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## Alliance Governance Group Minutes

Date:	Wednesday 30 <sup>th</sup> November 2016, 14:00, Willison Room, Hindlip
Chair:	John Champion, PCC West Mercia
Minute Taker:	Alison Rixom

	Name:	Capacity:
<b>Attendance:</b>	Anthony Bangham (AB)	CC West Mercia
	Amanda Blakeman (AMB)	ACC Local Policing
	John Champion (JPC)	PCC West Mercia
	Heather Costello (HC)	Director of Finance
	Andy Champness (AC)	CEO West Mercia
	Stephen Cullen (SC)	T/ACC Protective Services
	Richard Elkin (RE)	Director of Enabling Services
	Liz Hall (LH)	Treasurer, Warwickshire / West Mercia
	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)	PCC Warwickshire
	Chris Singer (CS)	T/DCC West Mercia

<b>Apologies:</b>		
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	Name:	Capacity:
<b>Guests:</b>		

No.	Summary	Action
01/30/11/16	<p><b>Attendance / Apologies.</b> As above. Mr Champion welcomed attendees. The chair congratulated SC on passing his PNAC course. The PCC's expressed an intention to come together for a joint budget strategy. With regard to budget cycles, everyone recognised the chapter that had come before and noted pride in the journey that the forces have been along and the confidence that we can continue to deliver.</p>	
02/30/11/16	<p><b>Minutes / Actions from previous meeting (26.10.2016).</b> The minutes of the last meeting were agreed as a true and accurate record and approved.  Duplicate action to be removed from the Actions list 26/10/16 – 05 Money Matters – details were same as action above.</p>	

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Action 05 - /26/10/16 – Money Matters –  
 Action: The question of movement of Officers into Operation Devonport was raised and RE will be asked to look at whether vacancy rates were the same in Operation Devonport as in the rest of the organisation.  
**Update 30.11.16** – action completed, RE provided an explanation to the group who were satisfied with the answer.

**Action Updates.**

Action 28/09/16, 05 - Completed  
 Action 28/09/16, 07 – Completed  
 Action 26/10/16, 02, - Completed  
 Action 26/10/16, 03 - Completed  
 Action 26/10/16, 05 – Removed - Duplicate  
 Action 26/10/16, 05(a) – Ongoing  
 Action 26/10/16, 05(b) – Ongoing  
 Action 26/10/16, 05(c) – Ongoing  
 Action 26/10/16, 05(d) - Ongoing

**Matters Arising.****26.10.16 – 05(a) Money Matters (JCa)**

**Action:** JCa to provide a further breakdown of the £0.246 Overspend on Consultancy fees and a clearer explanation of the Prosecution / witness income of £0.068m (costs awarded by the Courts).

**Update 30.11.16:** Details to be incorporated in the next Money Matters report (21.12.16).

**26.10.16 – 05(b) Money Matters (JCa)**

Capital Grants are carried forward from previous years and they are awarded individually to each Force.

**Action:** Treasury Management Strategy - discussion ensued and the Strategy follows CIPFA professional codes of practice. JCa will provide to both PCCs with a breakdown of where funds are invested.

**Update 30.11.16.** Separate Breakdown produced after the meeting and forwarded to PCCs for information.

**26.10.16 – 05(c) Money Matters - JCa**

The table on Average Payment Days for October 2015 to September 2016 was noted.

**Action:** JCa to report the previous figures for Average Payment Days to see if the previous year's figures looked the same.

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	<p><b>Update 30.11.16</b> – Details to be incorporated in the next Money Matters report (21.12.16).</p> <p><b><u>26.10.16 – 05(d) Money Matters - RE</u></b>  There were also discussion around accident repairs and Casual Users Mileage which JCa was asked to investigate and the costs for Vehicle Hire were considered still very high. <b>Action: Both PCCs requested further detail on Vehicle Hire.</b></p> <p><b>Update 30.11.16.</b> No update provided at this meeting – c/fwd.</p>	
03/30/11/16	<p><b><u>Transformation Approach</u></b></p> <p>A paper had been circulated to the group prior to the meeting.  A presentation was given to the group by DCC Manners and T/Ch. Supt Travis to provide an update on the Strategic Outline Case (SOC) which demonstrates the rationale for the options to enable the alliance to deliver the Police and Crime Plans for 2016-2020 for Warwickshire Police and West Mercia Police and the Looking to 2020 Vision for the alliance.</p> <p>The SOC is structured around five cases for change:</p> <ol style="list-style-type: none"> <li>1. The Strategic case</li> <li>2. The economic case</li> <li>3. The commercial Case</li> <li>4. The financial case</li> <li>5. The management case.</li> </ol> <p>The primary focus being the strategic case for change with the secondary focus being on the economic case for change.</p> <p>The SOC process has identified that a tailored, twin track solution is the only viable option that will address all three constraints of time, cost and capacity release whilst delivering the 2020 strategy and Police Crime Plans.</p> <p>The presentation provided a more comprehensive explanation for each of the 5 cases plus the projected timeline. This highlighted that 90% of the tasks involve ICT which will have a considerable impact in this area.</p> <p>Thanks were given for the detailed presentation and document received. Acknowledgement was given has to how far the process has progressed incorporating significant challenges. There is recognition that resources are required</p>	

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	<p>to do this level of change and that we will need to have a fit for purpose ICT team.</p> <p>All the group expressed that the work achieved is aspirational and realistic, with great thinking achieved in producing a good business case and there is a need to collectively get behind this area of work.</p> <p>A number of questions were raised by the group to which satisfactory explanations and answers were received. The focus was around the timeline, especially the number of programmes within it and reassurance was sought as to how achievable the program would be if there was slippage on any of the projects.</p> <p>All parties agreed with the content of the outline business case and that a full business case would be presented at the January AGG meeting.</p>	
04/30/11/16	<p><b><u>CMPG (Strategic Roads Policing)</u></b></p> <p>This item was referred to December AGG meeting.</p>	
05/30/11/16	<p><b><u>Specialist Capabilities Program</u></b></p> <p>The report was presented to the group to seek approval to submit a response to the Specialist Capability Program. This is a proposed joint response from the West Midlands region which consists of West Midlands, Staffordshire, Warwickshire and West Mercia. A brief discussion took place within the group around the concerns highlighted in the report. It was stated that there was no financial cost to either force and that the programme was being funded nationally.</p> <p><b>Decision</b></p> <p>The draft response was approved by the PCC's and CC's.</p>	
06/30/11/16	<p><b><u>Cyber Crime Strategy</u></b></p> <p>The amended Cyber Crime Strategy was presented to the group, which incorporated all the feedback from last month's meeting. The Strategic Partnership group has been reinvigorated and a similar approach is being delivered in West Mercia and Warwickshire.</p> <p>An amendment to the wording on Page 12, item 3 was proposed and accepted. It was noted that the ACC for Protective Services will provide overall leadership and governance for Cyber Crime Strategy.</p> <p>A copy of the draft development plan was presented to the PCC's. A few questions were raised and answers provided were satisfactory. Assessment by the Head of Learning</p>	

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	<p>Development will be undertaken and work around awareness will be carried out. Cyber advisors will form part of the strategy.</p> <p><b>Action: SC to make the minor amendments to the Cyber Crime Strategy.</b></p> <p><b>Decision:</b> Both PCCs were happy to move forward with the strategy and agreed sign off once the minor amendment has been made.</p>	SC
07/30/11/16	<p><b><u>Body Worn Video Business Case (BWV)</u></b> The Body Worn Video business case was presented to the group.</p> <p>The purpose of the business case is to outline the purchase and implementation of BWV in to Warwickshire and West Mercia police. The business case sought formal approval to invest funds in the financial year 2016/17.</p> <p>A comprehensive update was provided to the group and a number of questions were raised and the answers provided were of a sufficient nature for a decision to be made. The chair expressed thanks for the speed at which this business case was prepared. There is a need to ensure that all officers are considered especially in rural areas. Confirmation was provided that this area of business was included within the Change Programme.</p> <p>It was suggested that the business case be presented to the Trust, Integrity and Ethics Committee members to seek their assistance in communicating with the public. It was confirmed that the TIE Committee are already involved.</p> <p><b>Action: AMB to arrange for PS to have a demonstration of the BWV kit.</b></p> <p><b>Recommendation</b> 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>	AMB

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	<p><b>Decision</b> 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>	
08/30/11/16	<p><b><u>Contact Management Strategy</u></b> The contact management strategy was presented to the group. This work commenced two years ago. Thanks from AMB were extended to Head of Communications and Head of SSI for their help in producing the Strategy.</p> <p>The strategy ensures the public are at the very centre of how the alliance interacts with the communities it serves. It sets out a service standard that the public can expect to receive when having contact with the alliance and is a strategy that seeks to build trust and confidence in policing across the alliance geographically. It consists of 7 core principles and will be used as the framework from which every business area will deliver their contact management approach.</p> <p>It is a core piece of work sitting within the Improved Public Contact and Communications Programme board which is chaired by ACC, Local Policing. The board will hold responsibility for delivery of the strategy and ongoing review.</p> <p>The Strategy was well received by the group, has a common sense approach and is well written.</p> <p><b>Decision</b> The PCCs and CCs approved the strategy.</p>	
09/30/11/16	<p><b><u>Change Programme Update (Paper)</u></b></p> <p>DCC Karen Manners spoke to her report which provided the PCCs with a comprehensive update on the Change Programme, highlighting 4 headline areas.</p> <p>It was confirmed that the Mobile Working business case following the pilot is now in the later stages of drafting and is due to be submitted for discussion / approval at the December AGG meeting.</p> <p>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.</p> <p><b>Action: MJ to arrange for PS to receive a demonstration of Athena.</b></p>	MJ

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10/30/11/16	<p><b><u>Money Matters (Paper)</u></b></p> <p>The money matters report was presented to the group and provided an update on the forecast out-turn for the 2016/17 financial year based on the seven months to October. The projections are a result of a high level review.</p> <p>The report does not identify any significant changes to the figures presented in Quarter 2.</p> <p>The autumn statement confirmed there would be no changes to overall public spending in Government departments, however, final details and settlements for the Home Office and Police are expected in December.</p> <p>The PCCs noted the final position at 31.10.16 and the risks identified in the report.</p> <p><b>Action: HC to include any updates on actions for Finance within the next monthly Money Matters report.</b></p>	HC
11/30/11/16	<p><b>Workforce Management Report – Q2</b></p> <p>A comprehensive and lengthy report was provided to the group. The level of detail contained in the report was well received.</p> <p>The report highlighted that Police Officer numbers were at 100%. It also incorporated the difference in numbers against previous year indicating trends.</p> <p>A number of questions were raised, one being around female representation in high risk areas of policing (eg. Firearms). It is a known national issue. RE acknowledged the issue and has been discussing with ACC Local Policing with regards having demographic representation in the right places doing the right work.</p> <p>It was noted that the report contained improved data and a suggestion was made for the use of graphs rather than tables.</p> <p><b>Action: RE to look into this suggestion.</b></p> <p>RE is in the process of setting up a group to design an action plan around the figures and tackle the issues.</p> <p>An update was provided on the movement of Officers into Operation Devonport.. Davenport is an additionality and the decision to backfill was down to the local Commanders. The Officers were drawn solely from Warwickshire and funded by Warwickshire.</p>	RE

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	<p>The PCCs can be reassured that this is not an alliance resource.</p>	
07/30/11/16	<p><b><u>Directorate Updates</u></b></p> <p><b>Local Policing - Amanda Blakeman (Paper)</b> A comprehensive report was provided to the group.</p> <p>A brief discussion was held with regard to 101. Work has been done around resources and stabilising performance. The chair commented on how the force had responded very well to the challenge and had held a Holding to Account session which has resulted in improved weekly performance. He expressed his thanks to all staff for their hard work in improving the performance.</p> <p>AMB stated that if anyone wished to participate in Operation Christmas presence, they would be pleased to accommodate any requests.</p> <p>The Deputy PCC wished to express her thanks for the work being undertaken in Crime Bureau. The backlog situation is improving and went down by 19.6% last month and is continuing to drop.</p> <p><b>Firearms Licensing - (Paper)</b> A Firearms Licensing review action plan was presented to the group. The purpose of the document is to finalise the project work initiated in July 2016 to undertake a 12 week change method review to bring in short term change and completion of a transformation plan. The document will mark the gateway between the review and initiation of the implementation of the project work led through FLU and managed through the Public Engagement and Contract programme board.</p> <p><b>Protective Services - Steve Cullen (Paper)</b> A detailed overview was circulated prior to the meeting. A discussion took place within the group and a few questions were raised with satisfactory responses provided.</p> <p>ROCU - a few issues raised and the group were reassured that they would be kept up to date on all areas. It was stated that the DCC for Warwickshire was chair of the Deputy Chief Constables meeting and would ensure that updates and information would be provided on a regular basis. The PCCs were seeking assurance with governance arrangements. SC to raise this issue at the Change Board meeting in December and provide an update to the PCCs.</p>	



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	<p><u>Drones</u> - a business case is being prepared and will be shared with AGG members in the near future.</p> <p><u>Firearms Review</u> – a brief discussion was held and reassurance was provided on the situation with regards to the number of officers being trained.</p> <p><b>Enabling Services - Richard Elkin (Paper)</b> The update provided was accepted with no questions arising.</p>	
13/30/11/16	<p><b><u>AOB.</u></b> None raised.</p>	
	<p><b><u>Date, time and location of next meeting.</u></b></p> <p>The next meeting will be held on Wednesday 21<sup>st</sup> December 2016 at 14:00 in the Conference Room, at Leek Wootton.</p>	

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

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

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**Action Summary Table**

<b>Date of Meeting</b>	<b>Action Agenda Item No.</b>	<b>Action</b>	<b>Owner</b>	<b>Action Completion Date</b>
26/10/16	05 (d)	<p><b><u>Money Matters</u></b> There were also discussion around accident repairs and Casual Users Mileage which JCa was asked to investigate and the costs for Vehicle Hire were considered still very high. <b>Action: Both PCCs requested further detail on Vehicle Hire.</b> <b>Update 30.11.16.</b> No update provided at this meeting – c/fwd.</p>	RE	21.12.2016
30/11/16	06	<p><b><u>Cyber Crime Strategy</u></b> <b>Action: SC to make the minor amendments to the Cyber Crime Strategy.</b>  <b>Decision:</b> Both PCCs were happy to move forward with the strategy and agreed sign off once the minor amendment has been made.</p>	SC	21.12.16
30/11/16	07	<p><b><u>Body Worn Video (BWV)</u></b> <b>Action: AMB to arrange for PS to have a demonstration of the BWV kit.</b></p>	AMB	21.12.16
30/11/16	09	<p><b><u>Change Programme Update</u></b> 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.  <b>Action: MJ to arrange for PS to receive a demonstration of Athena.</b></p>	MJ	21.12.16
30/11/16	10	<p><b><u>Money Matters</u></b> <b>Action: HC to include any updates on actions for Finance within the next monthly Money Matters report.</b></p>	HC	21.12.16
30/11/16	11	<p><b><u>Workforce Management Q2 Report</u></b> It was noted that the report contained improved data and a suggestion was made for the use of graphs rather than tables.  <b>Action: RE to look into this suggestion.</b></p>	RE	22/02/17

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**Decision Summary Table**

<b>Date of Meeting &amp; Number</b>	<b>Decision No.</b>	<b>Action Agenda Item No.</b>	<b>Subject</b>	<b>Owner</b>	<b>Action Completion Date</b>
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	<b>Agreed by both PCCs – 26.05.16</b>
26/05/16	2	06	<p><b>Draft Revenue and Capital Outturn position for 2015/16.</b></p> <p><b>Recommendations:</b></p> <ol style="list-style-type: none"> <li>1. That the outturn financial position for 2015-16 is noted.</li> <li>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</li> <li>3. That where 2015/16 outturn has produced an unexpected variance that these budgets are considered in detail for the 2017/18 budget preparation.</li> <li>4 That £0.399m is added to the capital programme to cover changes.</li> </ol>	LH – Joint Treasurer	<b>Agreed by both PCCs – 26.05.16</b>
29/06/16	3	03	<p><b>Operations Enabling Technology (OET)</b></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"> <li>• achieve the Chief Officers strategic aims</li> </ul>	ACC Amanda Blakeman	<b>Agreed by both PCCs 29.06.16</b>

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			<ul style="list-style-type: none"> <li>• satisfy the business requirements of the future OCC</li> <li>• support the needs of the wider organisation</li> </ul> <p><b>Revenue</b> It is recommended that the revenue cost is funded as follows:</p> <ul style="list-style-type: none"> <li>• £225,544 in 2016/17 from in year underspend</li> <li>• £468,649 in 2017/18 from the invest to save reserve</li> <li>• £219,919 in 2018/19 is built into the budget as growth.</li> </ul> <p><b>Capital</b> 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><b>Decision: Both PCCs agreed to approve the business case, the revenue costs and capital funding.</b></p>		
29/06/16	4	04	<p><b>Extension: Restorative Justice Funding</b></p> <p><b>Recommendation:</b> To extend the Restorative Justice Pilot until 31<sup>st</sup> December 2016 at a cost of £85,513 (£53,236 from West Mercia and £32,277 from Warwickshire).</p> <p><b>Decision: Both PCCs agreed to the extension of the pilot by 5 months.</b></p>	Andy Champness, CEO, PCC, West Mercia	<b>Agreed by both PCCs 29/06/16</b>
28/09/16	5	04	<p><b>Space Utilisation</b></p> <p><b>Recommendations</b> 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	<b>Agreed by both PCC's 28/09/16</b>

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			<p>packages of work detailed here would augment the Estates Strategy to provide a much longer term solution.</p> <p><b>Advantages:</b> 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><b>Disadvantages:</b> Final costs of feasibility work not known, so Optimum Working Environment work would be undertaken 'at risk'.</p> <p><b>Decision:</b> 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><b>OCC Programme Update – Summary of Revised Capital Costs and Timeline for Neville House.</b></p> <p><b>Recommendation</b> That the Warwickshire PCC approved funding for the revised costs.</p> <p><b>Decision:</b> 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	<b>Agreed Philip Seccombe, PCC for Warwickshire 28/09/16</b>
26/10/16	7	04	<p><b>Extension: Restorative Justice Funding</b> 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><b>Recommendation:</b> 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	<b>Agreed by both PCC's 26/10/6</b>

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