

Alliance Governance Group Minutes

Date:	Wednesday 28 th June 2017
Time:	14:00
Location:	Conference Room, Leek Wootton
Chair:	Philip Seccombe, PCC, Warwickshire / John Campion, PCC, West Mercia
Minute Taker:	Cheryl Goode, PA & Deputy Office Manager

	Name:	Capacity:
Attendance:	Anthony Bangham (AB)	CC West Mercia
	Amanda Blakeman (AMB)	DCC West Mercia
	John Campion (JPC)	Police and Crime Commissioner West Mercia
	Andy Champness (AC)	Chief Executive West Mercia PCC
	Heather Costello (HC)	Director of Finance
	Richard Elkin (RE)	Director of Enabling Services
	Martin Evans (ME)	ACC Local Policing
	Liz Hall (LH)	Treasurer
	Neil Hewison (NH)	Chief Executive Warwickshire PCC
	Martin Jelley (MJ)	CC Warwickshire
	Tracey Onslow (TO)	Deputy PCC West Mercia
	Philip Seccombe (PS)	Police and Crime Commissioner Warwickshire
	Richard Moore (RM)	ACC Protective Services

	Name:	Capacity:
Apologies:	Karen Manners (KM)	DCC Warwickshire
	Chris Singer (CS)	ACC Protective Services

	Name:	Capacity:
Guest		

No.	Summary	Action
01/28/06/17	<p><u>Attendance / Apologies</u> As above. The Chair, Mr Seccombe, welcomed everyone to the meeting, in particular Richard Moore, ACC Protective Services, to his first meeting.</p>	
02/28/06/17	<p><u>Minutes / Actions from previous meeting (24.05.17)</u> The Minutes from the previous meeting were approved, without amendment, as a true and accurate record for publicising.</p> <p>Action Updates:</p>	

	<p>22/02/17 Mobile Working - This was covered in the Money Matters Report.</p> <p>29/03/17 10(b) – Completed 26/04/17 04(a) Completed 26/04/17 04(b) – Completed 26/04/17 05(a) – Completed 26/04/17 05(b) – Completed 26/04/17 06 - Completed</p> <p>Matters Arising Mr Seccombe requested Agenda numbers on the top right of each paper in future please. AC confirmed this would be done.</p>	
03/28/06/17	<p><u>Transformation Programme Update (Paper)</u></p> <p>The Transformation Programme Update and the timeline for the delivery of the Transformation Programme (Appendix 1) were circulated prior to the meeting.</p> <p>DCC Amanda Blakeman explained that Richard Moore is looking at Protective Services, there was a separate Athena briefing and Nigel Lambie had been progressing this work. All was broadly on time and on schedule. The project timeline was intended to give reassurance around the roll out of the various new projects. The finish date for the build of Neville House and the actual date for the handover of the keys would be 16 November. The plans for the completion of Neville House and the installation of the technical equipment were currently being finalised by T/Supt E Bastone. Force Operation staff are expected to go live during January 2018, with a February 2018 go live. Mr Seccombe explained he was considering, via the Lord Lieutenant, extending an invitation to a member of the Royal Family and therefore would prefer the completion date to be precise.</p> <p>Mr Champion appreciated the time line but queried whether there was an update needed on this version, regarding Telematics. Richard Moore has taken over the Technology Enabled Change Board and an update will be provided on the Telematics project. RM updated the meeting and advised that due to a sub-contractor issue the delivery would be 8 - 12 weeks from last Tuesday. Police vehicles have not been available to be taken off the road for the 2-day fit due to the increased threat level. It was also reported that work to scope out the scale and the reach of the Wi-Fi project was underway. A discussion followed around why the new OCC base at Hindlip would need to go live ahead of Neville House. AMB explained that she had discussed this with DCC Karen Manners.</p>	

	<p>ACTION: An urgent appointment is now required for T/Supt Emma Bastone to sit down and discuss this with CC Martin Jelley at the first opportunity.</p> <p>Mr Seccombe announced in regard to Neville House he has made a decision that it will be named Stuart Ross House, in honour of a Warwickshire Officer killed whilst on duty some years ago in a Helicopter. Mr Seccombe added that he would need tight timelines on the remaining staff moving out of Leek Wootton as it would be on the market in September. This is critical for the Warwickshire PCC. ACTION: RE has taken this as an action and has already asked for an update from PPL on this issue.</p> <p>AMB explained the timeline will always be tight and with a need to power down and back up again to test the equipment in situ, her aim is that Stuart Ross House will be up and running by the second week of February. The timeline also takes account of the People Transition Plan which sits beneath the timeline.</p>	<p>Staff Officer/ PA to CC MJ</p> <p>RE</p>
<p>04/28/06/17</p>	<p><u>Athena Programme Update (Paper)</u></p> <p>In relation to the Athena Programme update provided, DPCC Tracey Onslow requested clarification over what the 66% of staff training prior to go live, with the remainder receiving update training after go live actually meant. AMB explained that for the staff identified as operational users they would be receiving training prior to go live and where staff use Athena in a checking role they are still able to use Genie operating in the background and those staff would receive their training after the go live date.</p> <p>The Information Management Unit is a critical function for Athena and this will require a change in the structure of the department, formerly the current Crime Bureau. Athena will create crimes at the first point of contact and it is therefore anticipated the backlog currently experienced in the Crime Bureau will not be made worse as a result of the new structure.</p> <p>Mr Champion expressed he was now more confident with how Athena was shaping up and asked if the workforce felt the same way. AMB confirmed confidence is now very high, but there is a risk that because of the things that had occurred outside of their control that had an effect on confidence. The system has also crashed recently during training and those members of staff affected would now be trained after Christmas.</p> <p>HC added in terms of feedback received via forms, the feedback was very positive.</p>	

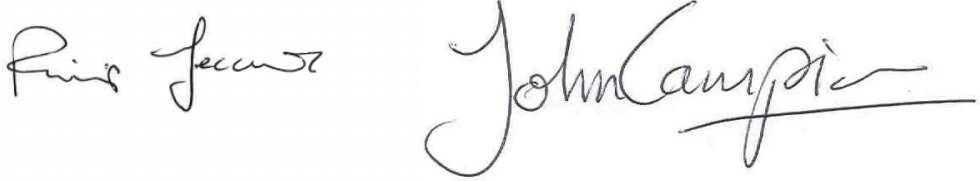
	<p>DPCC Tracey Onslow enquired if the back records conversion was still key to the go live. It was stated the conversion was now only with the live cases, not the old ones. AC enquired whether IMU could be added to the Timeline - it is a project within Athena. Not sure if this would be possible. PS thanked AMB & KM for all their ongoing hard work on this project.</p>	
05/28/06/17	<p><u>Money Matters (Paper)</u></p> <p>HC explained that this finance report was simply by way of an update and the full analysis would be submitted at the July AGG meeting.</p> <p>PS enquired what control Finance had over any of the payroll issues with Liberata and Worcestershire Council that had recently featured in the local press. HC explained that the performance of Worcestershire Council had been challenged and her team had worked well to overcome the challenges. Even one mistake in a staff member's payroll was a disappointment and her team had worked quickly to resolve errors. CC MJ enquired regarding the pensions payments to staff via Kier and HC confirmed that these were physical payments and Finance team make the transfers.</p> <p>On table 4.1 (Accounts Receivable) the average payment days were queried and the increase in outstanding payments from the Warwickshire accounts which had increased by £85,000 is a performance issue which HC confirmed would be looked into further.</p> <p>Mr Seccombe and Mr Campion thanked HC for her update report and requested thanks be passed on to the Finance Team on the production of this year's final accounts which had made the job of the Auditors much easier.</p>	
06/28/06/17	<p><u>Directorate Updates</u></p> <p><u>Enabling Services (Paper)</u></p> <p>PCC J Campion expressed his satisfaction with feedback from staff who were impressed with the functionality and the direct delivery of the new Body Worn Video and Mobile Phone kit that had been rolled out to West Mercia officers. Everyone agreed this was excellent equipment.</p> <p>ACTION: In regard to Civil Prevention Orders (18) RE will provide a breakdown for PS on how many of these issued within Warwickshire and how many are West Mercia. CC MJ would also like to know which areas are using these Orders. ACC Richard Moore agreed to take</p>	RE / RM

	<p>this as an action.</p> <p><u>Local Policing (Paper)</u></p> <p>ACC Martin Evans's paper was circulated prior to the meeting and included some excellent positive comments regarding the use of Body Worn Video. The Call Handling Performance with 999 and 101 and abandonment levels remain a challenge and work on predictive demand and performance will be worked on further during the summer and circulated to AGG once completed.</p> <p>PCC J Campion asked why BWV was not being rolled out yet to all Specials as well.</p> <p><u>ACTION:</u> In relation to Firearms Licensing both PCCs requested a full update on the reduction in the number of temporary licenses. ME will take this as an action.</p> <p>In relation to Op Manteline / Op Temperer cost codes had been set up for both forces and it was noted by CC MJ that nationally are we managing to identify separately our costs. RE confirmed that an important piece of work identifying officer numbers deployed on these incidents is already underway.</p> <p><u>Protective Services (Paper).</u></p> <p>Very detailed report submitted by ACC Chris Singer. Richard Moore explained the mutual aid requests, some were ongoing. There are concerns re digital forensics and this work is undergoing prioritisation.</p>	ME
07/28/06/17	<p><u>AOB</u></p> <p><u>ACTION:</u> The two Chief Executives would prepare an urgent letter to the Policing Minister to be signed by both Chief Constables and both PCCs on the merits of a visit to discuss the financial challenges facing policing within the Alliance. NH agreed to take this as an action.</p> <p>A review of any cladding on any police buildings is already in progress and will be completed by the end of June and Place Partnership will be reporting back to RE with their findings.</p>	NH
08/28/06/17	<p><u>Date, time and location of next meeting.</u></p> <p>The next meeting will be held on Wednesday 26th July at 14:00 hrs in the Willison Room, Hindlip.</p>	

CLOSED SESSION (Not for Publication)

No.	Summary	Action
09/28/06/17	<p><u>Draft Terms of Reference - Restricted</u> 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><u>Delivering the Medium Term Financial Plan - Restricted</u> 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>	

With nothing further to discuss the meeting closed at 16:10 hrs.

Formal Approval of Meeting Record	
Signature:	
Print Names:	<p>Philip Seccombe, Police and Crime Commissioner, Warwickshire</p> <p>John Campion, Police and Crime Commissioner, West Mercia Police</p>

Action Summary Table

Date of Meeting	Action Agenda Item No.	Action	Owner	Action Completion Date
21/12/16	03	<u>Strategic Outline Business Case (SOC)</u> 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 3 rd .	CS	03/02/17
28/06/17	03	<u>Stuart Ross House Go Live Date</u> Action: An urgent appointment is now required for T/Supt Emma Bastone to discuss this with CC Martin Jelley at the first opportunity.	Staff Officer/ PA to CC MJ	26/07/17
28/06/17	06	<u>Directorate Updates</u> <u>Enabling Services</u> Action: In regard to Civil Prevention Order (18) RE will provide a breakdown for PS on how many of these are Warwickshire and how many are West Mercia. CC MJ would also like to know which areas are using these Orders. Richard Moore agreed to take this as an action.	RE / RM	26/07/17
28/06/17	06	<u>Local Policing</u> Action: In relation to Firearms Licensing both PCCs requested a full update on the reduction in the number of temporary licences. ME will take this as an action.	ME	26/07/17
28/06/17	07	<u>AOB</u> Action: The two Chief Executives would prepare an urgent letter to the Policing Minister to be signed by both Chief Constables and both PCCs on the merits of a visit to discuss the financial challenges facing policing within the Alliance. NH agreed to take this as an action.	NH	26/07/17

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: 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 8: - 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 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 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 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 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 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.

24/05/17	15	03	<p><u>ICT Transformation - Strategic Outline Case (Paper)</u> The papers were circulated to the Board by the Director of Estates prior to the meeting on 24/05.</p> <p>Recommendations.</p> <ol style="list-style-type: none"> 1. Adopt a parallel approach, whereby Phase 1 deals with the short term current issues and develops a service that is acceptable, whilst Phase 2 develops the medium/longer term hybrid model that will be acceptable and sustainable. 2. Within Phase 1 commence an immediate service re-design and restructure of the ICT Department in line with the ICT operating and capability model within this report and commission a full audit and baseline of infrastructure, applications, contracts and processes. This will require the engagement of specialist support to address the here and now issues in order to mitigate the risk to Track 1 project delivery, in preparation for Phase 2 (within agreed budget and timeline estimate 3-4 months). 3. As part of Phase 2 specify and engage specialist consultancy to support the full development of the hybrid service model and the associated Outline Business Case. This will define the extent and scope of the externalisation of services based on industry best practice and a value proposition for the overall ICT service. This will not need to be an industrial process traditionally offered by the big six consultancy services but a specialist organisation who have extensive experience in this area (within agreed budget and estimate timeline for the Outline Business Case 5-6 months, including procurement of services). 4. A business design practice and the associated commissioning process of ICT services is an essential requirement to the success of the ICT delivery capability therefore the current ambition to deliver this should be accelerated where possible. <p>Decision. All of the above recommendations were agreed to by the CCs.</p>	Richard Elkin	Agreed by the CCs for Warwickshire and West Mercia on 24/05/2017.
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<p>24/05/17</p>	<p>16</p>	<p>05</p>	<p><u>Transforming Forensics (Paper)</u> The paper was circulated by ACC for Protective Services prior to the meeting.</p> <p>Options.</p> <ul style="list-style-type: none"> - Option 4 – Aggregate service delivery – Aggregate back and services to ‘super-regional hubs’ to deliver those specialised, repeatable, high throughput forensic services to an industrialised and appropriate quality standard. - Option 5 – Full integration – Establish a unified and fully integrated end-to-end forensic service that delivers to local, regional and national (and international) requirements. <p>Recommendations. That the alliance shows support to the preparation of a full business case for option 4 and 5.</p> <p>Option 4 would allow existing regional arrangements to assist in governance, local placement of staff, tasking and performance reporting.</p> <p>However, should it be the case that only one option is sought for progression, this should be option 5 with the understanding that the Full Business Case must:</p> <ul style="list-style-type: none"> - Satisfy concerns in relation to the continuation of local delivery - Show that governance arrangements reflect the interest of all forces engaged in the arrangement - Demonstrate how the model can flex and respond locally to ensure a speedy response to new/emerging issues at a local level. <p>Decision. It was agreed that a letter would be issued stating the intent to move to an Outline Business Case for the above recommendations.</p>	<p>ACC Protective Services</p>	<p>Agreed to by both PCCs and CCs on the 24/05/17.</p>
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24/05/17	17	06	<p><u>Specialist Capabilities (Paper)</u> The paper was circulated to the Board by the ACC for protective Services prior to the meeting.</p> <p>Section 3 of the paper gave the recommendations, all of which were agreed with by the Board.</p> <p>Decision. It was agreed that a detailed letter, on behalf of both forces, is to be prepared stating the intention to proceed with the Outline Business Case for TSU and regional work.</p>	ACC Protective Services	Agreed to by both PCCs and CCs on the 24/05/17.
24/05/17	18	07	<p><u>AGG Review (Paper)</u> The paper was circulated to the Board by the Chief Executive, West Mercia, prior to the meeting.</p> <p>Recommendations. It is recommended that the AGG remains as currently constituted. However, as decisions are not always required, and there is currently insufficient space and time for Police and Crime Commissioners and Chief Constables to discuss strategic both at an Alliance level and at individual Force level, it is also recommended that a decision is made between one and two weeks before each meeting as to whether it should be a formal AGG, an informal Alliance strategic discussion or separate, Force-level strategic discussions. This would allow for flexibility of approach as circumstances require, and optimisation of use of time.</p> <p>Police and Crime Commissioners and Chief Constables should consider the options presented above and determine the approach to be taken regarding the Transformation Board.</p> <p>Decision. The recommendations above were approved.</p>	Chief Executive, West Mercia	Agreed to by both PCCs and CCs on 24/05/17.