

Alliance Governance Group Minutes

Date:	Tuesday 24 th January 2017
Time:	10:00
Location:	Allsop Room, Hindlip
Chair:	John Champion, PCC West Mercia / Philip Seccombe, PCC, Warwickshire
Minute Taker:	Alison Rixom

	Name:	Capacity:
Attendance:	Anthony Bangham (AB)	CC West Mercia
	John Champion (JPC)	Police and Crime Commissioner West Mercia
	Andy Champness (AC)	CEO West Mercia
	Heather Costello (HC)	Director of Finance
	Richard Elkin (RE)	Director of Enabling Services
	Liz Hall (LH)	Treasurer
	Neil Hewison (NH)	CEO Warwickshire
	Martin Jelley (MJ)	CC Warwickshire
	Karen Manners (KM)	DCC Warwickshire
	Tracey Onslow (TO)	Deputy PCC West Mercia
	Philip Seccombe (PS)	Police and Crime Commissioner Warwickshire
	Chris Singer (CS)	T/DCC West Mercia
	Debra Tedds (DT)	T/ACC Protective Services

	Name:	Capacity:
Apologies:	Amanda Blakeman (AMB)	ACC Local Policing

	Name:	Capacity:
Guests:		

No.	Summary	Action
01/241/01/17	<p><u>Attendance / Apologies</u></p> <p>As above. The Chair, Mr Champion welcomed everyone to the meeting.</p>	
02/24/01/17	<p><u>Minutes / Actions from previous meeting (30.11.2016)</u></p> <p>The Minutes from the previous meeting were approved as a true and accurate record for publicising.</p> <p>Action Updates: 30/11/16 06 - Completed 30/11/16 07 - ongoing</p>	

	<p>30/11/16 09 - ongoing 30/11/16 11 – due 22/02/17 21/12/16 03 – Ongoing 21/12/16 05 – due 22/2/17 21/12/16 06(a) – Completed 21/12/16 06(b) – ongoing 21/12/16 08 – Completed</p> <p>Matters Arising</p> <p>Long Term Hire Vehicles / Telematics Update. The Chair raised an issue with regards to long term hire vehicles and the length of time that some vehicles are on hire. An update was provided by RE, which stated that this issue is constantly monitored and that every hire vehicle, long-term or otherwise, is signed off by the local Superintendent and they are challenged regularly to ensure the need is genuine. The new reports from the Telematics system will assist with this issue when in place.</p>	
<p>03/21/12/16</p>	<p><u>Mobilising Transformational Change</u></p> <p>A presentation was provided to the group outlining the 4 key elements of the Deployment Model with an explanation on how the SAAB Safe Model and Athena link together.</p> <p>A discussion was held within the group regarding the resource plans, approach, key findings, and the strategic considerations outlined in the presentation.</p> <p>A number of questions were raised, one of which was about partner links between the systems. It was confirmed that only data made available to the Police was currently available, but the capability to provide auto updates to partners will exist and future developments being looked at include allowing access by partners and the ability to see partners' data.</p> <p>The SAAB Safe system will be fed from Athena and every time entries are made they will appear in the system and tracked. This will improve data accuracy and enable the Police to be more efficient.</p> <p>The interface between SAAB and Athena has a prerequisite of a two way interface which is currently in the design phase. As part of the deployment model standard CCTV forms part of SAAB. The PCCs were looking for clarification that CCTV would form a more prominent part of the system and questioned whether officers working with partners of such schemes had been provided with the standards required to interface with SAAB. ACC Blakeman has been tasked with considering this.</p>	

	<p>A word of caution was expressed in how OCC changes and changes to interactions with partners are managed independently. Other pieces of work are ongoing and not all partners will be involved. There is a lot of emphasis on staff, and it was noted that it will be sub-optimal if staff do not do what they have been trained to do.</p> <p>A cultural change and policing model change will be the key to delivering the benefits from the new systems. With regards to the cultural change the PCCs were informed that the Head of People Services has been tasked with leading the cultural change work which would include ensuring staff understand their responsibilities, and ensuring the required change in culture is achieved in terms of winning over hearts and minds as well as changes to attitudes and behaviours.</p> <p>The PCCs sought reassurance on how they hold the force to account for ensuring the cultural change programme works and changes things on the ground. It was stated that the reassurance will be provided via the delivery of efficiencies and the forced changes from these systems.</p> <p>A discussion took place regarding the number of roles outlined in the report and reassurance was sought from PCCs that rigorous controls were in place to ensure that the most skilled and specialised appointments were made and that the financial aspects were constantly monitored.</p> <p>The paper circulated with the presentation outlined the activity and identified costs to mobilise the twin track approach to transformational change. This was discussed in detail and a number of recommendations for change made. Action: It was agreed that DCC Manners would make the necessary amendments and submit to PCCs by 27.01.17 for approval.</p> <p>A summary of the financial implications for Mobilising Transformational Change was circulated at the meeting by HC. After discussion a variety of amendments were identified. Action: It was agreed that HC would make the amendments to the document and be re-circulated to the PCCs with recommendations alongside the updated report from KM by 27.01.17.</p>	<p style="text-align: center;">KM</p> <p style="text-align: center;">HC</p>
<p>04/24/01/17</p>	<p><u>Mark Logic Analytics</u></p> <p>AC informed the group that the PCCs had received a live demonstration of a data management system from MarkLogic Analytics at the invitation of the Staffordshire PCC. The PCCs were asked whether they wanted to take part in the procurement process as it is a significant</p>	

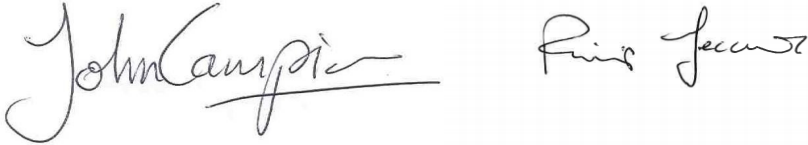
	<p>expense to fund.</p> <p>It was confirmed that the Alliance already has some systems in place which perform the same processes. There is a major piece of work being done regionally regarding 'Big Data Analysis' and this would fit into the wider initiative.</p> <p>The PCCs were of the opinion that unless it was operationally beneficial they would not support this initiative. Chief Constables were sighted on the work and recognised how it fitted within the wider picture and were of the view that it wasn't necessary to support the development of another project at this stage.</p>	
05/24/01/17	<p><u>Money Matters (Paper)</u></p> <p>The Money Matters report was circulated to the group. The report forecast the full year outturn for the 2016/17 financial year based on the outturn for the nine months to December 2016. It is a quarterly report and the variances reported have been identified following a detailed review involving budget holders. The report highlighted and provided commentary on changes against the budget.</p> <p>Recommendation</p> <p>That the financial position at 31st December 2016 and the risks identified in the report are noted.</p> <p>The PCCs and CCs acknowledged the risks identified in the report.</p> <p>PS asked why 4 planned Specials Courses had been cancelled. Action: MJ to ask ACC Blakeman to provide the reasons and answers to the PCCs.</p>	AMB
07/24/01/17	<p><u>External Auditors Appointment (Papers)</u></p> <p>A paper was circulated to the group outlining the process for appointing external auditors.</p> <p>The report provided information on the sector-led procurement approach from Public Sector Audit Appointments Limited (PSAA) – an independent, not for profit company limited by guarantee established by the Local Government Association.</p> <p>This proposal had been discussed with the Joint Audit Committee and in accordance with the Terms of Reference the Committee supported in principle the recommendation from officers that PCCs and CCs join the PSSA sector-led procurement in September 2016.</p>	

	<p>Recommendation The PCCs and the CCs for Warwickshire and West Mercia are asked to support the principles of joining the Public Sector Audit Appointments (PSAA) Limited for the procurement of audit contacts with effect from 2018/19 and formally opt in to these arrangements.</p> <p>Decision The PCCs and the CCs for Warwickshire and West Mercia supported the principles of joining the PSAA Limited for the procurement of audit contacts with effect from 2018/19 and formally opting in to these arrangements.</p>	
07/24/01/17	<p><u>Change Programme Update</u></p> <p>KM reported on a number of key issues, as follows:-</p> <p>There were no exceptions reported on the programme, all areas of the programme are on target. A few resourcing risks have been identified and benefits realisation is being undertaken.</p> <p>The PCCs requested a monthly update on dates and timescales of the new OCC sites at Hindlip and Neville House included in the Change Programme Update. Action: KM to include in next update.</p> <p>An update was provided on Telematics. Replacement kit is being supplied to vehicles. HC will provide a further update when reports are available. There has been no commitment to the wider contract as yet as awaiting evaluation reports and if issues have been resolved implementation will then move forward.</p> <p>The PCCs sought reassurance that the Force has taken advice from its own professional drivers as to the functioning of the equipment in the vehicles and the testing which has taken place and that they are confident that the pilots take this into account.</p> <p>It was confirmed that consultation had taken place but the Head of Transport is re-visiting the issue. The equipment is being tested in 72 vehicles across a range of policing functions in order to identify any issues regarding reliability and reporting of matters such as collision damage. A meeting with the supplier is due to take place this week.</p>	KM
08/24/01/17	<p><u>Directorate Updates</u></p> <p>Local Policing – Debbie Tedds on behalf of Amanda Blakeman (Paper)</p>	

	<p>A report was provided to the group containing a number of areas within Local Policing.</p> <p>There was a brief discussion around the recognition of the time Special Constables contributed during the festive operations. Personal thanks have been given to those who worked. PS would like to introduce an employer recognition scheme to show that volunteers and specials are valued and explain that they make a difference.</p> <p>Firearms Licensing – a discussion took place within the group. Performance is showing improvement, and the number of temporary licences has reduced. A new staff structure is being developed. It was confirmed that a Business Case for the long term plan for FLU has been to the Transformation Board and requires amendments before being presented to Chief Officers and PCCs.</p> <p>Protective Services – Debbie Tedds (Paper) A report was provided to the group containing updates on various areas within Protective Services. A number of questions were raised which were answered satisfactorily.</p> <p>Enabling Services - Richard Elkin (Paper) A comprehensive update paper was provided to the group. A number of questions were raised and satisfactory answers provided.</p> <p>It was agreed that a briefing be provided to the PCCs outside of the meeting on the promotion of the alliance-wide #alwayslearning campaign. Action: RE to arrange briefing with PCCs.</p>	RE
08/24/01/17	<p><u>AOB.</u></p> <p>AB informed the group of the Deputy Chief Constable for West Mercia Police process which had now commenced. There are a number of internal and external candidates applied and interviews will take place on 06.02.17. An update on the appointment of the DCC will be provided at the next AGG meeting.</p>	
	<p><u>Date, time and location of next meeting.</u></p> <p>The next meeting will be held on Wednesday 22nd February 2017 at 14:00 in the Conference Room, at Leek Wootton.</p>	

With nothing further to discuss the meeting closed at 12:30

Formal Approval of Meeting Record

Signature:	 The image shows two handwritten signatures in black ink. The first signature on the left is 'John Campion' written in a cursive style. The second signature on the right is 'Philip Secombe' also in a cursive style.
Print Names:	John Campion, Police and Crime Commissioner, West Mercia Police Philip Secombe, Police and Crime Commissioner, Warwickshire

Action Summary Table

Date of Meeting	Action Agenda Item No.	Action	Owner	Action Completion Date
30/11/16	11	<p><u>Workforce Management Q2 Report</u> It was noted that the report contained improved data and a suggestion was made for the use of graphs rather than tables.</p> <p>Action: RE to look into this suggestion.</p>	RE	22/02/17
21/12/16	03	<p><u>Strategic Outline Business Case (SOC)</u> Action: T/DCC Chris Singer will arrange for standardisation of report formats format. Update 24.01.17. Report formats will be provided to CEO's by February 3rd.</p>	CS	03/02/17
21/12/16	05	<p><u>Money Matters</u> Action: LH will review the Treasury Management Strategy. Update 24.01.17. The Treasury Management Strategy to be prepared with involvement of PCCs. The Strategy to then be presented at Joint Audit Committee on 20th March.</p>	LH	22/02/17
21/12/16	06(a)	<p><u>Change Programme Update</u> <u>3. Telematics (SC)</u> Action: KM and CS to provide an update on the Telematics contract and delivery of savings at the next AGG meeting in January. Update 24.01.17. Work ongoing to replace kit. A meeting with the suppliers has been arranged for w/c 30th January 2017.</p>	KM SC	22/02/17
21/12/16	08	<p><u>Strategic Investment in Vulnerability and Cyber</u> Action: JC and PS asked for further detail and reassurance on the costings and whether this was likely to increase even further. Update 24.01.17. A paper has been prepared which will be shared with the</p>	SC	Completed

Date of Meeting	Action Agenda Item No.	Action	Owner	Action Completion Date
		PCCs outside of the meeting.		
24/01/17	03	<p><u>Mobilising Transformational Change</u> The paper circulated with the presentation outlined the activity and identified costs to mobilise the twin track approach to transformational change. This was discussed in detail and a number of areas required amendments. Action: It was agreed that DCC Manners would make the necessary amendments and submit to PCCs by 27.01.17 for approval.</p>	KM	27/01/17
24/01/17	03	<p><u>Mobilising Transformational Change</u> A summary of the financial implications for Mobilising Transformational Change was circulated at the meeting by HC. It was noted that after discussions amendments were identified. Action: It was agreed that HC would make the amendments to the document and be re-circulated to the PCCs with recommendations alongside the updated report from KM by 27.01.17.</p>	HC	27/01/17
24/01/17	05	<p><u>Money Matters</u> PS asked why 4 planned Specials Courses had been cancelled. Action: MJ to ask ACC Blakeman to provide the reasons and answers to the PCCs.</p>	AMB	22/02/17
24/01/17	07	<p><u>Change Programme Update</u> The PCCs requested a monthly update on dates and timescales of the new OCC sites at Hindlip and Neville House included in the Change Programme Update. Action: KM to include in next update.</p>	KM	22/02/17
24/01/17	08	<p><u>Directorate Updates</u> <u>Enabling Services</u> It was agreed that a briefing be provided to the PCCs outside of the meeting on the promotion of the alliance wide #alwayslearning campaign. Action: RE to arrange briefing with PCCs.</p>	RE	22/02/17

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 PCC's 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 PCC's 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 PCC's 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 PCC's 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 PCC's 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</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>	Andy Champness, Chief Executive, West Mercia PCC	Agreed by both PCC's and CCs 21/12/16
24/01/17	13	06	<p><u>External Auditors Appointment (Paper)</u></p> <p>The report provides information on the sector-led procurement approach from Public Sector Audit Appointments Limited (PSAA) – an independent, not for profit company limited by guarantee established by the Local Government Association.</p> <p>Recommendation The PCCs and the CCs for Warwickshire and West Mercia are asked to support the principles of joining the Public Sector Audit Appointments (PSAA) Limited for the procurement of audit contacts with effect from 2018/19 and formally opt in to these arrangements.</p> <p>Decision: The PCCs and the CCs for Warwickshire and West Mercia</p>	Liz Hall, Treasurer	Agreed by both PCCs and CCs 24/01/17

			supported the principles of joining the PSAA Limited for the procurement of audit contacts with effect from 2018/19 and formally opt in to these arrangements.		
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