standards.</p> <p>Decision The Internal Audit Plan was approved by AGG.</p> <p>PS thanked GR for his detailed report.</p>	
10/22/02/17	<p><u>AOB</u></p> <p>As a matter of some urgency, the report that was overdue in relation to Roads Policing, Warwickshire was requested to be made available within one week. This was not possible, as the report required further revision. West Mercia may therefore decide to progress negotiations in relation to CMPG before the Warwickshire position on roads policing is available.</p> <p>An expression of interest in the Police Reform and Transformation Fund for the Vulnerability area is being drafted.</p> <p>AB reported that he would be taking on the NPCC Lead for Roads Policing.</p> <p>PS Thanked everyone for their attendance.</p>	
11/22/02/17	<p><u>Date, time and location of next meeting.</u></p> <p>The next meeting will be held on Wednesday 29th March 2017 at 14:00 in the Allsop Room, at Hindlip.</p>	

With nothing further to discuss the meeting closed at 15:45.

Formal Approval of Meeting Record

Signature:

Handwritten signatures of Philip Secombe and John Campion.

Print Names:

Philip Secombe, Police and Crime Commissioner, Warwickshire
John Campion, Police and Crime Commissioner, West Mercia Police

Action Summary Table

Date of Meeting	Action Agenda Item No.	Action	Owner	Action Completion Date
24/01/17	05	<u>Money Matters</u> Action: AMB to provide the reasons why 4 planned Specials Courses had been cancelled	AMB	Completed
24/01/17	07	<u>Change Programme Update</u> Action: KM to provide an update on dates and timescales of the new OCC sites at Hindlip and Neville House	KM	Completed
24/01/17	08	<u>Directorate Updates</u> Action: RE to arrange briefing with PCCs on the promotion of the alliance-wide “#Always Learning” campaign	RE	
22/02/17	02	<u>Minutes / Actions from previous meeting 24.01.17 (Matters Arising)</u> Action: An update on Telematics will be required from RE for the next AGG meeting on 29 March.	RE	
22/02/17	04	<u>Mobile Working Business Case (Paper)</u> Action: An estimate of cashable efficiencies to be brought to AGG in May 2017.	HC	

Decision Summary Table

Date of Meeting & Number	Decision No.	Action Agenda Item No.	Subject	Owner	Action Completion Date
26/05/16	1	03	Exempt from disclosure under S.31(1)(1) (the prevention and detection of crime) of the Freedom of Information Act 2000 (FOIA).	ACC Singer	Agreed by both PCCs – 26.05.16
26/05/16	2	06	<p>Draft Revenue and Capital Outturn position for 2015/16.</p> <p>Recommendations:</p> <ol style="list-style-type: none"> 1. That the outturn financial position for 2015-16 is noted. 2. That the 2015/16 underspend of £6.895m is carried forward through the following reserves: £2.0m - Invest to Save £4.895m- Infrastructure Reserve 3. That where 2015/16 outturn has produced an unexpected variance that these budgets are considered in detail for the 2017/18 budget preparation. 4 That £0.399m is added to the capital programme to cover changes. 	LH – Joint Treasurer	Agreed by both PCCs – 26.05.16
29/06/16	3	03	<p>Operations Enabling Technology (OET)</p> <p>Through the analysis, planning activities, designs and due diligence the OCC Programme conclude that procuring the Saab SAFE solution through the Cheshire Framework is the most expedient, value for money and appropriate route to:</p> <ul style="list-style-type: none"> • achieve the Chief Officers strategic aims 	ACC Amanda Blakeman	Agreed by both PCCs 29.06.16

			<ul style="list-style-type: none"> • satisfy the business requirements of the future OCC • support the needs of the wider organisation <p>Revenue It is recommended that the revenue cost is funded as follows:</p> <ul style="list-style-type: none"> • £225,544 in 2016/17 from in year underspend • £468,649 in 2017/18 from the invest to save reserve • £219,919 in 2018/19 is built into the budget as growth. <p>Capital It is recommended that capital of £137,712 is funded from slippage in the current year capital programme, then built into the new programme at the next review.</p> <p>Decision: Both PCCs agreed to approve the business case, the revenue costs and capital funding.</p>		
29/06/16	4	04	<p>Extension: Restorative Justice Funding</p> <p>Recommendation: To extend the Restorative Justice Pilot until 31st December 2016 at a cost of £85,513 (£53,236 from West Mercia and £32,277 from Warwickshire).</p> <p>Decision: Both PCCs agreed to the extension of the pilot by 5 months.</p>	Andy Champness, CEO, PCC, West Mercia	Agreed by both PCCs 29/06/16
28/09/16	5	04	<p>Space Utilisation</p> <p>Recommendations Two approaches were considered to progress this piece of work. It was recommended that the Space Utilisation project be initiated to further inform the work already being undertaken at the Hindlip site. As full costs for the Optimum working Environment project cannot be determined at this stage, this work would be undertaken 'at risk', with costs being advised when they are confirmed. The Estate Strategy work is in progress and the other two</p>	Richard Elkin, Director of Enabling Services	Agreed by both PCCs 28/09/16

			<p>packages of work detailed here would augment the Estates Strategy to provide a much longer term solution.</p> <p>Advantages: Continuation of current work in progress and will inform discussions about such matters as open plan chief officer working and determination of future useage of space being vacated across the Hindlip Park estate as part of the OCC build.</p> <p>Disadvantages: Final costs of feasibility work not known, so Optimum Working Environment work would be undertaken 'at risk'.</p> <p>Decision: Both PCCs agreed to adopt Option 1 and that the Space Management Guidelines will be reviewed. It was considered that the risk of excessive cost was small and outweighed by the benefits of proceeding and maintaining project momentum.</p>		
28/09/16	6	09	<p>OCC Programme Update – Summary of Revised Capital Costs and Timeline for Neville House.</p> <p>Recommendation That the Warwickshire PCC approved funding for the revised costs.</p> <p>Decision: PS approved funding for the revised costs. This cost would be borne by Warwickshire as it relates to property owned by and within Warwickshire.</p>	ACC Amanda Blakeman	Agreed by Philip Seccombe, PCC for Warwickshire 28/09/16
26/10/16	7	04	<p>Extension: Restorative Justice Funding As detailed in the Restorative Justice Funding paper, both PCCs were asked to approve additional expenditure of £42,757, the figures being £29,502 for West Mercia and £13,255 for Warwickshire using the ratio of 69/31. It was agreed that some good progress had been evidenced. The pilot is not going to be extended beyond 31 March, 2017.</p> <p>Recommendation: To allocate £42,757 from existing underspend in the PCCs Grant Schemes in order to extend the pilot for three months £29,502 from West Mercia and £13,255 from Warwickshire.</p>	Andy Champness, Chief Executive for West Mercia	Agreed by both PCCs 26/10/6

			Decision: Both PCC's agreed to extend the pilot for three months from existing underspends.		
30/11/16	8	06	Cyber Crime Strategy Decision: Both PCCs approved the strategy and agreed sign off once the minor amendment has been made.	T/ACC Steve Cullen	Agreed by both PCCs 30/11/16
30/11/16	9	07	Body Worn Video (BWV) Recommendation Three options have been shortlisted to identify the most likely to maximise value for money. Option 3 is the preferred option. Whilst this approach will incur the greatest cost of the options presented, the implementation of a cloud based service provision will permit the most up to date technology to be utilised in the operational arena and greatest opportunity for integration to national solutions and internal new ways of working. It provides a tested and increasingly adopted means of getting BWV to the operational staff as well as the reassurance of a service provider backup, upgrades and partnership in developing future IT needs and advances. Decision: - Both PCCs and CCs approved Option 3. This will enable the roll-out of the first BWV devices to priority sites within the given timeline of March / April 2017.	ACC Amanda Blakeman	Agreed by both PCCs and CCs 30/11/16
30/11/16	10	08	Contact Management Strategy Decision The PCCs and CCs approved the strategy.	ACC Amanada Blakeman	Agreed by both PCCs and CCs 30/11/16
21/12/17	11	09	<u>Appointment of independent members to the Joint Audit Committee (JAC)</u> Recommendation That the PCCs and CCs give approval to the appointment of members to		Agreed by both PCCs and CCs 21/12/16

			<p>the Joint Audit Committee and discusses and determines the terms of appointment and the appointment processes (as outlined in the paper).</p> <p>Decision: The PCCs and CCs approved the terms and process of appointment of members to the Joint Audit Committee as recommended within the report.</p>		
21/12/17	12	10	<p><u>Corporate Governance Framework (Paper)</u></p> <p>AC presented the Joint Corporate Governance Framework Review paper following the standard annual review of the Framework including the Financial Regulations. The whole Framework was last comprehensively reviewed in 2015. The paper outlined the major changes as a result of the review.</p> <p>Recommendation That PCCs and CCs consider and review the framework and adopt the Corporate Governance Framework.</p> <p>Decision: Subject to correction of one typing error, the PCCs and CCs approved the revised document.</p>		<p>Agreed by both PCCs and CCs 21/12/16</p>
22/02/17	13	04	<p><u>Mobile Working Business Case (Paper)</u></p> <p>Both Chief Constables have given their commitment to deliver mobile working and both PCCs have committed to improve the public service by enhancing the quality of access of information technology.</p> <p>Recommendation In order to maximise organisational priorities and value for money, Option Blue for mobile working was the preferred recommendation and is in line with the medium term financial plan.</p> <p>Decision: That Option Blue be adopted. The option approved includes:</p> <ul style="list-style-type: none"> · Capital funding of £3.24m which is already included in the Medium 	<p>Heather Costello and DCI Mel Crowther</p>	<p>Agreed by both PCCs and CCs on 22/02/2017</p>

			<p>Term Financial Plan</p> <ul style="list-style-type: none"> Revenue funding in 2017/18 of £1m which is already included in the approved revenue budget <p>The benefits set out in the business case were agreed, and will be tracked by the Transformation Board.</p> <p>The opportunity to deliver £13.3m of cashable savings and was noted, together with the development of a strategy within the overall transformation programme to set out how this benefit should be realised.</p> <p>The recurring nature of the capital investment was noted and the opportunity that savings and the Emergency Services Network (ESN) have to offset the recurring costs. The potential for cashable efficiencies through the transformation of our working environment were noted. This will be brought forward for approval within the joint estates and optimum working environment proposal.</p>		
22/02/17	14	09	<p><u>Internal Audit Plan (Papers)</u></p> <p>The report by the Head of Audit was circulated prior to the AGG meeting on 22/02.</p> <p>Decision: The Internal Audit Plan was approved.</p>	Elizabeth Hall	Agreed by DPCC for West Mercia and PCC for Warwickshire on 22/02/2017.