

Draft Alliance Governance Group Minutes

Date:	Wednesday 26 th July 2017 test
Time:	14:00
Location:	Willison Room, Hindlip
Chair:	Tracey Onslow, DPCC, West Mercia / Philip Seccombe, PCC, Warwickshire
Minute Taker:	Alison Rixom, PA to Chief Executive

	Name:	Capacity:
Attendance:	Anthony Bangham (AB)	CC West Mercia
	Amanda Blakeman (AMB)	DCC West Mercia
	Andy Champness	Chief Executive West Mercia PCC
	Heather Costello (HC)	Director of Finance
	Richard Elkin (RE)	Director of Enabling Services
	Liz Hall (LH)	Treasurer
	Neil Hewison (NH)	Chief Executive Warwickshire PCC
	Martin Jelley (MJ)	CC Warwickshire
	Karen Manners (KM)	DCC Warwickshire
	Tracey Onslow (TO)	Deputy PCC West Mercia
	Joe O'Sullivan	Transformation Director
	Philip Seccombe (PS)	Police and Crime Commissioner Warwickshire

	Name:	Capacity:
Apologies:	John Campion (JPC)	Police and Crime Commissioner West Mercia
	Martin Evans (ME)	ACC Local Policing

	Name:	Capacity:
Guest		

No.	Summary	Action
01/26/07/17	<p><u>Attendance / Apologies</u> As above.</p> <p>The Chair welcomed the new Transformation Director Mr. Joe O'Sullivan to the meeting.</p>	
02/26/07/17	<p><u>Agreement of Minutes / Actions from previous meeting (29.06.17)</u></p> <p>The Minutes from the previous meeting were approved, with a few minor amendments, as a true and accurate record for publishing.</p>	

	<p>Action Updates:</p> <p>28/06/17 03 – Complete 28/06/17 06 (RE/RM) – Complete 28/06/17 06 (ME) – Complete 28/06/17 07 - Complete</p> <p>Matters Arising There were no matters arising.</p>	
<p>03/26/07/17</p>	<p><u>Transformation Programme Update (Paper)</u></p> <p>The Transformation Programme Update was circulated to the group prior to the meeting. It was confirmed that JO’S will be the lead and provide future updates on all transformation matters. He will attend all Strategic Board meetings and provide briefings as required. It was stated that JO’S is happy for people to liaise directly with him if they have any queries or questions relating to the Transformation Programme.</p> <p>Confirmation was provided to the DPCC that the projected Athena workstream ‘go live’ date in September 2017 as stated in the report was achievable.</p> <p>It was confirmed that the two week delay with the Origin upgrade has had no impact on the programme.</p> <p>Confirmation was sought regarding the Enabled Technology workstream and the achievability of the July date for the roll out of laptops. This was confirmed and AMB stated that a timeline had been mapped along with the ongoing build process for July / August expectation. New communications are being developed which will provide a full view of the programme showing at what stage each project is at. Before go live it will be presented to AGG members for approval.</p> <p>Action: AMB was requested to upload the original timeline onto the Intranet and then the new smart application programme be presented to AGG members for approval prior to go live.</p> <p>Thanks were expressed to those responsible for the roll out of the smart phones and laptops, which has been a good piece of work.</p> <p>The report highlighted issues with the key telecoms supplier for the OCC workstream and a question was raised as to whether the supplier should be used for other projects if they were not meeting the required standards. It was</p>	<p>AMB</p>

confirmed that talks and meetings have taken place with the Managing Director of the supplier and a very stringent time frame has been set up.

Some work has been done with regards to how risk is quantified as a whole. How rigorous this is across the programme is unknown, but detailed briefings with each of the programme managers are being held to look at the alignment of the functions.

A presentation was provided to the group by the Transformation Director. This provided an overview of the three approaches to change – Avoiding It, Incremental Change (where we are now), and Designing Change into the Organisation (showing a clear view of where we want to get it and the process to take us there).

A discussion took place within the group and a number of questions were raised throughout the presentation.

The Vision for 2020 – 2025, should run concurrently and not just concentrate on 2020. Once plans currently in place have been implemented, there will still be a gap between where we will be and our vision. This is now being looked at and aspects of design have already commenced.

A proposed new sequence of the Strategic meetings was presented providing two options for discussion. This was to improve the control of information provided to each of the decision-making meetings. This would allow for finance information to be incorporated into decision-making in a more timely fashion without impacting on budget setting. This would not affect the provision of information to external bodies (i.e. PCP and JAC).

Financial management and benefits realisation from programmes needs to be tight and the latest financial information is crucial. Project information summaries are a key part of the Money Matters report. It was noted that currently Chief Officers have limited time to consider the money matters report due to the tight schedule. The proposed change would enable their information to be included.

Both options would require rescheduling all the strategic meetings and this would commence in September 2017.

It was agreed by all that Option 2 was the preferred option.

A copy of the presentation is to be forwarded to Chief Officers and PCCs. **Action: JO'S to issue the presentation.**

JO'S


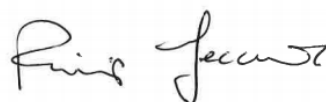
<p>04/26/07/17</p>	<p><u>Athena Programme Report (Paper)</u></p> <p>The Athena Programme Report had been circulated prior to the meeting to provide everyone with a summary of the current position.</p> <p>Athena is due to go live in September 2017 and Officers were confident that this will be achieved. Joined up communications will be prepared prior to go live.</p> <p>A discussion took place within the group and a number of questions were raised.</p> <p>The Athena to Genie interface has been a significant challenge. Thanks were expressed to Supt M Smith for his work and clarity of understanding. Everything is now aligned to timelines. Staff training was stopped as a consequence of technical issues with the training environments. Some time has been clawed back which will result in 65% of staff needing training will be trained by go live. Any staff that are part of the actual process use of Athena they will be the 65%.</p> <p>Continual engagement with Humberside Police is being made regarding the Blade element. It should be noted that the alliance product is slightly different to Humberside's.</p> <p>It was agreed the alliance needs to take advantage of the momentum so far. Put a ticking clock on the intranet, showing more clarity on risks and ensure that supervisors and leaders encourage their teams to get to grips with the system. They need to understand the significance of the change.</p>	
<p>05/26/07/17</p>	<p><u>OCC Building Transition Paper</u></p> <p>The Improve Public Contact & Communication Programme – Transition Arrangements – OCC paper was circulated to the group prior to the meeting.</p> <p>The paper was presented to inform AGG on the options regarding the transition of OCC staff out of Hindlip and Leek Wootton, into Southwell House and Stuart Ross House and operationally onto the Saab SAFE system, asking for approval for the preferred option in order to ensure that an effective operation is put in place. A SWOT analysis had been carried out on 4 options, to minimise risk to business as usual.</p> <p>A brief discussion took place regarding the options. A timeline has been established which covers the build, technology and staff. The technology is an ongoing process. Assumptions have had to be made and there will be some initial challenges.</p>	

	<p>The training for Saab SAFE will be fully completed prior to go live.</p> <p>Recommendation</p> <p>The recommended Option 3, Southwell House transitions first, followed shortly afterwards by Stuart Ross House, allows an opportunity to implement a 2-phased approach for the delivery of the two buildings with earliest occupation and providing an exclusive opportunity to fully test the resilience of the systems and buildings.</p> <p>Decision</p> <p>The PCCs and CCs agreed to proceed with Option 3.</p>	
06/26/07/17	<p><u>Money Matters (Paper)</u></p> <p>The Money Matters first quarterly monitoring report for the financial year 2017/18 detailing the forecasted capital and revenue outturn based on actuals to the end of June 2017 was circulated to the group prior to the meeting.</p> <p>It was stated that this was the first time in a long time that the report was forecasting an overspend. If this position remains at the end of the year we will have to draw down from budget reserves.</p> <p>A number of key highlights were discussed in the meeting, including the amount of draw down from the transformation reserve and risks regarding the vacancy factor.</p> <p>The pressures of ROCU and the impact of the proposed charging model is being challenged by finance and a meeting in August with Operational and Finance regional representatives is planned. An update will be provided at the next meeting.</p> <p>A risk not included in the forecast is PPL. Shareholders are still waiting for the financial review. The Police are currently running above the 'run rate', and are awaiting clarity on the value for money from the premises' budgets as a matter of urgency. The current situation is not sustainable. It was confirmed that at the last Board Meeting a new charging model had been introduced.</p> <p>Confirmation was sought around the £2M income target. The figure was introduced some years ago to monitor underspends, this year we have forecast that this amount will be received, but will need constant monitoring as things get tighter.</p> <p>Athena Savings. A revised benefit impact statement will be presented to the next Transformation Board and any</p>	

	<p>potential implications for the MTFP will be considered and reported in the next Money Matters report.</p> <p>There is a massive Capital Programme which will put pressure on finances. The figures currently show an underspend. The position will continue to be monitored with colleagues who are responsible for delivery of the projects that make up the overall programme. There has been slippage on some projects within the Estates programme as additional works have been carried out. Further update details will be presented in the next Money Matters report.</p> <p>A query was raised regarding the overspend on the Transport budget. This was due to the delay in the Telematics project which over ran.</p> <p>It was stated that the alliance will have some significant financial impacts over the next few years and pressures will need to be eased. There will be constant dialogue with the Home Office and MP's to seek assistance where possible with national funding.</p>	
<p>07/26/07/17</p>	<p><u>Transactional Service Transformation (Paper) – RESTRICTED</u></p> <p>Exempt from disclosure under S.22 (Information intended for future publication) and S.43 (Commercial Interests) of the Freedom of Information Act 2000 (FOIA).</p>	
<p>08/26/07/17</p>	<p><u>Q1 Workforce Management Report (Paper)</u></p> <p>The Workforce management Report was circulated to the group prior to the meeting and no questions were raised.</p>	
<p>09/26/07/17</p>	<p><u>Directorate Updates</u></p> <p><u>Enabling Services</u> The Enabling Services Directorate Report was circulated to the group prior to the meeting. No questions raised.</p> <p><u>Local Policing</u> The Local Policing update was circulated to the group prior to the meeting which included an update on Firearms Licensing. A number of key highlights were discussed. No significant questions raised</p> <p>Action: ACC Moore to provide a briefing to CCs and PCCs regarding the Operation involving Badger Culling.</p> <p><u>Protective Services (Paper)</u> The Protective Services update was circulated to the group prior to the meeting. A number of the key highlights were discussed.</p>	<p>ACC RM</p>

	<p>It was agreed that ACC Moore would join a meeting that has been set up between the Head of Crime and the DPCC with regards to the governance of cyber crime for the alliance.</p> <p>The Chief Constables and Commissioners supported the direction of travel and give authority to progress the Business case review to put forward joint plans for collaboration on roads policing.</p>	
10/26/07/17	<p><u>AOB</u></p> <p><u>Chief Officer Away Day (KM)</u> KM is co-ordinating the agenda for CO away day on 17.08.17 and will include MTFP, Savings, and the Policing Model. If anyone has any other items could they be forwarded to either DCC.</p> <p><u>Vulnerability Governance Board (KM)</u> KM –has now handed responsibility for the Vulnerability Governance board over to ACC RM.</p> <p><u>Emergency Services Network (KM)</u> KM is the Emergency services network regional lead. An update was provided to the group. There is a meeting scheduled next week which all senior officers are attending.</p>	
11/26/07/17	<p><u>Date, time and location of next meeting.</u></p> <p>The next meeting will be held on Wednesday 30th August 2017 at 14:00 in the Conference Room, Leek Wootton.</p>	

With nothing further to discuss the meeting closed at 14:35

Formal Approval of Meeting Record	
Signature:	 
Print Names:	<p>Tracey Onslow, Deputy Police and Crime Commissioner, West Mercia Police</p> <p>Philip Secombe, Police and Crime Commissioner, Warwickshire</p>

Action Summary Table

Date of Meeting	Action Agenda Item No.	Action	Owner	Action Completion Date
21/12/16	03	<p><u>Strategic Outline Business Case (SOC)</u></p> <p>Action: T/DCC Chris Singer will arrange for standardisation of report formats. Update 24.01.17. Report formats will be provided to CEO's by February 3rd.</p>	CS	03/02/17
26/07/17	03 (a)	<p><u>Transformation Programme Update</u></p> <p>Action: AMB was requested to upload the original timeline onto the Intranet and then the new smart application programme be presented to AGG members for approval prior to 'go live'.</p>	AMB	30/08/17
26/07/17	03 (b)	<p><u>Transformation Programme Update</u></p> <p>Action: JO'S to issue the presentation.</p>	JO'S	30/08/17
26/07/17	09	<p><u>Local Policing Update</u></p> <p>Action: ACC Moore to provide a briefing to CCs and PCCs with regards to the Operation involving Badger Culling.</p>	RM	30/08/17

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 3: 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 4: 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,</p>	Richard Elkin, Director of Enabling Services	Agreed by both PCC's 28/09/16

			<p>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 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 5: 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 6: 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 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>	Andy Champness, Chief Executive for West Mercia	Agreed by both PCC's 26/10/6

			<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> <p>Decision 7: Both PCC's agreed to extend the pilot for three months from existing underspends.</p>		
30/11/16	8	06	<p>Cyber Crime Strategy</p> <p>Decision 8: Both PCCs approved the strategy and agreed sign off once the minor amendment has been made.</p>	T/ACC Steve Cullen	Agreed by both PCCs 30/11/16
30/11/16	9	07	<p>Body Worn Video (BWV)</p> <p>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.</p> <p>Decision 9: - 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.</p>	ACC Amanda Blakeman	Agreed by both PCC's and CCs 30/11/16
30/11/16	10	08	<p>Contact Management Strategy</p> <p>Decision 10 The PCCs and CCs approved the strategy.</p>	ACC Amanada Blakeman	Agreed by both PCC's and CCs 30/11/16

21/12/17	11	09	<p><u>Appointment of independent members to the Joint Audit Committee (JAC)</u></p> <p>Recommendation That the PCCs and CCs give approval to the appointment of members to the Joint Audit Committee and discusses and determines the terms of appointment and the appointment processes (as outlined in the paper).</p> <p>Decision 11 The PCCs and CCs approved the terms and process of appointment of members to the Joint Audit Committee as recommended within the report.</p>		Agreed by both PCC's and CCs 21/12/16
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 12 Subject to correction of one typing error, the PCCs and CCs approved the revised document.</p>		Agreed by both PCC's and CCs 21/12/16
22/02/17	13	04	<p><u>Mobile Working Business Case (Paper)</u></p> <p>HC was the Chief Officer Lead on this and DCI Mel Crowther the Business Lead.</p>	Heather Costello and DCI Mel Crowther	Agreed by both PCCs and CCs on 22/02/2017

			<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 After some consideration and 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 13 Both PCCs and CCs approved the recommendation of Option Blue, but there would be no further extension to the budget. HC will also come back with a figure on the cost for the Microsoft Licences for mobile working.</p>		
22/02/17	14	09	<p><u>Internal Audit Plan (Papers)</u> The report by the Head of Audit was circulated prior to the AGG meeting on 22/02.</p> <p>Decision 14 The Internal Audit Plan was approved at the AGG meeting on 22/02.</p>	Elizabeth Hall	Agreed by DPCC for West Mercia and PCC for Warwickshire on 22/02/2017.
26/07/17	15	05	<p><u>OCC Building Transition Paper</u> The Improve Public Contact & Communication Programme – Transition Arrangements – OCC paper was circulated to the group prior to the meeting. The recommended Option 3, Southwell House transitions first, followed shortly afterwards by Stuart Ross House, allows an opportunity to implement a 2-phased approach for the delivery of the two buildings with earliest occupation and providing an exclusive opportunity to fully test the resilience of the systems and buildings.</p> <p>Decision 15 The PCCs and CCs agreed to proceed with Option 3.</p>	DCC Blakeman	Agreed by DPCC for West Mercia and PCC for Warwickshire on 26/07/2017.
26/07/17	16	07	Exempt from disclosure under S.43 (commercial interests) of the Freedom of Information Act 2000 (FOIA).	Richard Elkin	Agreed by DPCC for

					West Mercia and PCC for Warwickshire on 26/07/2017.
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