

Alliance Governance Group Minutes

Date:	Wednesday 21st December 2016
Time:	14:00
Location:	Conference Room, Leek Wootton
Chair:	Philip Seccombe, PCC, Warwickshire / John Campion, PCC West Mercia
Minute Taker:	Cheryl Goode, Secretary, Warwickshire PCC

	Name:	Capacity:
Attendance:	Anthony Bangham (AB)	CC West Mercia
	Amanda Blakeman (AMB)	ACC Local Policing
	John Campion (JPC)	Police and Crime Commissioner West Mercia
	Andy Champness (AC)	CEO West Mercia
	Heather Costello (HC)	Director of Finance
	Stephen Cullen (SC)	T/ACC Protective Services
	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

	Name:	Capacity:
Apologies:		

	Name:	Capacity:
Guests:		

No.	Summary	Action
01/21/12/16	<u>Attendance / Apologies</u> As above. The Chair, Mr Seccombe welcomed everyone to the meeting at Leek Wootton and the season of goodwill.	
02/21/12/16	<u>Minutes / Actions from previous meeting (30.11.2016)</u> The update on Vehicle Hire was a verbal update report with the Chiefs. Action: RE will email this to AC on the evening of 21/12/2016. The draft Minutes were approved subject to amendment.	RE

	<p>Page 4 (Item 03/30/11/16 - final paragraph) - The outline business case was presented and no decisions would be made in November. Recommendations for approval at the December meeting were made.</p> <p>Page 5 (Item 07/30/11/16 - final paragraph) - It was confirmed that the TIE Committee are already involved.</p> <p>Page 12 - Recommendation No. 4 - To be redacted.</p> <p>Action Updates: 30/11/16 06 – Completed 30/11/16 07 - ongoing 30/11/16 09 - ongoing 30/11/16 10 – Completed 30/11/16 11 – due 22/02/17</p>	
<p>03/21/12/16</p>	<p><u>Strategic Outline Business Case (SOC)</u></p> <p>KM re-circulated the Strategic Outline Business Case and requested any feedback.</p> <p>Following informal endorsement of the SOC the business case for Track 1 is under development. The business case will scope the resource and timeline requirements to mobilise the Track 1 project activity. This includes the development of the necessary design authority to ensure coherent design. The business case will be provided to AGG in January 2017. Change Forum and PWC are supporting its development.</p> <p>There were no requests for amendments. The recommendations at page 10 of the paper were then considered. PCCs and CCs:</p> <ol style="list-style-type: none"> 1. Endorsed the direction of the strategic objectives, design and service delivery model outlined in section 2.3.1 of the report as an appropriate response to the Police and Crime Plans and Looking to 2020. 2. Endorsed the summarised business needs to deliver the 2020 Strategies in this report. 3. Endorsed the Track 1 and Track 2 approach to addressing these business needs. 4. Endorsed that a business case (using typical alliance templates, not Green Book) will be provided in January 2017 focusing on Track 1. 5. Endorse that the business case provided in January 2017 will further develop the approach to Track 2, informed by the detailed scoping for Track 1. 	

	<p>A new Deputy Head of IT was proposed as part of the overall budgets. The formal agreement to the budget will be in February 2017.</p> <p>Action: Aside from the above PS requested that the Commissioners would like a more standard format for submission of future papers, so that they arrive in a readable and logical format. It was agreed that the Commissioners needed timely submissions and T/DCC Chris Singer will arrange for standardisation of report formats so that the Commissioners are able to make decisions more efficiently.</p>	<p>T/DCC Chris Singer</p>
04/21/12/16	<p><u>Appointment of independent members to the Joint Audit Committee (JAC)</u></p> <p>The Appointment of independent members of the JAC paper was presented to the group. It was considered that the members of the Joint Audit Committee were some of the best in the country when considered against performance nationally; the members are extremely well qualified.</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>	
05/21/12/16	<p><u>Money Matters (Paper)</u></p> <p>The Director of Finance presented her financial report to the meeting. The report forecasts the full year out-turn for the 2016/17 financial year based on the out-turn for the eight months to November 2016. The projections are the result of a high level review within Finance. HC reported that the current format would be updated in the New Year with the new format being introduced from 1st April, 2017.</p> <p>PS reported that he had decided to freeze the Council Tax element in the New Year, but that the Policing Model that he had seen would mean a rise in the Council Tax element in the future. JC reported that he would be freezing the Council Tax element in the New Year and as he saw it the resources available would need to be deployed more efficiently.</p>	

	<p>PS added that he would be freezing the Grants allocation and he was pleased that he could see his office would not cost any more in the New Year either.</p> <p>MJ felt it had been a thorough process and more challenging than in previous years, he will work as part of a team and focus on the delivery.</p> <p>Recommendation That the financial position at 30th November 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>Action: LH will review the Treasury Management Strategy.</p> <p>PS thanked LH & HC for their detailed report.</p>	<p>LH</p>
<p>06/21/12/16</p>	<p><u>Change Programme Update</u> KM reported on a number of key issues, as follows:-</p> <p>1.Athena</p> <p>1.1 Overall Progress. The overall positive progress with Athena included the successful completion of the technical testing of BRC patch 1, completed on the 25 November. This has increased the confidence in the system. Patch 2 is due to be tested in December, with progression with BRC pre-audit in January 2017, if successful. The continued positive progress will result in increased confidence that alliance will be the next force to go-live in September 2017. Both KM & MJ were aware that this is tight, but are confident of success. The Commissioner was pleased with this positive news.</p> <p>1.2 Custody. KM reported that a major piece of work to design and develop the new critical bail functionality was well underway. Process maps were 80% complete and work to develop training / interactive help products was ongoing. Custody training schedules were planned and new NSPIS trained Custody Sgts would have their Athena conversion courses in January 2017 to allow them to commence using the remote learning packages.</p> <p>1.3 Training. KM reported that the training team was still engaged in the review of training and assessment of future training needs. The team had been linking in with the relevant business areas to ensure that specialist courses were fit for purpose. The team would also be supporting the testing of BRC, scheduled for the two weeks commencing 9 January 2017.</p>	

2. Enhancing Our Public Delivery Programme

2.1 Minor alterations to the programme definition document have been completed and will be discussed at Programme Board in early January. The risk register and management plan will be re-scoped for January delivery. Benefits profiles are being compiled.

2.2 Intelligence A series of options have been presented of a core concept for the future model. Phase 1 of Intelligence Project initial design is being completed and will be with Programme SRO (T/DCC Singer) by the end of December. Phase 2 will start in January, with more in depth design of intelligence model implementation including process mapping activities. Design for SSI and Analysis is also being completed.

2.3 MASH. The Alliance MASH Governance Group has met and determined that the project has delivered as intended and that outstanding actions can be delivered as BAU. The Alliance will maintain a MASH Strategic Oversight Group, chaired by the Head of Crime, to maintain an action log and ensure corporacy of delivery. As a result, a project closure report will be completed in due course.

2.4 ANPR The camera install phase of the project is in progress, with potential completion in May 2017. All stakeholders approved the BOF technical solution at the end of November. Active BOF (critical to delivery) is now expected in April 2017.

3. Enhancing our Workspace and Knowledge Programme

Telematics Issues, relating to vehicle models, capturing of inputs and therefore not installing Telematics into vehicles as quickly as required, have resulted in full project delivery by March 2017 being at risk. Additional resources have been allocated by the contractor but they are not delivering as fast as they should. There is a current unacceptable failure rate for information not being recorded when it should. A meeting is scheduled for 20 December to discuss mitigating actions. A further options paper regarding Telematics in unmarked cars has been submitted for a decision. There is a risk that benefits will not start to be realised from March 2017 as planned. This project has now gone into exception based on the above information.

Telematics (SC)

It was reported that there had been a 20% failure rate in terms of vehicles reporting back to base. SC reported that due to the failure rate in Phase 1 they would not be moving

to Phase 2 until the technical capability is confirmed as able to deliver what is required. The Telematics contract was deliberately structured in that way and all involved are aware the technical solution is awaited. JC is keen to see the benefits of Telematics delivering the anticipated savings. T/DCC Chris Singer will know more by the end of the first week in January.

Action: KM and CS to provide an update on the Telematics contract and delivery of savings at the next AGG meeting in January.

KM / SC

3.1 Data Network Delivery is reported as on track for the majority of sites by Dec 2016, with finalisation in June 2017.

3.2 Desktop Rollout Funding has been secured to appoint an additional 4 FTE resources on a 6-month contract to bring delivery back on track. Successful delivery to time of this project is critical for a number of projects within the wider programme.

3.3 Body Worn Video Following business case approval, the project is moving to initiation phase and necessary documentation will be drawn up for approval. Supt McWilliam has taken over as new project lead. Resource requirements are being assessed. It is feasible that a limited number of BWV cameras will be deployed by 31st March 2017 however full deployment may not be complete until Summer 2017.

4. Improve Public Contact and Communications Programme

4.1 Telephony: A temporary programme manager has been employed to provide a review of this project, report upon its key interdependencies and compile an accurate sequencing chart. Initial draft will be provided to the January programme board.

4.2 OCC Hindlip build is on schedule. Neville House reworking has commenced. **Action: PS would like to visit Neville House in Feb / March.**

NH

4.3 OET The team are planning product development cycles (sprints) with SAAB following SCRUM Agile training. A gap analysis is underway to compare the Cheshire configuration against our requirements which will allow the Alliance to fully understand the development works required to achieve the minimum viable product for Release 1.

5. Supporting our People and Services Programme


Timelines and resourcing have now been populated with allocated staff from enabling departments and project

	<p>support. The draft upgrade work for Origin has been reviewed with formal implementation of the project (project initiated on 16 Dec). Liberata timescales have been reviewed with detailed costing structures and role information provided to supplier to populate the built environment and allow the first parallel run. The new payroll system self-service options discussion paper was agreed by the programme board in November and the decision passed to the payroll provider, Liberata. The commissioning change project is finalising the action plan for the lessons learned, and has also been redeveloping the resourcing plan, undertaking recruitment and delivered an awareness raising event on the 8 December as part of the broader change work. The workshop findings for transactional service centre work and the impact on service areas has been discussed with the Change Forum and SRO for the SPS programme and assessment work is now being planned for delivery.</p> <p>6. Programmes Resourcing</p> <p>Transformation director recruitment is now ongoing with HR and procurement support. Interviews for permanent Senior Programme Manager will take place on 5 & 6 January. Four permanent Programme Managers are now in place, with one further PM to appoint following interviews on 12 January. A Design, Review and Commissioning Manager role is in recruitment. All programmes are re-assessing resourcing needs for the next 18 months, and proposals will be presented as part of Strategic Business Case work in January.</p> <p>JC said this recruitment process was taking an awfully long time.</p> <p>Change Team Items</p> <p>A Change event took place at Sixways on 8 December, with 160 senior officers and staff briefed on SDM and significant projects and work. Positive feedback had been received. Three further events are planned to brief 604 Inspectors and Police staff equivalent in February 2017.</p>	
07/21/2016	<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. The full Corporate Governance Framework was attached as an Appendix.</p> <p>Recommendation</p> <p>That PCCs and CCs consider and review the framework and</p>	

	<p>adopt the Corporate Governance Framework.</p> <p>Decision Subject to correction of one typing error, the PCCs and CCs approved the revised document.</p>	
08/21/12/16	<p><u>Strategic Investment in Vulnerability and Cyber (Paper)</u></p> <p>SC presented his paper prior to the AGG meeting for consideration. The purpose of the paper was to provide further outline proposals for a strategic investment to enhance the capacity and capability around vulnerability and cyber. The paper builds upon a discussion which took place at a budget planning day on 5 December 2016 and seeks to raise awareness and understanding and enable informed decisions to be made.</p> <p>Both Vulnerability and Cyber crime have been identified as strategic training priorities for 2017. PS expressed his disappointment that the costings on this had increased and noted that all the teams were based out of Hindlip.</p> <p>Action: JC and PS asked for further detail and reassurance on the costings and whether this was likely to increase even further.</p>	SC
09/21/12/16	<p><u>Alliance Vulnerability Strategy (Presentation & Paper)</u></p> <p>KM delivered the presentation to AGG. KM is setting the strategic direction through a Strategic Board. The Head of PVP is Silver Lead.</p> <p>All senior practitioners have had the new model introduced to them. The next stage is development of a Vulnerability Strategy. KM represents the Forces at national level. The Strategic Board will decide who receives the training and when.</p>	
10/21/12/16	<p><u>January Leadership Event (Presentation)</u></p> <p>A conference for the top 120 leaders is planned for 10 January 2017 where the aim will be to recognise that there are different types of complexity within vulnerability and that these require different approaches if they are to be resolved successfully. The “#Always Learning” initiative will also be launched in January.</p>	
11/21/12/16	<p><u>Directorate Updates</u></p> <p>Local Policing - Amanda Blakeman (Paper) A comprehensive report was provided to the group. PS commented that he had received a highly positive communication from the head of the British Association of</p>	

	<p>Shooting & Conservation in regards to a recent very positive experience one of their members had received in communicating with the Firearms Licensing Unit. They were to be congratulated. Staff have embraced the hard work required within the various areas within Local Policing. In particular the staff within OCC were to be noted for their sustained improvement in performance levels being achieved on 999 and 101 calls.</p> <p>A Mental Health Triage capability will commence in Worcestershire and in Warwickshire at peak times from 5.00p.m. to 1.00a.m. AB will report back on this in 6 months' time.</p> <p>PS thanked AB for her detailed report and excellent work.</p> <p>Protective Services - Steve Cullen (Paper) A comprehensive update paper was provided to the group. No questions were raised. PS thanked SC for his report.</p> <p>Enabling Services - Richard Elkin (Paper) A comprehensive update paper was provided to the group. No questions were raised. PS thanked RE for his report.</p>	
08/28/10/16	<p><u>AOB.</u></p> <p>None raised.</p>	
	<p><u>Date, time and location of next meeting.</u></p> <p>The next meeting will be held on Tuesday 24th January 2017 at 10:00 in the Allsop Room, at Hindlip.</p>	

With nothing further to discuss the meeting closed at 16:15.

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
30/11/16	06	<u>Cyber Crime Strategy</u> Action: SC to make the minor amendments to the Cyber Crime Strategy.	SC	21.12.16
30/11/16	07	<u>Body Worn Video (BWV)</u> Action: AMB to arrange for PS to have a demonstration of the BWV kit. Update 21.12.16. Supt. McWilliam to make contact with Warwickshire PCC direct to arrange demo and AB to ensure request actioned.	AMB	24.01.17
30/11/16	09	<u>Change Programme Update</u> A brief discussion was held on Athena and the Back Records Conversion (BRC). Two audits of the data are required to be completed before the go live date can be set. Action: MJ to arrange for PS to receive a demonstration of Athena. Update 21.12.16. In progress.	MJ	24.01.17
30/11/16	10	<u>Money Matters</u> Action: HC to include any updates on actions for Finance within the next monthly Money Matters report.	HC	21.12.16
30/11/16	11	<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. Action: RE to look into this suggestion.	RE	22/02/17
21/12/16	03	<u>Strategic Outline Business Case (SOC)</u> Action: T/DCC Chris Singer will arrange for standardisation of report formats format.	CS	24/01/17
21/12/16	05	<u>Money Matters</u> Action: LH will review the Treasury Management Strategy.	LH	24/01/17

Date of Meeting	Action Agenda Item No.	Action	Owner	Action Completion Date
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.</p>	KM SC	24/01/17
21/12/16	06(b)	<p><u>Change Programme Update</u> <u>4. Improve Public Contact and Communications Programme</u> 4.2 OCC Hindlip build is on schedule. Neville House reworking has commenced. Action: PS would like to visit Neville House in Feb / March.</p>	NH	24/01/17
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.</p>	SC	24/01/17

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 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 (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 PCC's and CCs 21/12/16</p>