

RECORD OF DECISION

TITLE: PROPOSED SALE OF FORMER POLICE STATION: Ref. PCC/D/2015/21

EXECUTIVE SUMMARY

To approve the sale of a former Police Station at Dale End, Coalbrookdale, Ironbridge TF8 7DS.

This decision request is accompanied by supporting Part 1 report.

RECOMMENDATION

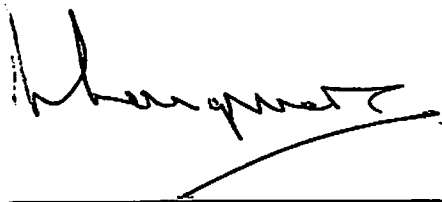
That subject to contract, an offer for a former Police Station at Dale End, Coalbrookdale, Ironbridge in the sum of £150,000 be accepted and the disposal take place on terms and conditions acceptable to the Head of Estates Services in accordance with the Procedure for the Disposal of Surplus Property within the Alliance Estate.

APPROVAL OF

West Mercia Commissioner

I hereby approve the above recommendation.

Signed



Date 28th September 2015

PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND ADVICE

SUPPORTING REPORT

Introduction

1.1 The ethos behind the rationalisation of the estate announced by the Police and Crime Commissioner in July 2013 was to dispose of surplus properties that will not be required to deliver the new policing model. Ironbridge Police Station was identified as surplus within that announcement.

2.0 Background

2.1 Following the delivery of the new policing model and the People Movement Plan, this property became available for disposal.

2.2 The property is a single storey brick built building extending to approximately 304 sq ft (28.22 sq m) and the site area is approximately 0.33 acres (0.13 hectares). See attached title plan.

2.3 Offer were invited offers in the region of £195,000, which was felt suitable to test the market but also optimistic. Throughout the 14 month marketing campaign there has been very little interest despite a comprehensive marketing campaign which included direct targeting of local developers as well as internet marketing.

2.4 it is recommended that subject to contract, the offer from JG Developments in the sum of £150,000 is accepted and the disposal take place on terms and conditions acceptable to the Head of Estates Services.

3. LEGAL CONSIDERATIONS

The sale price achieves best value as required under Section 123 of the Local Government Act 1972.

4. FINANCIAL CONSIDERATIONS

4.1 The sale of the now vacated police station will reduce the costs by Estimated Annual Savings of £4,000 and accumulated backlog repairs estimated at £2,800.

4.2 This offer provides a valuable capital receipt amounting to £150,000 towards the organisation's future capital programme, thus reducing borrowing. Harris Lamb fee for this transaction is expected to be £2,600 plus VAT. Legal costs are estimated to be in the region of £750

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OFFICER APPROVAL

Chief Executive Officer

I have been consulted about the proposal and confirm that financial and legal advice have been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the West Mercia Commissioner.

Signature 

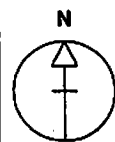
Date: 28th September 2015



TITLE NUMBER
SL162553

APPLICANT
B. J. J. J. J. J.

WREKIN

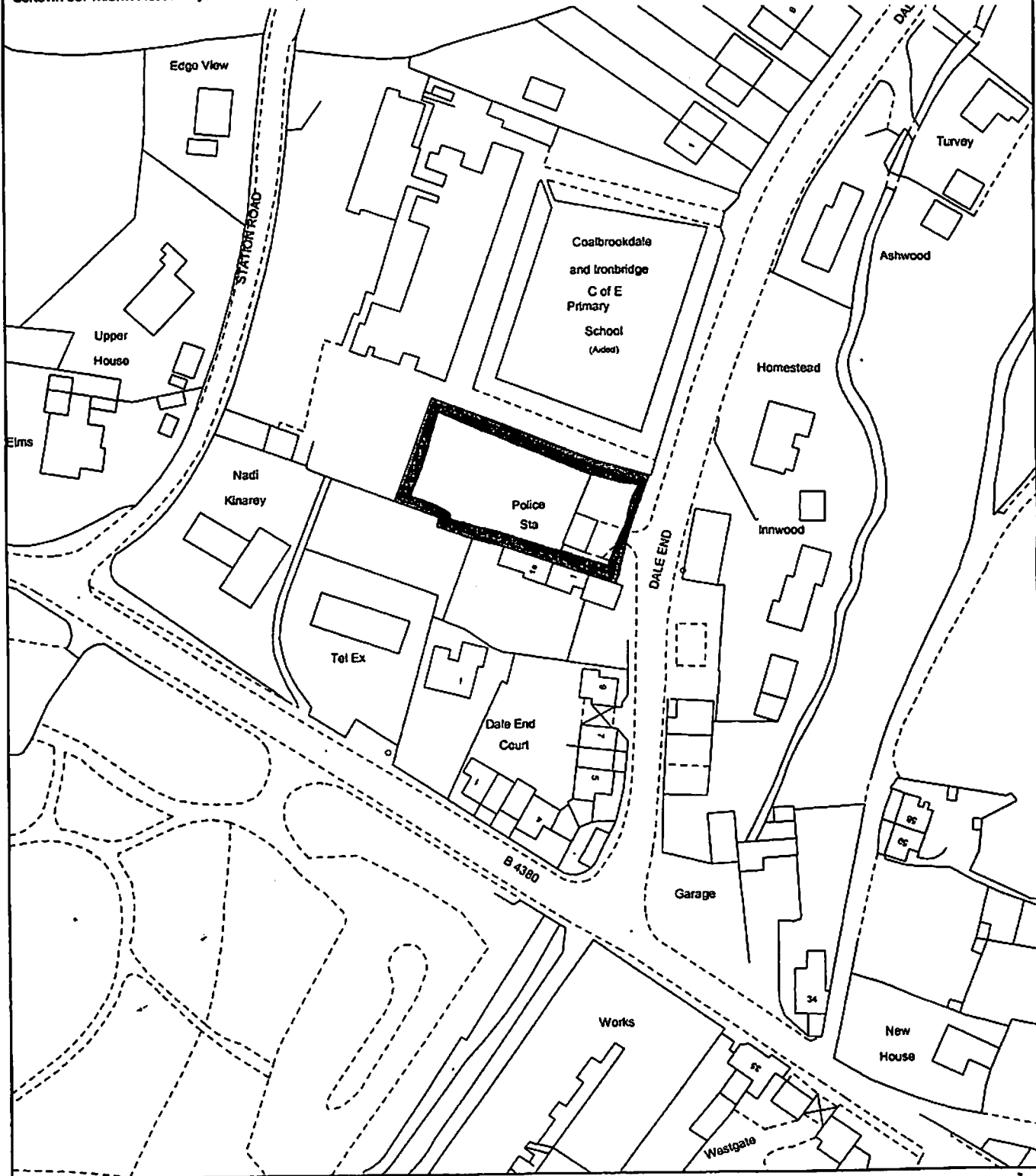


ORDNANCE SURVEY MAP REFERENCE:

SJ6603NE

SCALE 1:1250 Enlarged from 1/2500

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This title plan shows the general position of the boundaries: it does not show the exact line of the boundaries. Measurements scaled from this plan may not match measurements between the same points on the ground. For more information see Land Registry Public Guide 7 - Title Plans.

This official copy shows the state of the title plan on 23 August 2004 at 13:55:58. It may be subject to distortions in scale. Under s.67 of the Land Registration Act 2002, this copy is admissible in evidence to the same extent as the original.

Issued on 23 August 2004.

This title is dealt with by the Telford District Land Registry.



RECORD OF DECISION

TITLE: Location of Criminal Justice Functions at Malvern Police Station
Ref: PCC/D/2015/22

EXECUTIVE SUMMARY

In August 2014 a business case from the Head of Criminal Justice to restructure Criminal Justice functions was approved by Chief Officers acting within their delegated authority. Integral to this business case was that future Criminal Justice functions would operate from two locations, one in Warwickshire and one in West Mercia.

The business case proposed two locations: Leamington in Warwickshire and Malvern in West Mercia. These sites were chosen due to being perceived as providing the best balance between financial and operational factors including staff retention and building capacity.

In July 2015 it was reported that the current cost estimates for carrying out internal alterations at Malvern would significantly exceed those which had been provisioned within the Interim Estates Plan. This paper sets out the basis for those costs and provides assurance that there is no reasonable alternative to the proposed location of Criminal Justice at Malvern Police Station and that the cost estimate provided for the internal alterations at Malvern is justified.

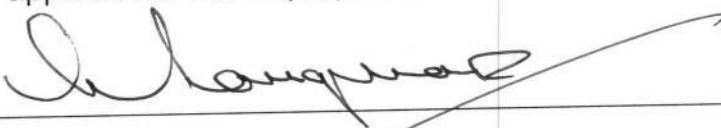
RECOMMENDATION

1. To authorise the Criminal Justice alterations at Malvern working to the feasibility estimate.
2. To include within the overall works the modernisation of the Response and SNT working areas on the ground floor, working to the feasibility estimate.

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.

Signed



PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

1 Background

- 1.1 In August 2014 a business case from the Head of Criminal Justice to restructure Criminal Justice functions was approved by Chief Officers acting within their delegated authority. Integral to this business case was that future Criminal Justice functions would operate from two locations, one in Warwickshire and one in West Mercia.
- 1.2 The business case proposed two locations: Leamington in Warwickshire and Malvern in West Mercia. These sites were chosen due to being perceived as providing the best balance between financial and operational factors including staff retention and building capacity.
- 1.3 In July 2015 it was reported that the current cost estimates for carrying out internal alterations at Malvern would significantly exceed those which had been provisioned within the Interim Estates Plan. This paper sets out the basis for those costs and provides assurance that there is no reasonable alternative to the proposed location of Criminal Justice at Malvern Police Station and that the cost estimate provided for the internal alterations at Malvern is justified.

2 Malvern Site compared with Alternative Options

- 2.1 Malvern has a significant amount of under-utilised space within the building even though it currently houses the Malvern SNT's, Patrol, Firearms Licensing Unit, Wide Loads team, Criminal Justice, Business Support, CBRN store and an Ambulance response base.
- 2.2 Due to this significant amount of under-utilised space and other sites nearing full capacity, Malvern is the only site within the West Mercia property portfolio with the potential capacity (following internal alterations) to be able to accommodate 115+ Criminal Justice Staff without significantly impacting on other Policing functions.
- 2.3 The cost of internal alterations to accommodate the Criminal Justice Team at Malvern is estimated to be in excess of the budget allocated for this work (excluding improvements for other building users and DDA). It should be noted that there would be some refurbishment costs whichever location was chosen for this function.
- 2.4 Estate KPI data indicates the cost of occupation at Malvern Police station is significantly below the West Mercia average.
- 2.5 Analysis on staff home addresses shows that a move to the Malvern site is likely to provide greater staff retention and lower redundancy costs. A move to Malvern is estimated to incur half the amount in redundancy costs compared to if the site were in the North of the force. This is because two thirds of criminal justice staff live within commutable distance of Malvern. A further benefit of the Malvern site is that it has plenty of car parking capacity which

should be attractive to staff who have to commute by car.

- 2.6 If the decision was to move Criminal Justice teams to Malvern this would open up an opportunity for the disposal of Redwood House and therefore a capital receipt could be obtained. In addition the annual revenue savings would be in the region of £73k pa.

2.7 Alternative Option 1: Lease or Purchase Office Accommodation

Lease: Based upon accepted design guidance an office building with a Net Internal Area (NIA) of circa 645m² would be required to accommodate the Criminal Justice staff. Whilst a detailed site search has not been carried out, the estimated cost of such an office (to include rent, rates and all other outgoings) would be in the range of £185k to £240k p.a. In addition to these costs, fit-out and ICT connectivity costs would be incurred at the outset of such a lease and likely to be subject to a dilapidation claim by the landlord at the termination of a lease. Fit out costs are likely to range from £500k to £1.2 million depending on the standard of accommodation. Whilst no specific buildings have been identified, purchasing a freehold office building to meet the required brief would be approximately one and a half times the amount of the estimated refurbishment cost of Malvern police station. Further to which fit out and ICT costs would be incurred and estimated annual expenditure would be in the region of £75k to £90k p.a. The main problem with this option is the uncertainty around finding suitable premises to either lease or purchase plus the time taken it would take to complete the fit-out works required. It would be impossible to meet the savings timescales of March 2016.

2.8 Alternative Option 2 : Council Office Accommodation in Malvern

The availability of surplus office accommodation has been investigated with the Malvern Hills District Council and their surplus space does not meet the required brief as it falls well short of the floor area needed to accommodate the number of workstations.

2.9 Alternative Option 3 : The Existing Police Estate

One of the key objectives of the Criminal Justice re-structure is the location of staff under one roof in West Mercia. A review of the existing estate, including buildings which are within the Estate Rationalisation Programme, has been undertaken and as mentioned previously no capacity exists at a single location that will meet the required brief apart from Malvern Police Station.

2.10 Future Estate Strategy

The original business case reflected existing Estate Strategy in so far as it proposed Malvern as the immediate location with the long term aspiration being to locate Criminal Justice functions at Hindlip. This Hindlip master planning work has identified that there is currently not enough space available for the Criminal Justice teams at Hindlip.

2.11 Summary

Malvern is a valuable building asset which is currently being under-utilised

with no alternative accommodation options for operational teams who are currently based there. The revenue and capital costs associated with leasing or purchasing a building exceed the existing expenditure at Malvern Police Station and are therefore deemed unviable. The availability of Council accommodation in Malvern has been investigated and does not meet the required floor area. There is no capacity at any other single site within the West Mercia Estate apart from Malvern Police Station that meets the required brief. It is for this reason that the Malvern site is considered to be the most effective accommodation solution based on the accommodation requirements for a centralised Criminal Justice Team in the West Mercia footprint.

3 Feasibility Cost Estimates

- 3.1 A costed feasibility study based on detailed accommodation requirements has been produced by the Alliance Estates Department (prior to Place Partnership Ltd transfer). This has estimated the cost to provide the minimum acceptable accommodation standards for Criminal Justice teams at Malvern exceeds the current budget allocated to it. These costs exclude DDA improvements and accommodation improvements for other building occupants.
- 3.2 Improvements and alterations to modernize ground floor working areas occupied by Response and SNT teams is estimated to cost a further amount.
- 3.3 The feasibility cost plan incorporating the two options has been provided within the Appendix to the Part 2 report.
- 3.4 Post feasibility study enquiries have also been made around the costs of incorporating a lift to provide disabled access to each floor. This would need to be attached to the outside of the building and the high level estimate for this would be in the region of £160k including OHP & Prelims.
- 3.5 Feasibility Costs Justification

The building was constructed in the 1960's and is largely in the same format as when it was built, which is cellular offices of solid wall construction. In order to accommodate both the existing staff and 115 criminal justice staff a significant amount of internal walls need to be removed and a change in furniture strategy to modern smaller desking is required. The building is under provisioned with welfare facilities such as toilets, showers and kitchen facilities for the proposed levels of occupation. The only shower facilities in the building are located within the toilets on the first floor, which is required to accommodate criminal justice teams. It would be deemed as inappropriate & inefficient for shared showering/welfare usage use by Police Officers when they are based on the ground floor. The first floor is also used for locker storage, kitchen, restrooms and office/meeting rooms for the station inspector as well as hot desking for general staff. These facilities will need to be replicated on the ground floor again to make way for the criminal justice teams. The second floor is occupied by the existing on site Criminal justice staff case workers and their files; however the size & format of the existing furniture, combined with the position of some existing stud wall partitioning make the space plan very inefficient. This will need to be remedied in order to accommodate additional criminal justice staff on this floor. No long term strategy has existed for this building for a number of years and therefore there

has been reduced routine/planned maintenance. For this reason areas within building will require additional attention and predominantly the re-using of building components i.e. current light fittings won't be possible. The backlog maintenance costs on this building are currently £81,600 and through the proposed works at Malvern this could be reduced to minor amounts.

3.6 Cost Estimate Comparison (BCIS)

In order to demonstrate that the budget proposed is representative of costs incurred on other Police Building Projects a report from the BCIS (Building Cost Information Service) has been included within appendix B. The information relevant to what is proposed at Malvern is that the average £/m² rate for the rehabilitation/conversion of a police admin/control building is £1,014/m². The BCIS costs excludes contingencies, external works, professional fees and VAT, therefore the cost to compare from the Malvern project is £780/m². This is significantly lower than the average and within the lower quartile of actual costs incurred.

3.7 Feasibility cost summary

The above sections on the current building condition and format, the extent of the works and cost comparisons demonstrate the budget estimate for these works is fair and is inline with industry benchmarks.

4. Recommendation(s)

4.1 To authorise the Criminal Justice alterations at Malvern working to the feasibility estimate.

4.2 To include within the overall works the modernisation of the Response and SNT working areas on the ground floor, working to the feasibility estimate.

4.3 This is due to:

- a) The ground floor areas occupied by the SNT and Response teams have received no decorative works for around eight years. Under the existing planned maintenance arrangements whereby budgets are limited and maintenance is apportioned according to risk, the likelihood is no decorative works will take place for another eight years or more.
- b) Carrying out alterations to the SNT and Response area at a later date will bring about greater disruption (as the building will be fully occupied) and additional costs i.e. contractor preliminaries.

4.4 As a result of Criminal Justice Teams occupying space on the first floor, offices which both Sergeants and Inspectors currently use for private working will have to be absorbed within the current working space on the ground floor. Thus applying further pressure on the space Response and SNT team's currently use. The proposed refurbishment of the Response and SNT space would accommodate these facilities

FINANCIAL COMMENTS

- 5.1 The detailed costings are commercially sensitive, but all the recommendations can be funded from revenue underspends in the 2015/16 budget. The details are as set out in the Part 2 report.

LEGAL CONSIDERATIONS

- 6.1 By virtue of schedule 11, paragraph 14 of the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of commissioner. That includes: entering into contracts and other agreements (whether legally binding or not) and acquiring and disposing of property (including land).

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OFFICER APPROVAL

Chief Executive Officer

Signature ... *Adey Crampsey* ... Date *2nd October 2015* ...

RECORD OF DECISION

TITLE: Police and Crime Commissioners and Chief Constables for West Mercia and Warwickshire: Joint Corporate Governance Framework
Ref. PCC/D/2015/23

EXECUTIVE SUMMARY

To establish a Joint Corporate Governance Framework to give clarity to the way the two organisations, Police and Crime Commissioner and Chief Constable, will be governed both jointly and separately, to do business in the right way, for the right reason at the right time.

This decision request is accompanied by supporting Part 1 report. There is no Part 2 supporting report.

RECOMMENDATION

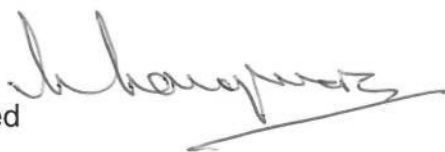
To approve the Joint Corporate Governance Framework.

APPROVAL OF

West Mercia Commissioner

I hereby approve the above recommendation.

Signed



Date 11th November 2015

PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND ADVICE

SUPPORTING REPORT

1. INTRODUCTION

The corporate governance framework by which the Office of the Police and Crime Commissioner and Police will be governed, both jointly and separately consists of:

Statement of corporate governance – a statutory framework and local policy,
Code of corporate governance – which sets out how the core principles will be implemented,

Scheme of corporate governance – which defines the parameters within which the organisations will conduct their business,

Financial Regulations and Contract Standing Orders

2. BACKGROUND

- 2.1. The Joint Corporate Governance Framework has been in existence across the Alliance since the inception of Police and Crime Commissioners and the creation of Chief Constables as separate legal entities. It was fundamentally reviewed for April 2014 and the transfer of staff to the Chief Constables. In accordance with established good practice, the Framework has again been reviewed by the Chief Executives, Treasurer and Deputy Treasurer, Director of Finance and Head of Procurement, Director of Enabling Services and Head of Legal Services.

3. REVIEW

- 3.1. The following parts of the Statement of Corporate Governance have been changed:

Section 1.1.2 page 1: Statement inserted to recognise the significance of the alliance to both Police and Crime Commissioners and Chief Constables.

Section 1.4.1 page 2: a 5th bullet point has been inserted defining cooperative arrangements.

- 3.2. The following part of the Code of Corporate Governance has been changed:

Section 2.3.3 page 5: Express inclusion of the additional 2 principles added by the Code of Ethics to the Nolan principles

- 3.3. The following parts of the Scheme of Corporate Governance have been changed:

Section 3.1 page 7: Express inclusion of a Police and Crime Commissioner's ability to give consent to a Chief Constable to enter into a contract or agreement on a case by case basis, restating the position at law.

Section 3.4.9 page 11 Delegations by the Police and Crime Commissioner to the Chief Executive: Delegating responsibility for being the Senior Information Risk Owner

Section 3.4.33 page 13 Delegations by the Police and Crime Commissioner to the Chief Executive: amendments to the criteria for approving requests for assistance in legal proceedings to ensure consistency of terminology throughout the Framework

Section 3.6.2 page 14 Delegations by the Police and Crime Commissioner to the Director of Finance: requirement for regular reporting of decisions made on behalf of the Police and Crime Commissioner to ensure transparency and accountability. This is currently fulfilled through the regular quarterly out-turn reports and Money Matters reports to AGG.

Sections 3.7.2 page 14 Delegations by the Police and Crime Commissioner to the Director of Enabling Services: requirement for regular reporting of decisions made on behalf of the Police and Crime Commissioner to ensure transparency and accountability. This is currently fulfilled through Property Board and regular reports to AGG.

Sections 3.10.4 and 3.10.6 page 15 Delegations by the Chief Constable to the Director of Enabling Services: requirement for Director of Finance to be consulted before recommending to the Chief Constable actions regarding staff with financial consequences.

Sections 3.12. page 16 Delegations by the Chief Constable to the Head of Legal Services: clarification of the role of Head of Legal Services in relation to the handling of claims against the Chief Constable. This reflects current practice.

3.4. The following parts of the Financial Regulations and Contract Standing Orders have been changed:

Section 6.3, pages 40 to 42, Capital Programme: Capital process amended to take account of the change in process. It has largely stayed the same as the governance arrangements re broadly similar.

Section 7.3 pages 49 to 51, Joint Audit Committee: Amended regulations around the Joint Audit Committee relating to the number of members etc.

Section 7.3.22, page 51, External Audit: References to the Audit Commission removed as they no longer exist.

Section 7.5.14, page 56 intellectual property: Some amendments to clarify what intellectual property is and how it should be dealt with.

Section 7.9, page 65, Administration of Seized and Found property: Responsibility for seized property moved from Director of Finance to Director of Enabling Services.

Section 8.2 page 70, Income: All references to ACPO changed to NPCC in relation to the charging scheme. Any other reference in the document has also been changed.

Section 9.1, page 78, Contract Regulations: Clarification of contract regulations, enhancing the responsibilities of service managers.

- Change in and clarification of purchasing procedures and thresholds to provide clearer guidance to cost centre managers and to ensure the procurement team are focussed on the large areas of expenditure. This included the table annexed to this report.

- More definitive statements on the recording and publishing of contracts over £10,000 in line with the legislation.

- Chief executive to keep a register of collaboration and partnership agreements

- Delegated limits – inclusion of obsolete stock and stock discrepancies in write off limits and the inclusion of delegated authority to the Head of Contracts and Procurement

Section 11, page 96, delegated limits: The potential inclusion of full delegation schedules for the Force and OPCC to include job titles but not names.

5. LEGAL CONSIDERATIONS

The Joint Corporate Governance Framework complies with the requirements of the Police Reform and Social Responsibility Act 2011 and other applicable legislation.

6. FINANCIAL CONSIDERATIONS

There are no financial implications from the approval of this Framework. The Framework complies with the Financial Management Code of Practice.


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OFFICER APPROVAL

Chief Executive Officer

I have been consulted about the proposal and confirm that financial and legal advice have been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the West Mercia Commissioner.

Signature 

Date 11th November 2015

Purchasing Procedures and Thresholds**Annex**

Threshold and Type	Value	Quotation/Tender Process	Responsible for Procurement
Ultra low value Transactions	Suggest up to £5k	Place order with supplier best able to provide value for money. Should be with a supplier already on purchasing system. Record of reasons for selection need to be retained.	Devolved
Low Value Transactions	£5,001 to £10,000	A written or electronic quotation. Must demonstrate value for money and the aggregated spend can not exceed £10k	Devolved
Intermediate Value Transactions	£10,001 to £50,000	Sourcing through available frameworks or by quotation on Bluelight EU Supply portal.	Contracts & Procurement: Supplies (Central Purchasing Team, Supplies & Workflow)
High Value Transactions	Above £50,000 and below EU Threshold £172,514	Follow mini-competition or tender process	Contracts & Procurement: Contracts team
Over EU Threshold	Over £172,514	Follow mini-competition or tender process	Contracts & Procurement: Contracts team

RECORD OF DECISION

TITLE: Future Delivery Arrangements for West Mercia Youth Offending Service
Ref: PCC/D/2015/24

EXECUTIVE SUMMARY

West Mercia Youth Offending Service (WMYOS) is a partnership between four Local Authorities (Worcestershire, Herefordshire, Shropshire and Telford & Wrekin), West Mercia Police, National Probation Service, Health partners (represented by NHS England), and the West Mercia Police and Crime Commissioner. The service delivers the full range of Youth Justice provision for children, young people, their families and the victims of youth crime.

WMYOS has undergone a phased programme of transition commencing in 2012 with the establishment of a single West Mercia-wide service. This was the first step in a move towards a more integrated single organisation for WMYOS delivery. Hosting was initially provided by the Probation Trust. Following subsequent national changes to Probation services, Worcestershire County Council took on the role of host agency for WMYOS on an interim basis pending a formal decision on the most suitable longer-term delivery arrangements.

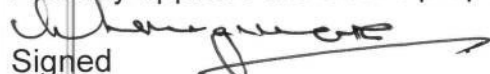
The proposed arrangement for the Office of the Police and Crime Commissioner to act as the host organisation on a formal basis from April 2016 is the outcome of a comprehensive options appraisal undertaken by the WMYOS Management Board during 2014/15.

RECOMMENDATIONS

1. To agree the Office of the West Mercia Police and Crime Commissioner acts as the host organisation for West Mercia Youth Offending Service (WMYOS) with effect from 1 April 2016, with the Responsible Councils retaining statutory responsibility for the discharge of their Youth Justice functions; and
2. To authorise the Chief Executive to take all necessary steps to conclude and implement the above arrangement including consulting with affected Council staff on the details of transferring to the OPCC.

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.

Signed 

PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

1 Background

- 1.1 West Mercia Youth Offending Service (WMYOS) is a partnership between four Local Authorities (Worcestershire, Herefordshire, Shropshire and Telford & Wrekin), West Mercia Police, National Probation Service, Health partners (represented by NHS England), and the West Mercia Police & Crime Commissioner. The service delivers the full range of Youth Justice provision for children, young people, their families and the victims of youth crime.
- 1.2 Local Authorities have a statutory duty under Section 39 of the Crime and Disorder Act 1998 (acting in co-operation with listed partner bodies) to have at least 1 youth offending team. Local authorities may act together to establish such a team, which must co-ordinate the provision of youth justice services for all who need them and carry out other functions assigned in the Youth Justice Plan.
- 1.3 WMYOS has undergone a phased programme of transition commencing in 2012 with the establishment of a single West Mercia-wide service. This was the first step in a move towards a more integrated single organisation for WMYOS delivery. Hosting was initially provided by the Probation Trust. Following subsequent national changes to Probation services, Worcestershire County Council took on the role of host agency for WMYOS on an interim basis pending a formal decision on the most suitable longer-term delivery arrangements.
- 1.4 The proposed arrangement for the Office of the Police and Crime Commissioner to act as the host organisation on a formal basis from April 2016 is the outcome of a comprehensive options appraisal undertaken by the WMYOS Management Board during 2014/15. This included detailed consideration of a broad range of alternative delivery models. These included:
 - 1.4.1 Outsourcing delivery to a third sector organisation - this was discounted following a comprehensive market engagement exercise which identified a limited range of suitably experienced potential providers
 - 1.4.2 Establishing a Local Authority Trading Company (LATC) for WMYOS delivery - a full business case was undertaken for a LATC. Concerns around financial viability and the lack of engagement of all WMYOS partners led to this option being discounted
 - 1.4.3 Hosting by a Local Authority - after careful consideration this option was not considered viable for a variety of reasons specific to each of the four individual Local Authorities. It was also felt that this was the option least likely to achieve the desired outcomes for longer-term WMYOS delivery.
- 1.5 Each of these alternative options was assessed using clear and transparent criteria agreed by the WMYOS Management Board. This included consideration of financial viability, performance impact, quality and sustainability. The options appraisal forms a strong evidence base for the

proposed hosting arrangement by the Office of the Police and Crime Commissioner which is supported in principle by all WMYOS partners.

- 1.6 The main reasons for considering a change to WMYOS delivery arrangements include:
 - 1.6.1 Recognition of the need for a more sustainable service model that is best positioned to respond with flexibility and innovation to the rapidly changing policy context for both criminal justice and children's services
 - 1.6.2 The opportunity to create a more business-oriented delivery model which drives up performance and quality. Whilst WMYOS performance is mostly good, the WMYOS Management Board is focused on how this can be progressively improved across all areas
 - 1.6.3 Maximising the impact of the combined resources of the WMYOS partner organisations to improve economies of scale and resilience, reflecting the increasing pressures on national and local resources
 - 1.6.4 Increasing flexibility for deployment of staff and resources across the West Mercia area
 - 1.6.5 Strengthening alignment and integration with the full range of children and young people's and adult services at a local level
 - 1.6.6 Strengthening links with the Police and other regional and national criminal justice partners.
- 1.7 Throughout the options appraisal process, the overriding consideration of WMYOS partners has been to find a model that will offer the best impact on reducing offending and re-offending, whilst securing the best possible outcomes for children, young people, the victims of crime and the wider community.

2 Key Features of a Hosting Arrangement by the Office of the Police and Crime Commissioner

- 2.1 The potential benefits of the proposed hosting arrangement with the Office of the Police and Crime Commissioner include:
 - 2.1.1 The arrangement will enable the WMYOS partnership to be maintained on a coterminous basis with related criminal justice and public services. This maximises the impact of combined resources and presents opportunities for shared systems and processes
 - 2.1.2 There is a strong strategic fit, with the Office of the Police and Crime Commissioner sharing responsibility with the WMYOS for reducing re-offending, preventing crime and disorder and supporting victims. This is reflected in the Police and Crime Plan and Local Youth Justice Plan
 - 2.1.3 The Office of the Police and Crime Commissioner shares wider linkage with local safeguarding and community safety arrangements

- 2.1.4 The Office of the Police and Crime Commissioner and West Mercia Police can offer business support capacity with the economies of scale presented by a large organisation. This will include HR and finance input and will build on recent implementation of a single ICT systems framework for WMYOS, hosted by the Police.
- 2.2 The following main elements of the proposed hosting arrangement would form the basis of a formal joint agreement between the WMYOS Management Board and the Office of the Police and Crime Commissioner:
- 2.2.1 The four Local Authority partners will retain full statutory responsibility for the provision of Youth Justice services, with the associated duty to co-operate placed on all partners as set out in the Crime & Disorder Act 1998 and related legislation. Within this context there will be no delegation or diluting of statutory responsibilities
- 2.2.2 The WMYOS Management Board, incorporating the Local Authority partners, and with representation from the Youth Justice Board, will act as the statutory youth offending team and maintain robust governance and oversight of WMYOS delivery
- 2.2.3 The WMYOS Management Board will retain responsibility for producing the Local Annual Youth Justice Plan for approval by the authorities and for securing the resources required for delivery
- 2.2.4 The main body of WMYOS staff who are currently employed by the Local Authority partners will transfer under TUPE into the employment of the Office of the Police and Crime Commissioner.
- 2.2.5 Police, Probation and other specialist staff will continue to be deployed in WMYOS on a secondment basis, ensuring strong operational links are maintained with these critical partner organisations
- 2.2.6 An integrated WMYOS ICT and email framework hosted by West Mercia Police is already in place and will minimise disruption to service delivery at the point of transition. Other business support functions will transfer to the Office of the Police and Crime Commissioner and West Mercia Police.
- 2.3 It is proposed that on 1 April 2016 the hosting of the service will transfer to the Office of the Police and Crime Commissioner on the basis of the existing WMYOS organisational structure and operating model. This will include the transfer of employment under TUPE arrangements for Council-employed WMYOS staff. A detailed analysis of demand and workflow with a focus on improving efficiency, quality and impact would be undertaken during the implementation phase (October 2015 to March 2016). This will form the basis of proposals for consultation with staff following implementation of the hosting arrangement in April 2016. It is anticipated that proposals for reshaping WMYOS will ensure that the service is able to deliver the best possible performance and quality within a climate of reducing resources for all partners.

3 Equality and Privacy Impact Assessment

- 3.1 The West Mercia Youth Justice Plan pays full due regard to equality and human rights and this is reflected in the development and delivery of WMYOS provision. Specifically, the proposed new arrangements will have no adverse impact on the scope, reach or accessibility of services. However, one key driver for the proposed changes is to create a more flexible service that is better positioned to respond to the needs of vulnerable children and young people at a local level. This will be reflected in any subsequent changes to the direct delivery of services, with appropriate recourse to human rights and related impact for service users. There is no significant privacy impact arising from this proposal. Information and data sharing arrangements between WMYOS partners are well-established and will be tailored to the new hosting arrangements.

4 HR Implications

- 4.1 Communication has been maintained with WMYOS staff and Trade Union representatives throughout the review and options appraisal. This will continue through the implementation phase. The transfer of local authority employees into the new arrangements would be undertaken in strict accordance with statutory and locally agreed procedures. Local Authority HR Officers have maintained an active role throughout the options appraisal and implementation planning phases.

5 Managing Risk

- 5.1 A risk register is included with the supporting information.
- 5.2 The Local Authorities will maintain responsibilities for oversight of performance, impact and risk through their Overview and Scrutiny Performance Board and as part of their local Community Safety Partnership. There is a continuing role for the various Cabinet Members with Responsibility and Director of Children's Services to ensure statutory responsibilities are being met.
- 5.3 Whilst it is the statutory responsibility of the local authorities to secure the delivery of a Youth Offending Service, the risks are shared with the other local authorities within West Mercia, the police, the National Probation Service, the Office of the Police and Crime Commissioner and NHS England.

6. Recommendation(s)

- 6.1 To agree the Office of the West Mercia Police and Crime Commissioner acts as the host organisation for West Mercia Youth Offending Service (WMYOS) with effect from 1 April 2016, with the Responsible Councils retaining statutory responsibility for the discharge of their Youth Justice functions; and
- 6.2 To authorise the Chief Executive to take all necessary steps to conclude and implement the above arrangement including consulting with affected Council staff on the details of transferring to the OPCC.

FINANCIAL COMMENTS

- 7.1 The service is currently funded through a multi-agency budget of c. £3.9m pa (2015/16). This is sourced through a mix of funding and 'in-kind' contributions from the WMYOS partner agencies, augmented by direct grant funding (around 38% of total WMYOS budget) from the Youth Justice Board for England and Wales. The level of this grant is currently subject to national review.
- 7.2 Around 80 (FTE) staff work within the service. These include 14.5 staff deployed from WMYOS partner agencies and 68 staff directly employed by three of the Local Authority partners.
- 7.3 Transition costs associated with moving into the new arrangements will be met from existing WMYOS limited reserves. There will be no additional costs to the Police and Crime Commissioner associated with the move to the new arrangements. The establishment of a West Mercia YOS from 2012 has enabled the service to become more efficient and utilise economies of scale. There is potential for savings and efficiencies to be realised on a phased basis from 2016/17.

LEGAL CONSIDERATIONS

- 8.1 By virtue of schedule 11, paragraph 14 of the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of commissioner. That includes: entering into contracts and other agreements (whether legally binding or not) and acquiring and disposing of property (including land).
- 8.2 This hosting arrangement for WMYOS will be an innovative development and the first time that an Office of the Police and Crime Commissioner has taken this lead hosting role within a YOT environment. Local arrangements will be required to clearly demonstrate compliance with the key legal and statutory requirements relating to the Office of the Police and Crime Commissioner and to the provision of Youth Justice services. Statutory functions and responsibilities are not being delegated or transferred to the Office of the Police and Crime Commissioner.
- 8.3 Legal representatives of the Local Authorities, Police and Office of the Police and Crime Commissioner, in discussion with the Youth Justice Board for England and Wales have reviewed compliance of the proposed hosting arrangement with the relevant legislative framework and are of the view that all statutory requirements can be met. Furthermore, it is believed that the synergies created by this approach will strengthen the capacity of the WMYOS partnership and the Office of the Police and Crime Commissioner to achieve their respective strategic priorities and to secure better value and improved outcomes for local communities.

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OFFICER APPROVAL

Chief Executive Officer

Signature *Andy Chambers* Date ..4.11.15.....

RECORD OF DECISION

TITLE: Extension of GPS Offender Tagging Pilot

Ref: PCC/D/2015/25

EXECUTIVE SUMMARY

The Police and Crime Commissioner is seeking to reduce crime and harm in our communities by extending the provision of GPS tags for offenders across West Mercia for a further nine months while the Force goes through an appropriate procurement process.

The extension of the pilot has been costed at £15,000 and will provide a minimum number of GPS tags per local policing area.

The GPS tags have proved to be very successful in reducing crime, protecting the public and bringing offenders to justice. Research into the use of GPS tags on offenders has demonstrated a 64% reduction reoffending and a 70% improvement in offenders successfully completing rehabilitative requirements.

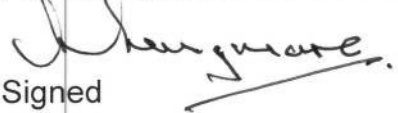
The business case for continuing the pilot is supported by Chief Officers and the Head of Commissioning.

RECOMMENDATION

To use £15k from the 2015 Precept increase to extend the current GPS Tagging pilot (Operation Nimbus).

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.


Signed

PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

1 Background

- 1.1 The Police and Crime Commissioner is seeking to reduce crime and harm in our communities by extending the provision of GPS tags for offenders across West Mercia.

2 Proposal

- 2.1 To extend the existing GPS tagging contract by nine months while the Force goes through an appropriate procurement process. The cost of extending the contract is £15,000.
- 2.2 The Pilot has demonstrated a significant reduction in reoffending by those tagged. In addition, offenders who are tagged and subject to either conditions, or a rehabilitative order have a significantly higher compliance / completion rate when compared to non-tagged offenders.

3 Current Local Picture – Operation Nimbus

- 3.1 Since November 2014 North Worcestershire Local Policing Area (LPA) has been running a GPS tagging pilot under the name Operation Nimbus.
- 3.2 This has seen the provision of 10 GPS tagging devices by the service provider 3M, via money secured from the PCC in the 2014/15 funding bid.
- 3.3 The tags have been trialled in the main by the North Worcestershire IOM, who have experienced significant benefits with a number of offenders within their cohort.
- 3.4 All tags have been deployed on a voluntary basis with the agreement of the offender concerned.
- 3.5 The current funding (for 10 devices) is due to expire at the start of November 2015.

4 Benefits of GPS Tagging

- 4.1 A number of police forces, along with West Mercia, are currently applying the use of GPS tagging in a variety of circumstances, including:
- as a condition of court bail
 - as an undertaking of a deferred sentence
 - as a specified activity requirement of a suspended or community sentence
 - as a condition of preventative orders
 - in a voluntary manner with offenders on the IOM cohort
 - in a voluntary manner with offenders managed by the MAPPA process
 - in a voluntary manner in conjunction with prisons alongside temporary release or home detention curfew
 - in a voluntary manner with victims and perpetrators of domestic abuse

4.2	Clearly where its use could be 'ordered' under a legislative power, this can only occur with the agreement of the decision makers in each instance.
4.3	Recognised benefits from the experience of Operation Nimbus and other police forces' experiences include:
4.3.1	Reduction in crime - analysis showed a 64% reduction in reoffending (over a 9 month period) with a cohort of prolific acquisitive crime offenders.
4.3.2	Increased rehabilitation - impact within a rehabilitation programme was measured in one area. Half of the participants wore a GPS tag. There was a 70% higher success rate for those offenders who wore GPS tags.
4.3.3	Investigative efficiencies - provides improved evidence for those offending but also allows the opportunity to target investigations where it is shown the subjects have desisted from offending. Where offenders relapse into offending, the location data can increase the efficiency of the police response to track them down and bring them to justice.
4.3.4	Intelligence opportunities - there is the opportunity to gather intelligence on criminal associations and behaviour patterns by examining the location data in a proactive manner. This could assist in the development of intelligence for policing operations, for example investigations into the supply of drugs.
4.3.5	Protecting people from harm - many tagged offenders will also be potentially vulnerable people, due to their involvement in criminality or substance misuse. Where these individuals are reported as missing people, the ability to protect them from harm could be increased by using location data to expedite finding them. In addition, expansion of GPS tagging deployment to MAPPA offenders and DA perpetrators has the potential to provide protection in cases posing high risk of harm.
4.3.6	Enforcement efficiencies - the location data gives the police confidence to divert attention from subjects who had previously received heavy targeting freeing up resources, for example, reducing the requirement for physical curfew/bail checks.
5	Recommendation
5.1	To release £15,000 from the 2015 precept increase to extend the GPS Tag Pilot (Operation Nimbus) for 9 months while the Force goes through the appropriate procurement process.

FINANCIAL COMMENTS	
6.1	This is to be funded from revenue arising from the 2015 precept rise.

LEGAL CONSIDERATIONS	
7.1	The recommendation and supporting information comply with the statutory requirements attaching to the Police and Crime Commissioner.

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OFFICER APPROVAL

Chief Executive Officer

Signature *Andy Ainsworth* Date ... *4.11.15*

**POLICE AND CRIME COMMISSIONER FOR
WEST MERCIA**



RECORD OF DECISION

TITLE: Restorative Justice Funding
Ref: PCC/D/2015/26

EXECUTIVE SUMMARY

The Police and Crime Commissioner is seeking to reduce crime and harm in our communities by increasing the Force's capability and capacity to deliver Restorative Justice (RJ) outcomes across West Mercia.

The delivery of outcomes will be managed by a small team of seconded experts who will coordinate and deliver activity designed to reduce crime, reoffending and improve confidence and satisfaction in the Criminal Justice System.

The costs associated with employee the seconded team for six months is £94,891.

The team will deliver training and interventions, to include level 2 RJ conferencing.

During the pilot the team will train 292 staff members to a level 2 standard. The training will be compliant with the Restorative Justice Councils 'Quality Mark'.

The pilot will be funded using the revenue provided to the Police and Crime Commissioner by the MoJ for the provision of RJ.

RECOMMENDATION

To allocate £94,891 to the Police from the MoJ RJ allocation to fund the pilot for six months, with the potential to extend dependent on results.

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.

Signed

A handwritten signature in black ink, appearing to read 'A. Hughes', written over a horizontal line.

PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

1 Background

- 1.1 The Police and Crime Commissioner is seeking to reduce crime, reoffending and harm while improving confidence and satisfaction in the CJS through the use of appropriate Restorative Justice interventions.

2 Proposal

- 2.1 The proposal is to create a 'Twin Track' approach commencing immediately and concluding on 30th April 2015.
- 2.2 The first phase of the plan is to develop sustainable RJ capacity and delivery across Warwickshire and West Mercia.
- 2.3 The second phase will scope and evaluate RJ delivery mechanisms which are fit for purpose for all stakeholders in Warwickshire and West Mercia and to create an overarching Restorative Justice Strategy for 2016-18.

3 Phase 1 – Interim Delivery Model

- 3.1 The initial emphasis will be in generating a greater awareness of RJ and a capacity to deliver Level 2 RJ Conferencing across the whole of the alliance area. Early successes will be achieved by deploying area co-ordinators to mobilise referrals and case manage RJ conferences.
- 3.2 We will include and support emerging RJ practice in all areas.
- 3.3 In Shropshire training will be initially provided to 40 Care Home Staff from the 20 homes with the highest volume of calls to the Police. This will enable them to use an informal restorative approach (Level 1) as an early response to conflict thus reducing the need for a Police response. Training will then be commissioned to provide Level 1 to the remaining homes and Level 2 training to a cohort who can deploy for more protracted cases.
- 3.4 We will support the Police Care Home Resilience Team to embed restorative practice into their operating model.
- 3.5 In Telford we will partner with Telford and Wrekin Council with their developing RJ service and explore whether their trained volunteers can assist with Level 2 referrals from safer neighbourhood teams.
- 3.6 In both Warwickshire and West Mercia we will work with Youth Offending Services (YOS) linking to the RJ services they provide and offer any additional support that is needed.
- 3.7 Phase 1 will link closely to the small pockets of existing provision, utilise their knowledge skills and experience wherever possible, and create a more uniform Level 2 RJ capacity across the local policing areas.

- 3.8 The interim model will establish referral pathways to the co-ordinator from all relevant agencies but with a particular focus on Police Safer Neighbourhood Teams.
- 3.9 In order to deliver the revised model we would look to create 3 co-ordinator posts for each of Shropshire and Telford; Herefordshire and Worcestershire. These posts would form a team of 5 with co-ordinators from North and South Warwickshire.
- 3.10 West Mercia YOS have indicated their willingness to second a member of staff for 6 months. Victim Support may also wish to second a member of staff for the same time period and it is anticipated that the Police would also second an officer to perform the role of co-ordinator. The funding profile below is for the salaries, on costs etc to enable West Mercia YOS and Victim Support to fill the posts left vacant by the secondments.
- 3.11 A separate bid to Warwickshire OPCC is being made for one of the posts with the anticipation that the Police would provide the second.

4 Training

- 4.1 Level 2 training will only be provided to those with the aptitude and opportunity to deliver the skills of restorative conferencing. The area co-ordinators will identify where a Level 2 RJ Conferencing capacity is required.
- 4.2 Initial consultation suggest that one nominated person in a Safer Neighbourhood Team should be Level 2 trained. Co-ordinators will link with every SNT and scope the training need, including opportunities with partners agencies and volunteers. Appendix A provides the detail on projected training for Police, Care Home and partner agency staff. The training will also include an equal number who will be trained to Level 1.
- 4.3 Whilst it is accepted that the number of Level 1 trained staff is low relative to the number of 'front line' officers, this training requirement is a large undertaking and needs to be considered in full consultation with the Training Department as a 'in house' provision.

5 Phase 2 – Strategic Development

- 5.1 The second phase of work, working alongside the first, will scope and evaluate the options for RJ delivery across the alliance from 1st May 2016.
- 5.2 The seconded staff with the project team will enable agencies to have an input into the design of a service that meets their organisational objectives which will be considered alongside those of the Police and OPCC.
- 5.3 This phase will work towards the development of a multi-agency RJ strategy with agreement from all the stakeholders. With the options considered and evaluated, each agency will have clarity regarding their responsibility to Restorative Justice with clear pathways into distinct and dedicated RJ services in whatever format agreed.

5.4 Phase 2 recognises the election of the PCC and ensures that the strategy and delivery model is presented and agreed ahead of the commencement of the election process.

6 Measurement

- 6.1 Over the life of the revised project we will collect and evaluate:
1. Number of victim referrals made to the area co-ordinators
 2. Number of offender referrals made to the area co-ordinators
 3. Number of initial meetings with victims
 4. Number of face to face RJ Conferences – Minimum 10 per area
 5. Other RJ outcomes requested by the victim (e.g letters of apology, reparation)
 6. Victim and offender feedback from the process

7 Governance

- 7.1 The project, including both phases 1 and 2, should be overseen by a strategic project board that will monitor progress against outcomes and guide the strategic direction of phase 2. The board will meet bi-monthly and include both OPCC and key stakeholders in both Warwickshire and West Mercia.
- 7.2 Practitioner forums will be created in both Warwickshire and West Mercia by adapting existing forums or re-establishing RJ groups that have lapsed in recent months.

8 Benefits

- 8.1 The benefit of a 'twin track' are:
- 8.1.1 establishing a level 2 RJ capacity in all geographic areas of the alliance to provide an RJ service with a distinct victim focus.
 - 8.1.2 creating a referral and delivery mechanism that is fit for purpose for the specific needs of that area.
 - 8.1.3 learning what processes are most effective and the model that is likely to provide organisational effectiveness for all stakeholders going forward.
 - 8.1.4 raising the profile of RJ and sharing the effectiveness of the approach and its benefits to the victim.

9 Costs

Coordinator from West Mercia YOS (6 months)	17,831
On costs	5,165
Co-ordinator from Victim Support (6 months)	15,000
On Costs	3,750
Police Officer 'back fill' costs	4,945
Travel	7,200
Volunteer expenses	4,500
Training (detailed in Annex A)	33,500
Publicity and training resources	3,000
Total	£94,891

10 Recommendation:

- 10.1 To allocate £94,891 out of the MoJ's Restorative Justice provision to fund the pilot for six months. Dependent on the outcomes achieved, the pilot may be extended for a further six months.

FINANCIAL COMMENTS

- 11 This is to be funded from revenue provided to the PCC from the MoJ for the provision of RJ.

LEGAL CONSIDERATIONS

- 12 The recommendation and supporting information comply with the statutory requirements attaching to the Police and Crime Commissioner.

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OFFICER APPROVAL**Chief Executive Officer**

Signature *Andy Chapman* Date *4.11.15*

RECORD OF DECISION

TITLE: Integrated Offender Management
Ref: PCC/D/2015/27

EXECUTIVE SUMMARY

Following a decision by the West Mercia PCC and Chief Officers earlier this year a 3 month review of IOM has been conducted. While this work was instigated following West Mercia PCC funding discussions the review of IOM has been conducted across the alliance, with the intention of moving to a single Alliance approach.

The review used the following structure:

- i. Environmental scanning of National best practice, home office documentation etc
- ii. Reviewing best practice, visits to top performing forces
- iii. Reviewing current IOM structures across the alliance
- iv. Meetings with key stakeholders and partner engagement
- v. Identifying a series of recommendations to take IOM forward.

Further detail sits under each recommendation, and is contained within this paper.

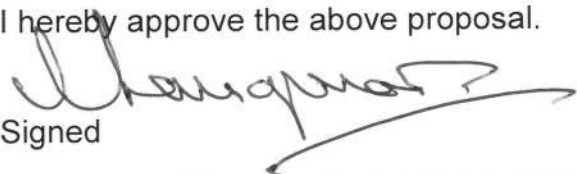
RECOMMENDATIONS

1. Implement a single partnership agreed strategic framework, and delivery manual for offender management.
2. Implement a single approach to all offender management, of which IOM is a part, within Co-located Offender Management Hubs
3. Make offender management everyone's business
4. £443k revenue funding be provided from the Crime Reduction Fund
5. Progress against these recommendations and on partner engagement and involvement is reported in mid February 2016 outlining

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.

Signed



PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

1. Purpose

- 1.1 The purpose of this paper is to report on the three month review of IOM across the Alliance, and to seek support for a series of recommendations, and further work to implement the recommendations.

2. Background

- 2.1 The review of IOM over the past three months has been structured around 5 key blocks of activity. Throughout this activity a large volume of material has been generated. This paper will seek to highlight the key points only, for each block of activity.

2.2 Environmental Scanning

- 2.2.1 There is a significant amount of material available on IOM best practice including documents from HMIC, and Home office reviews, key principles and tool kits. This review has identified the following key themes,

- There are significant advantages to key agencies being co-located when managing offenders, nationally there is a lack of co-location which prevents effective partnership working.
- Broadly police officers sometimes take on tasks that would be better taken on by other agencies. Police officers should focus on sharing intelligence and catch and convict elements of IOM.
- Local branding of IOM has been found to be effective in raising the profile and clarity of IOM across partnerships and the community. (Evidenced by HMIC and Avon and Somerset's IMPACT approach)
- Best practice involves bringing together all relevant agency data as part of a single partnership assessment of individual offenders, using a broad range of data including Probations OGRS scores (Offender group reconviction scale)
- The use the PPO status is causing confusion around the difference between PPO and IOM nominal's. With current workaround cumbersome
- Where there are fully engaged partners providing strategic governance the IOM schemes were more likely to be effective.
- IOM needs to be promoted across all areas of policing, with engagement especially from those working in front line roles. Process need to be in place to share intelligence between IOM teams and front line officers.
- All offenders should be potentially within the scope of IOM, regardless of statutory or non statutory status.

2.3 Review of Best Practice including visits to best performing forces

2.3.1 A number of forces have been visited, chosen due to particular innovation or maturity of IOM model, this has included Avon and Somerset, and the Wales four force model. The following key themes have come forward

- IOM has worked effectively when it is within a wider Offender Management umbrella, rather than working within its own silo.
- Offender management co-location has proved successful especially with Probation and CRC partners.
- Partnership agreed processes to take individuals onto and off a IOM cohort have been successful, but the process still need to allow for professional judgement by all partners.
- Service level agreements both internally within the police, and across partners is important to ensure managing offenders remains everyone's business.
- In the forces where IOM is being delivered effectively it takes a prominent place within day to day business including DMM processes.
- Good partnership governance structures that are clearly understood by all have been an important part, especially within the Wales four force model.
- Clear partnership branding that gives clarity and purpose to the multi agency colocated teams. (Avon and Somerset IMPACT teams), use of the internet to promote partner capabilities to the public, partners and practitioners.

2.4 Review of current IOM structures across the alliance

2.4.1 A stock take has been conducted looking at how current IOM teams work across the alliance, the following key themes have been identified,

- Patchy co-location. Telford and Shropshire collocate with CRC at the police station, Worcestershire has no collocation, Hereford are located close to the probation offices, and have terminals available within the station, Warwickshire are based within the Justice Centres.
- Different staffing models across the alliance. In some areas workloads are 45 offenders per officer, others 12 offenders per officer.
- No consistency in offender type within the cohort, ranging from low level shoplifting to serious violence offenders, with a lack of clarity around cohort make up.
- No partnership agreed selection matrix, some areas use no formal matrix with individual decision making without audit trail, in other areas dated forms that predate IOM or locally designed solutions in place.
- No corporate or agreed format for service levels, and documentation.

- Lack of clarity around role of IOM coordinator, police officers and partners within the teams, in some areas coordinators run local projects with offenders, in other areas the role is entirely office based.
- Police officers mainly focused on catch and convict element, and carry an investigative workload.
- Governance structures vary across the alliance, with some form of partnership governance group in each area, called IOM steering group, or reducing reoffending group.
- In most areas there is a lack of connectivity between the IOM activity within teams and the strategic groups.

2.5 Meetings with key stakeholders and partner engagement

2.5.1 A series of meetings have been held with key partners. This has included internal police IOM partners, and key external partners, with the intention of identifying what is working well and what needs improving, the following key themes have been identified,

- There is significant appetite for collocation with our key partners, particularly within Probation.
- There is a general lack of clarity around who we are focusing activity against
- Partners don't always understand how to refer offenders onto the IOM scheme or how their data can be considered as part of that process
- Clear evidence of good relationships between partners around IOM, and a clear intent to work effectively together
- A willingness by probation to focus staff on IOM roles
- A general lack of clarity around the use of IOM and PPO terminology, with PPO markers still being used between partners, especially the prison service.
- No performance tool, or visibility of data and information for partners.

3. Recommendations

3.1 Based on the work done over the past three months, of which the above is only a brief summary of the key findings, the following three key recommendations are made

1. Put in place a single partnership agreed strategic framework, and delivery manual for offender management across the Alliance which gives clarity and structure, especially around the following points

- Corporate approach to the selection criteria for the IOM cohort (with local

flexibility)

- Clearly defined roles within offender management teams, including Coordinator, Police Officer, and any dedicated partner resources, or specialist capabilities.
- Clear service level agreements with all organisations and partners to ensure nominal's get a premium service
- Document the governance structure, and information sharing agreements

2. Put in place a single approach to all offender management, of which IOM is a part, within a Collocated Offender Management Hub.

- This draws from the Avon and Somerset model. Violent offenders, Sex offenders, Domestic Violence offenders all managed within one function alongside IOM offenders.
- Collocated offender management hub, with the potential to trial implementation with Worcestershire, with resources from Probation, PVP, and existing IOM teams, along with aligned budgets where appropriate.
- Align resources against the greatest threat / risk, and move the focus of IOM through an agreed matrix towards higher threat areas such as violence and Domestic abuse. Match resources to the expected and identified demand.
- Ensure offender management hubs activity is aligned to force control strategies and partnership priorities.
- Consider giving the new Offender Management hubs unique branding to give prominence and raise awareness within partners and the community

3. Make offender management everyone's business

- Clear service level agreements between offender management teams, partners and front line police officers.
- Make offender management a priority within daily management meetings
- Implement an appropriate IT system that allows all partners to share and update information quickly and easily. (ESINS).
- Consider a single partnership open website that makes the offender management work visible to the public and effectively signposts support services, and provide accurate and timely information to those working within offender management.
- Closer engagement with prisons, to improve through the gate service and sharing of information, with consideration of embedding IOM coordinators within the prison.
- Put in place effective analytical capability that can provide partners with easy to understand performance data that supports offender management activity

4. Issues

4.1 The above three recommendations set a direction of travel for IOM, and provide some focus for activity. If the recommendations are supported it would need a small implementation team to get into the next tier of detail. This implementation team could include individuals from IOM, PVP, probation and other key partners.

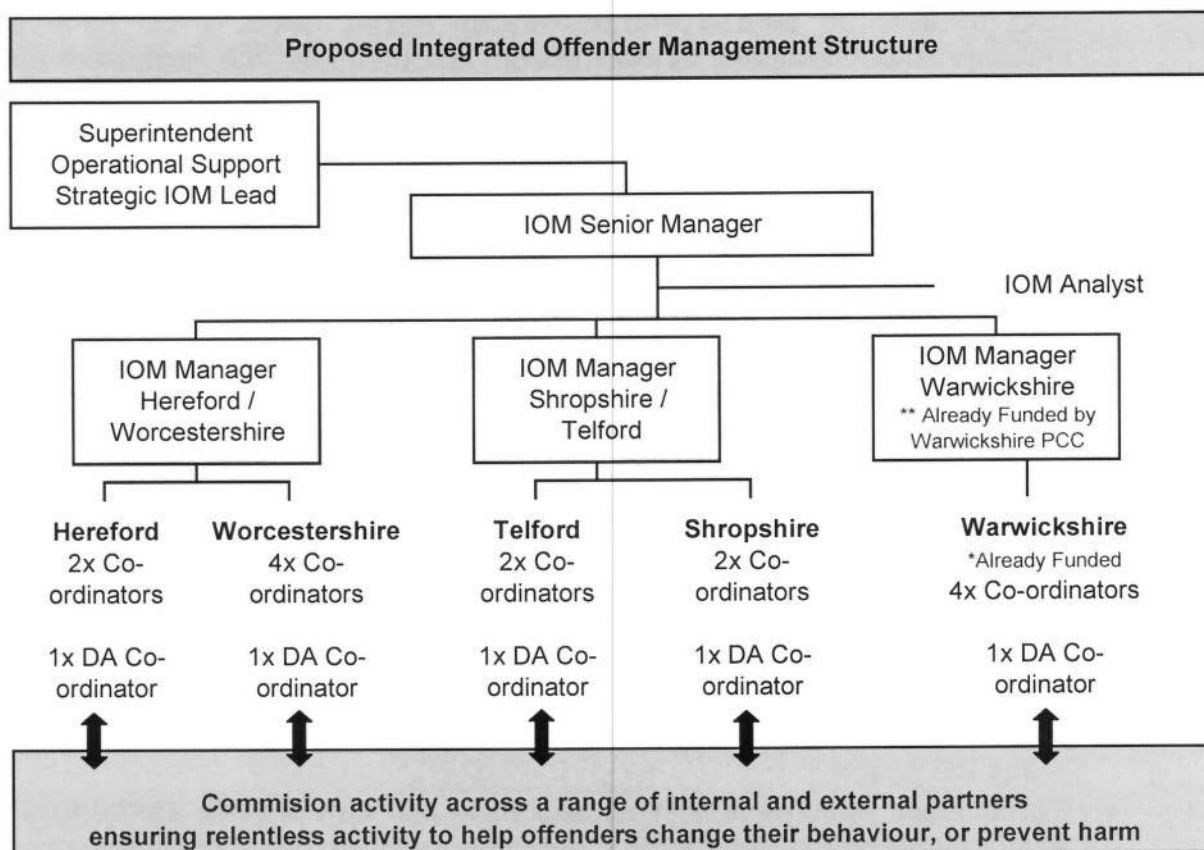
4.2 Chief officers are invited to consider funding implementation, and to consider

addition funding of the offender management hub in its initial 1-2 years to ensure it is effectively launched and established. Further work can be done to establish the possible costs to achieve this, but an initial proposal is attached as an appendix to this document.

5. Consultation

- 5.1 Throughout the three month project a wide range of partners have been consulted, including Probation, PVP, along with representatives within local policing areas, StraDA, prison service, voluntary and private sector partners, CSPs, and the OPCC.
- 5.2 Clearly due to the nature of the work and the timeframe consultation is an ongoing activity and further work will be required to ensure comprehensive consultation. This is especially the case within Warwickshire, where early discussions have only just begun with CSP managers and the PCC's office.

6. Proposed Implementation staffing and costs



- 6.1 This model will cost approximately £443k, and is intended to allow implementation of the three recommendations. This structure is intended to enable the effective management of an enlarged IOM cohort during the initial implementation phase of a 1-2 year period. This proposal brings a single approach to IOM across the Alliance within a broad framework that also allows for local difference and effective local partnerships. Reducing demand by a relentless focus on those individuals that cause harm.
- 6.2 The IOM Senior Manager, and the three IOM Manager will be the core of an implementation team, with additional Coordinators across policing areas to

manage the enlarged Cohort of offenders and support implementation within policing areas. The Analyst role will be key to ensuring appropriate visibility of data, and understanding the impact of the activity across partners.

- 6.3 This model is scalable, and would be added to by partner resources as co-location and implementation progresses. Once the new approach and the 3 recommendations have been implemented the level of resources within the model can be reassessed and it would be anticipated would be significantly scaled back as efficient and effective process are embedded.

FINANCIAL COMMENTS

- 7 £443k revenue costs will be required, and can be provided from the Crime Reduction Fund.

LEGAL CONSIDERATIONS

- 8 The recommendation and supporting information comply with the statutory requirements attaching to the Police and Crime Commissioner.

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OFFICER APPROVAL

Chief Executive Officer

Signature A. De. Chagnon Date 16th October 2015

RECORD OF DECISION

TITLE: West Mercia and Warwickshire Police Pension Board

Ref: PCC/D/2015/28

EXECUTIVE SUMMARY

Legislation requires the Police and Crime Commissioner and Chief to have a Police Pension Board to oversee the pensions of police officers and the Chief Constable. The Act does not prescribe the size of the Board, only that there are an equal number of employer and scheme member representatives. There is flexibility to work collaboratively with other forces rather than having separate boards. The Home Office guidance recognises that service providers such as Kier can collaborate to operate under one Pension Board.

Pension management is provided by Kier and there is the opportunity to join a Joint Police Pension Board, which currently acts on behalf of the Chief Constables for their client group and the PCCs to bring all the Pension Board requirements for the alliance together under one body. This negates the need to find additional governance arrangements for the PCC role in managing the Chief Constable's pension.

The Boards need to be established and operational in 2015.

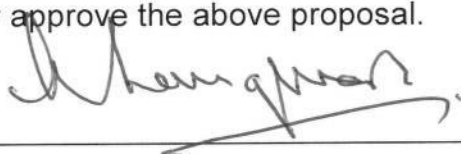
RECOMMENDATIONS

1. Consent is given for the West Mercia Chief Constable to join the national Kier Police Pension Board to provide the statutory assistance to scheme managers in the administration of police pensions.
- 2 The West Mercia Police and Crime Commissioner joins the national Kier Police Pension Board for the purpose of oversight of the administration of the pension provision for Chief Constables.

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.

Signed



PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

1 Background

- 1.1 The Police Reform and Social Responsibility Act 2011 transferred the legal responsibility for ensuring the proper administration of police pensions to Chief Constables who become the Police Pension Authority. The pension of the Chief Constable became the responsibility of the PCC who is now the Pension Supervising Authority.
- 1.3 The Public Service Pensions Act (the Act) is the primary legislation under which the new 2015 Police Pension Scheme has been developed and places more emphasis on governance arrangements.
- 1.4 The Police scheme in common with the Fire-Fighters and the Local Government Pension Scheme will have statutory arrangements put in place at a national and local level.
- 1.5 The Act prescribes a responsible authority; the Home Secretary to be responsible for making scheme regulations and this is achieved through a Scheme Advisory Board. This will effectively be the existing Police Advisory Board. At the local level each Chief Constable will be the designated scheme manager with the responsibility to administer the scheme according to the scheme regulations.
- 1.6 The Act requires that the two Authorities are assisted in this compliance by a Police Pension Board, however, the Act does not prescribe the size of the Board, only that there are an equal number of employer and scheme member representatives. There is flexibility to work collaboratively with other forces rather than having separate boards. The Home Office guidance recognises that service providers such as Kier can collaborate to operate under one Pension Board. The Boards need to be established and operational in 2015.
- 1.8 The contract for pension management with Kier has now been signed and there is the opportunity to join a Joint Police Pension Board, which currently acts on behalf of the Chief Constables for their client group and the PCCs to bring all the Pension Board requirements for the alliance together under one body. This negates the need to find additional governance arrangements for the PCC role in managing the Chief Constable's pension.

2 Proposal details

- 2.1 It is therefore proposed that we join the Joint Pension Board and I attach for reference the key operating functions (appendix A) and terms of reference (appendix B).
- 2.2 The Board meets twice a year. We will not have any direct members on the Board as all current Board members have been appointed on a three-year term.
- 2.3 We have the ability through the Board representatives to influence the agenda. The Board is serviced by Kier.

3. Recommendation(s)

- 3.1 Consent is given for the West Mercia Chief Constable to join the national Kier Police Pension Board to provide the statutory assistance to scheme managers in the administration of police pensions.
- 3.2 The West Mercia Police and Crime Commissioner joins the national Kier Police Pension Board for the purpose of oversight of the administration of the pension provision for Chief Constables.

FINANCIAL COMMENTS

- 4.1 The Police Pension Board agrees an annual budget to cover any ad hoc expenses. It is likely to be a contribution of c£800 which can be met from within existing budgets.

LEGAL CONSIDERATIONS

- 5.1 By virtue of schedule 11, paragraph 14 of the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of commissioner. That includes: entering into contracts and other agreements (whether legally binding or not) and acquiring and disposing of property (including land).
- 5.2 The Police Reform and Social Responsibility Act 2011 transferred the legal responsibility for ensuring the proper administration of police pensions to Chief Constables who become the Police Pension Authority. The pension of the Chief Constable became the responsibility of the PCC who is now the Pension Supervising Authority.
- 5.3 The Public Service Pensions Act (the Act) is the primary legislation under which the new 2015 Police Pension Scheme has been developed and places more emphasis on governance arrangements.

PUBLIC ACCESS TO INFORMATION

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OFFICER APPROVAL

Chief Executive Officer

Signature *Andy Chapman* Date 11th November 2015

**POLICE AND CRIME COMMISSIONER FOR
WEST MERCIA**



RECORD OF DECISION

TITLE: Task Force North Location
Ref: PCC/D/2015/29

EXECUTIVE SUMMARY

Task Force provide the force with specialist firearms support in the roles of Dynamic Intervention/Entry, Close Protection, Armed surveillance and Armed Escorts. They also provide out of hours Firearms Tactical advice. Their other roles include unarmed surveillance, Police search, specialist Method of Entry, and House to house for major investigations.

The unit is split into 2 teams, Task Force North and Task Force South. They are split to allow a prompt response to any firearms incident throughout the whole of the alliance.

The current base for Task Force North is in the process of being marketed for sale by the landowner and it is possible a sale could be agreed in early 2016. West Mercia currently have a ground lease from the landowner upon which 5 demountable buildings used by Task Force are situated and rented from an contract supplier to store their armoury, equipment, and for office space.

An alternative location for the Task Force has been identified which takes into account the covert nature of the role performed by the Task Force.

RECOMMENDATIONS

1. That the current lease be surrendered and the Task Force North be relocated to the proposed premises.

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.

Signed

PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

1 Background

- 1.1 The Task Force provide a highly professional service to both Warwickshire and West Mercia Police. They bring reassurance to our organisation and communities alike and effectively address and mitigate the high risk areas of our business. Now that the land owner has formally announced the sale of the current premises in the North of the area the Task Force needs to be relocated.

2. Recommendation(s)

- 2.1 That the current lease be surrendered and the Task Force North be relocated to the proposed premises.

FINANCIAL COMMENTS

- 3.1 One off Capital costs of up to £93,057 are estimated, which relate to buildings works and IT costs.
- 3.2 There will be a maximum of 3 months revenue costs to the end of the current year which include pro rata rental and ICT costs of approximately £4,080. These costs will be met from in year underspends.
- 3.3 The proposed annual revenue cost of up to £16,320, includes the annual rental of £6,500 per year for the first 5 years and rising to £8,500 from year 6 to the 10 year agreement. The lease agreement is for a minimum of 5 years. This compares very favourably with the revenue costs for the current site of £60,000 per year which include rental of demountable buildings and ground rent. The full net revenue savings from year 1 will be £43,680.

LEGAL CONSIDERATIONS

- 4.1 By virtue of schedule 11, paragraph 14 of the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of commissioner. That includes: entering into contracts and other agreements (whether legally binding or not) and acquiring and disposing of property (including land).

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OFFICER APPROVAL

Chief Executive Officer

Signature *Andy Chapman* Date *10th November 2015*



**POLICE AND CRIME COMMISSIONERS
FOR WARWICKSHIRE AND
WEST MERCIA**



RECORD OF DECISION

TITLE: Alliance Transformation Approach
Ref: PCC/D/2015/30

EXECUTIVE SUMMARY

The challenge faced by the Alliance today is fundamentally different to the one faced when it was formed. The nature of harm protected against is changing. Demand analysis has shown that the way the police protect people needs to change and it is anticipated that the resources available to do this will reduce in real terms into the future.

The drivers are different, the context is different, the finances are different, and the scale is different to anything that has gone before. The journey to realise a lasting solution will be more complex and fundamentally will be about achieving a change in roles, behaviours and thinking. A key facet of this change will be the development of an organisational infrastructure that allows the changes in people, services and culture to deliver the protection that our citizens require and deserve.

The future will see fewer resources and will therefore require changes to the way the police do things. To ensure productivity and performance management, the focus of thinking and design needs to be more on the outcomes sought, rather than simply reorganisation of the current resources available.

The objective therefore is not about taking funding or resources out, it is to ensure the police can deliver the best possible service and protect people from harm in the best possible way, with the resources we have.

Reflecting this shift, the approach to the change also needs to be quite different. Appointing an embedded Transformation Partner would entail that Partner sharing a degree of commercial risk for the successful delivery of outcomes achieved as a result of the Transformation programme.

The lead-in times for a Transformation Partner, under an appropriate procurement procedure, mean that this would not contribute toward benefits realisation over 2016/2017. To secure these benefits a solution must be reached if the Alliance is to ensure it makes the best use of its available resources.

A twin track solution is therefore proposed. This will entail the appointment of an external provider of consultancy services and also directly recruiting resources (track 1), that is then superseded by the appointment of an embedded Transformation Partner (track 2). The twin-track option is the best approach that the Alliance can take.

PROPOSAL

This proposal is to

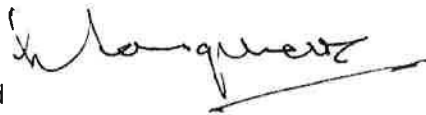
1. Endorse the assessment of the Alliance's capability and capacity to undertake transformational change
2. Support the twin track approach to addressing this need through the sourcing of external expertise for immediate and longer term requirements;
 - a. Delegating authority to the SROs to progress the sourcing related to immediate need (Track 1)
 - b. Supporting the progression of a Transformation Partner from January 2016 onwards, enabling the successor Police and Crime Commissioners to approve and commission the final choice of Partner (Track 2)

APPROVAL OF

We hereby approve the above proposal.

West Mercia Police and Crime Commissioner

Signed



Warwickshire Police and Crime Commissioner

Signed



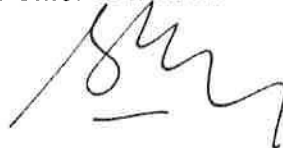
West Mercia Chief Constable

Signed



Warwickshire Chief Constable

Signed



PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

1 Purpose

1.1 The purpose of this document is to set out the professional view of the Chief Officers, SROs and supporting senior officers in relation to the way forward for the StraDA programme.

1.2 The paper outlines an investment proposal for the StraDA programme by:

- Setting out the challenge faced by the Alliance and the StraDA programme,
- Assessing the current position and extent of change activity,
- Assessing our current change capacity and capability,
- Proposing a sourcing approach to address the need and skills gaps.

2. The Challenge

2.1 For over 200 years the police have protected people from harm. It is what they are about and what they are here to do.

2.2 The challenge faced by the Alliance today though is fundamentally different to the one faced when the alliance was formed. The nature of harm protected against is changing. The demand analysis has show that the way the police protect people needs to change and it is anticipated that the resources available to do this will reduce in real terms into the future.

2.3 The drivers are different, the context is different, the finances are different, and the scale is different to anything that has gone before. The journey to realise a lasting solution will be more complex and fundamentally will be about achieving a change in roles, behaviours and thinking. A key facet of this change will be the development of an organisational infrastructure that allows the changes in people, services and culture to deliver the protection that our citizens require and deserve.

2.4 The future will see fewer resources and will therefore require changes to the way the police do things. To ensure productivity and performance management, the focus of thinking and design needs to be more on the outcomes sought, rather than simply reorganisation of the current resources available.

2.5 The objective therefore is not about taking funding or resources out, it is essentially: To ensure the police can deliver the best possible service and protect people from harm in the best possible way, with the resources we have.

2.6 Reflecting this shift, the approach to the change also needs to be quite different. The traditional approach has been structural in the main with limited change to the way things are actually done, supported by a changing skills base which has been built on such activity.

2.7 Increasingly, the police need to extend beyond their day to day work. They need to step back and look at what they are being asked to do, and how best they can

do it, so they can truly optimise what is spent.

2.8 To truly transform everything the police do needs to be reviewed. They will need to challenge whether they should continue to do it, or whether others would be better placed. There needs to be a review across all police services in detail so they can understand in detail exactly what they have and how they do things. They will need to move away from looking at parts of the organisation and tackle the whole thing together.

2.9 Design skills will be critical as they will be seeking to remodel and redesign the organisation to a level of complexity never experienced by either force. This means opening themselves up to new and alternative ways of thinking and being smart about how they draw on expertise from the market and build their own knowledge and skills base.

3. The Response

3.1 As with every other challenge the Forces have faced they can and will respond to this latest round of change, but without the right skills and expertise the response and final products will lead to sub-optimal outcomes.

3.2 As illustrated above, the view of the Alliance is constantly refining and the forces' self awareness is improving. They have learnt from previous change programmes; the early stages of StraDA; as well as the larger projects and programmes which have begun to expose the true complexity of the change that is now required.

3.3 They have also taken valuable insights and feedback from external providers such as BluelightWorks and new internal appointments and used these to shape thinking and develop an honest and collective assessment of the scale of the challenge and their current ability to respond to it.

3.4 The senior team believe that they need to invest in the additional skills they do not have. They believe that failure to be brave now will put at risk the investments made to date and crucially deliver a sub-optimal solution. This could lead to the police not being able to meet the changing demand and ultimately not be able to protect services and communities effectively.

3.5 They simply cannot continue to try and resolve these challenges by doing the same thing with less money. They need to think differently now so they can protect people from harm in the best possible way.

3.7 In support of this position what follows is:

- An assessment of the extent of our progress so far;
- An assessment of what is required into the future; and
- A proposed route to sourcing this.

4. Current progress

4.1 With minimal external support a huge amount of good work has been achieved to date under the StraDA programme, including:

Alliance to harvest these potential benefits.

5.0 Capability and capacity assessment for transformation

5.1 To support decision making a detailed capability and capacity assessment has been undertaken by the StraDA team and endorsed by the SROs and lead individuals within the business.

5.2 This sets out the generic skills needed for organisation-wide transformational change as summarised below:

- Direction & Assurance
- Complex business change skills
- Complex Design skills
- Behavioural change/new business operations

5.3 A full capability and capacity assessment of the Alliance's position against these elements has been undertaken. Headline messages which fall out of this assessment are:

- Their core business is policing, it is not technology, it is not organisational development and it is not change management – all of which are well advanced professions in their own right
- They have leaders and staff who truly understand their business and are keen to contribute to the challenge ahead but they need to be relieved of the heavy lifting activity associated with change to allow them to concentrate their time on innovation and directing what needs to happen
- Quite naturally their core purpose is policing. They are a responsive organisation (to demand) with huge skills in reacting and successfully dealing with high profile and life critical issues as they arise. They work predominantly in the now, not the future, making strategy development an area for improvement
- They have a huge level of dedication across the staff base, but in terms of the change agenda quite often they are learning as they go which means that change can be slow.
- The pace of required change means that they can't afford to learn as they go. They need and want to embed the new skills required into the future organisation, but at this stage they need to tap into expertise that they do not have
- They do excellent work in pockets, but do not naturally extend their thinking across the whole organisation, risking resultant change not being joined up or at worst being in conflict. This will be a more acute problem as they seek to change the processes and practices of how they do things across areas and directorates (like Athena and OCC) rather than simply restructure
- In the main the internal change team have transactional delivery expertise, not transformational design expertise. Similarly they have the capability to map and understand their processes, but do not have the depth of necessary skills to redesign these or to bring together thinking across ICT, information and business processes
- Everyone recognises the importance of change, but too often it is seen still as the responsibility of a single or dedicated team
- Key individuals are already dedicating significant time to the change programme, but this causes great strain as overall management level

Operating Context

- Completed an extensive and ground breaking piece of work on understanding demand although this required significant abstraction and external consultancy support. Moving this to mainstream though has not to date been possible as it requires a shift from reactive performance monitoring to a more proactive and predictive approach and significant system change.
- Set the direction of travel and vision for policing in 2020 and tested this with PCCs
- Introduced the language of different types of change and made the distinction between the change previously experienced and the change faced now

Transactional

- Secured the first year of the MTFP savings, drawn together change activity into a single place and strengthened decision making around business cases

Transitional

- Agreed the way forward for the ICT and telephony infrastructure as part of Workspace Modernisation
- Reviewed ICT capability and understand what is needed to upgrade the ICT environment long term
- Progressed Athena as a new system for managing information and cases with go live on a like for like basis planned for Summer 2016
- Progressed the OCC and know what underpinning systems will be procured
- Developed ongoing improvements to the policing model
- Agreed to adopt a commissioning approach to service review and delivery across the organisation, although they are yet to truly begin this process
- Utilised modelling tools to link workforce planning to policy decisions and the change agenda.

4.2 Together these elements will significantly improve the current police set up.

Although they are in main transactional and structural in their focus, they create an improved platform for change and give the police the opportunity to fundamentally change the way they look at their services.

- They offer the potential to focus on end-to end business processes and move away from departmental silos
- They give the opportunity to manage demand taken into the organisation
- They will give the potential to better predict crimes and align resources to need

4.3 To secure these investments the police now need to turn the potential outlined above into tangible benefits, improved service and savings. The above elements need to extend now into changes in the way the police work and operate within the financial envelope available.

4.4 For example, taken together the capabilities that have been agreed in areas such as, Athena and new ICT networks plus the potential of mobile working could free two to three hours of police staff and officer capacity a day. Across the workforce it is estimated this could reach around £15m in potential savings but only if they are able to change both the way they approach the change and the way they work in exploiting such capabilities.

4.5 Crucially the skills do not currently exist and the plans are not in place within the

resources have already been reduced over the last few years and business areas cannot afford the additional abstraction required to deliver the next phase of change.

5.4 Once the Transactional work and programme concludes, unless these additional skills are sourced, the police will be unable to progress the design work at the scale and complexity required to realise the potential benefits that the newly created platform will create or go on to address the transformational elements of change.

5.5 This is considered a critical level of need for Transformational change, recognising that change could still be supported and delivered, but in a sub-optimal way.

5.6 The extent of this gap and the speed and nature of the skills required leads to consideration of an external sourcing model, which would both source immediate expertise and then seek to embed this back into the Alliance's own resources over time.

6. Proposed twin track sourcing approach

6.1 Appointing an embedded 'Transformation Partner' would entail the Transformation Partner sharing a degree of commercial risk for the successful delivery of outcomes achieved as a result of the Transformation programme.

6.2 The lead-in times for a Transformation Partner, under an appropriate procurement procedure, mean that this would not contribute toward benefits realisation over 2016/2017.

6.3 To secure these benefits a solution must be reached if the Alliance is to ensure it makes the best use of its available resources.

6.4 A twin track solution is therefore proposed. This will entail the appointment of an external provider of consultancy services and also directly recruiting resources, (track 1), that is then superseded by the appointment of an embedded Transformation Partner (track 2). The twin-track option is the best approach that the Alliance can now take toward meeting its immediate and longer term requirements to change and transform in order to optimise its performance and minimise the potential for inefficiencies.

6.5 In summary the twin-track approach comprises the following elements:

Track 1– delivery of immediate requirements through a mix of the following

- access to resources enabled through direct recruitment and employment
- access to resources enabled through a 'call-off' agreement with a provider of consultancy

Track 2 – delivery of transformational change

- access to resources through the appointment of an embedded Transformation Partner (TP)

6.6 **Immediate need (Track 1)** - The twin-track approach will enable timely and effective access to the core set of competencies. This will enable the Alliance to

exploit and then deliver the efficiencies related to the following near term work-streams and agreed pieces of work under the umbrella of Transitional Programme and New Ways of Working:

- Building Commissioning capability (previously approved)
- Enterprise Architecture (previously approved)
- Mobile working (to be scoped)
- Embedding the demand work and information management
- Collective business redesign to begin to exploit the platform created by Workplace Modernisation, Athena and OCC
- Projects contributing toward the state of readiness for Transformation and handover to the TP in Q2 2017

This would be provided through a mix of direct employment of individuals and consultancy pieces.

6.7 Transformation Partner (Track 2) - Consolidation of spend and effort around future design and delivery presents the opportunity for the Alliance to consider appointing a TP. The relationship between the Alliance and the TP will be more advanced than a simple contracted Consultancy arrangement. It will be a partnership:

A Partnering arrangement may be defined as an approach with an attitude, (or management ethos), of openness, effective communication, trust, honesty, transparency, sharing, mutual benefit (a degree of risk sharing for specific projects), close collaboration and co-operation between the Authority and the selected Partner organisation. (CIPS)

Such arrangements are increasingly adopted as the preferred route by those Authorities seeking to deliver large-scale organisational changes where a significant degree of complexity and innovative outcomes are required and for associated (and often complex) risks to be mitigated effectively during implementation.

6.8 The concept of a TP will effectively mean that the Alliance would appoint a 'sole' provider that will then assist in the design, planning and implementation of its Target Operating Model (TOM). The potential scope of implementation activities would span ICT, organisational/functional design and enabling activities such as culture change and the development and embedding of internal capabilities. Such an arrangement would be underpinned by a structured strategic review, business case and decision making framework that would collectively provide a governance model that assures the direction and activities of the TP is aligned to the vision of the Alliance and its PCCs.

6.9 It is proposed that the Transformation Partner will support the transformation of the entire Alliance by:

- Working under an agreed governance framework as set by the Alliance which provides assurance of their direction and activity
- Conducting a comprehensive service review, redesign and implementation programme across all of the Alliance's functions;
- Further exploiting and adding to the technology embedded during the Transition phase by the service provider;
- Actively seeking to develop the skills of Alliance staff to close the capability gaps to create a resilient and 'change-capable' community;
- Accepting an element of commercial risk for the successful operational and

policing outcomes that result from their activity.

6.10 Crucially the TP arrangement whilst complex can be made to the 'bespoke' requirements of the Alliance due to the flexible nature of the competition process. In other words the arrangement will recognise and meet the unique demands of the Alliance.

7. Gateway review of the decision regarding Transformation Partner and procurement procedure

7.1 This paper recommends the procurement of a Transformation Partner (Track 2). It also proposes that the decision concerning the Transformation Partner procurement should be checked according to gateways agreed by Chief Officers and PCCs.

7.2 The rationale for this is:

- To ensure that the elected PCCs have the opportunity to meaningfully review the proposed strategy,
- By approving now the police can proceed to obtain the necessary support resources that will be required to perform the competition and begin to,
 - appoint the support required to assist in the preparation of the commercial and technical specifications prior to and during the competition;
 - appoint the specialist resources required to support the procurement procedure and development of supporting contractual documentation;
 - plan the effective and efficient use of both internal and external resources so that the procurement can be completed in an optimal and cost effective manner

7.3 It is suggested that a suitable gateway review will be performed following the May 2016 Police and Crime Commissioner elections.

8. Recommendations

It is recommended that:

1. The assessment of the Alliance's capability and capacity to undertake transformational change is endorsed
2. The twin track approach to addressing this need through the sourcing of external expertise for immediate and longer term requirements is supported;
 - a. Delegating authority to the SROs to progress the sourcing related to immediate need (Track 1)
 - b. Supporting the progression of a Transformation Partner from January 2016 onwards (Track 2)

FINANCIAL COMMENTS

The recommendations would be funded from within existing Police Cost of Change budgets. No additional funding is required at this stage.

LEGAL CONSIDERATIONS

By virtue of schedule 11, paragraph 14 of the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of commissioner. That includes: entering into contracts and other agreements (whether legally binding or not) and acquiring and disposing of property (including land).

PUBLIC ACCESS TO INFORMATION

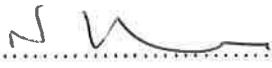
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OFFICER APPROVAL

Chief Executive Officer

Signature 

Date ...26th November 2015...

Signature 

Date ...26th November 2015...

**POLICE AND CRIME COMMISSIONER FOR
WEST MERCIA**



RECORD OF DECISION

TITLE: Rural, Business and Cyber Crime Budget 2015-16 – Use of Reserves
Ref: PCC/D/2015/31

EXECUTIVE SUMMARY

To agree the use of reserves to support the Commissioner's commitment to Rural, Business and Cyber Crime Initiatives in 2015-16.

PROPOSAL

This proposal is for approval to use up to £452,000 from reserves in support of the Commissioner's commitment to rural, business and cyber crime during 2015-16.

West Mercia Police and Warwickshire Police (the Alliance) have developed Alliance strategy documents for both business crime and rural crime. Jointly, in support of these strategy documents, the PCCs for West Mercia and Warwickshire have agreed to allocate £1.5m per annum for five years from 2014-15 towards addressing rural, business and cyber crime. In West Mercia this equates to approximately £1m per annum.

A rural and business crime governance board has been established to oversee the strategic delivery of the Alliance rural and business crime strategies including providing advice to enable the PCCs to make funding decisions. Separate arrangements are in place for the oversight and governance of cyber crime.

The 2014/15 allocation for rural, business and cyber crime was under spent by £452,000. This was due to governance arrangements not being agreed until June 2014 and the first rural and business crime governance meeting not taking place until the end of October 2014 which drastically reduced the time available for the submission and consideration of applications.

At the end of 2014/15 this £452,000 strengthened the reserves position of the commissioner. In using this under spend the funding is retained for its original purpose.

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.

Signed

PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

- 1.1 The detail is contained in the proposal above. However, details of the level of underspend and reserves can be found in the Commissioners 2014/15 outturn report.

FINANCIAL COMMENTS

- 2.1 Any use of reserves will reduce the amount available for supporting future budgets. However as this funding was originally ear-marked for the rural, business and cyber crime but not used in 2014/15 it means it can remain earmarked for future rural business and cyber crime schemes. Therefore this funding can be used in 2015/16 for its original purpose and does not impact on the Commissioner's current financial strategy.

LEGAL CONSIDERATIONS

- 3.1 By virtue of section 143 of the Antisocial Behaviour, Policing and Crime Act 2014 the Police and Crime Commissioner may provide or arrange for the provision of services to secure crime and disorder reduction, services to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour, and other services specified by the Secretary of State.
- 3.2 By virtue of schedule 11, paragraph 14 of the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of commissioner. That includes: entering into contracts and other agreements (whether legally binding or not) and acquiring and disposing of property (including land).

PUBLIC ACCESS TO INFORMATION

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OFFICER APPROVAL

Chief Executive Officer

Signature *Adia Chongobol* Date *2nd December 2015*

RECORD OF DECISION

TITLE: Surrender of lease at Halfpenny Green
Ref: PCC/D/2015/16

EXECUTIVE SUMMARY

On the 19th February 2015 the National Police Air Service (NPAS) Strategic Board agreed a new operating model with 24/7 coverage based on based on a 14% reduction in costs with 15 bases. The air base at Halfpenny Green was one of those to be closed with effect from 1st January 2016 with a 3 month decommissioning period after that.

The lease in respect of the helicopter base at Halfpenny Green is held jointly in the names of West Mercia Police and Crime Commissioner and Staffordshire Police and Crime Commissioner. To achieve the timescale determined by the NPAS Board the lease must be terminated by notice before the 16th July 2015. If this date were missed the lease would have to be held until expiry in 2026. The premises are a bespoke aircraft hanger with ancillary offices and West Mercia has no requirement to retain them.

The Senior Responsible Officer regarding the transfer of service to NPAS has been advised and did not provide any adverse comments regarding the proposal.

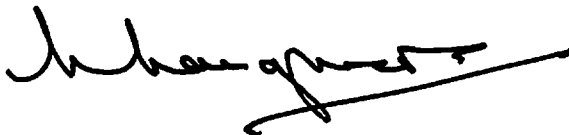
RECOMMENDATION

That the break notice be served on the landlord before 16th July 2015.

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.

Signed



PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

1. Background

- 1.1. The National Police Air Service (NPAS) is a national police collaboration providing air support for policing.
- 1.2. On the 19th February 2015 the NPAS Strategic Board agreed a new operating model with 24/7 coverage based on based on a 14% reduction in costs with 15 bases. The air base at Halfpenny Green was one of those to be closed with effect from 1st January 2016 with a 3 month decommissioning period after that.
- 1.3. The lease in respect of the helicopter base at Halfpenny Green is held jointly in the names of West Mercia Police and Crime Commissioner and Staffordshire Police and Crime Commissioner. To achieve the timescale determined by the NPAS Board the lease must be terminated by notice before the 16th July 2015. If this date were missed the lease would have to be held until expiry in 2026.
- 1.4. The premises are a bespoke aircraft hanger with ancillary offices and West Mercia has no requirement to retain them.
- 1.5. The Senior Responsible Officer regarding the transfer of service to NPAS has been advised and did not provide any adverse comments regarding the proposal.

2. Recommendations:

- 2.1. That the break notice be served on the landlord before 16th July 2015.

FINANCIAL COMMENTS

- 3.1. The proposal is part of a package of savings required to make NPAS financially sustainable.
- 3.2. If the break notice is not served in time it could cost West Mercia its share of ongoing lease costs that NPAS have relinquished responsibility for.

LEGAL CONSIDERATIONS

- 4.1 By virtue of schedule 11, paragraph 14 of the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of commissioner. That includes: entering into contracts and other agreements (whether legally binding or not) and acquiring and disposing of property (including land).

PUBLIC ACCESS TO INFORMATION

Information in this form is subject to the Freedom of Information Act 2000 (FOI Act) and other legislation. Part 1 of this form will be made available on the West Mercia Commissioner's website. Any facts and advice that should not be made automatically available on request are not included in Part 1 but instead in the separate Part 2 report.

OFFICER APPROVAL

Chief Executive Officer

Signature *Andy Chapman* Date *6th July 2015*



RECORD OF DECISION

TITLE: Forensic Enhancement Laboratory Accreditation
Ref: PCC/D/2015/17

EXECUTIVE SUMMARY

West Mercia Police's Forensic Enhancement Laboratory is seeking accreditation. This must be gained by the 1st November 2015 to allow the Laboratory to continue to function. As this relates to an operational function, the Chief Constable should be the legal entity. To enter into that arrangement, the Chief Constable needs the consent of the Police and Crime Commissioner.

The arrangement will be reviewed when West Mercia and Warwickshire units are a single entity as part of the alliance.

RECOMMENDATION

That the Chief Constable be given consent to enter into the legal arrangement to be the legal entity for accreditation of the West Mercia Police Forensic Enhancement Laboratory.

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.

Signed

PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

1. Background

- 1.1. West Mercia Police's Forensic Enhancement Laboratory is seeking accreditation. This must be gained by the 1st November 2015 to allow the Laboratory to continue to function. As this relates to an operational function, the Chief Constable should be the legal entity. To enter into that arrangement, the Chief Constable needs the consent of the Police and Crime Commissioner.
- 1.2. The requirements for accreditation are contained in BS EN ISO/IEC 17025:2005: *General requirements for the competence of testing and calibration laboratories*. Section 4 of that document deals with Management requirements, and at 4.1.1 states, *the laboratory or the organisation of which it is part shall be an entity that can be held legally responsible*. The Forensic Laboratory is not independent of the Force, and consequently legal responsibility would fall upon West Mercia Police. As an operational contract the Chief Constable is the appropriate legal entity to enter the arrangement.
- 1.3. The arrangement will be reviewed when West Mercia and Warwickshire units are a single entity as part of the alliance.

2. Recommendations:

That the Chief Constable be given consent to enter into the legal arrangement to be the legal entity for accreditation of the West Mercia Police Forensic Enhancement Laboratory.

FINANCIAL COMMENTS

- 3.1 The financial implications are accounted for in the Medium Term Financial Plan.

LEGAL CONSIDERATIONS

- 4.1 By virtue of schedule 2, paragraph 7(2) of the Police Reform and Social Responsibility Act 2011 the Chief Constable may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of commissioner. Entering into contracts and other agreements requires the consent of the Police and Crime Commissioner.

PUBLIC ACCESS TO INFORMATION

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OFFICER APPROVAL

Chief Executive Officer

Signature *Andy Chapman* Date *1st July 2015*

**POLICE AND CRIME COMMISSIONER FOR
WEST MERCIA**



RECORD OF DECISION

TITLE: Appointment of Acting Treasurer

Ref: PCC/D/2015/18

EXECUTIVE SUMMARY

The Treasurer is the Chief Finance Officer for the Police and Crime Commissioner. With the retirement of the previous incumbent on the 23rd July 2015 and the new post-holder not due to take up appointment until 17th August 2015 the post of Treasurer will be vacant between those dates. The Police and Crime Commissioner must appoint a Chief Finance Officer (Treasurer) and so for that interim period an Acting Treasurer must be appointed.

PROPOSAL

That the Deputy Treasurer be appointed as the Acting Treasurer for the interim period.

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.

Signed

PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

FINANCIAL COMMENTS

1.1 There are no financial implications for this decision.

LEGAL CONSIDERATIONS

2.1 By virtue of schedule 1, paragraphs 6 to 8 of the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner must appoint a Chief Finance Officer (Treasurer).

2.2 The Police and Crime Commissioner's Corporate Governance Framework delegates responsibility for certain matters to the Treasurer.

PUBLIC ACCESS TO INFORMATION

3.1 Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the West Mercia Commissioner's website. Any facts and advice that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. There is no Part 2 form in this case.

OFFICER APPROVAL

Chief Executive Officer

Signature Date

**POLICE AND CRIME COMMISSIONER FOR
WEST MERCIA**



RECORD OF DECISION

TITLE: Commissioners Grant Scheme 2015-16 – Use of Reserves
Ref: PCC/D/2015/19

EXECUTIVE SUMMARY

To agree a use of reserves to support the Commissioners Grant Scheme in 2015-16.

PROPOSAL

This proposal is for the approval to use £697,000 from reserves to support the Commissioners grant scheme during 2015-16.

The Commissioners Grant Scheme was first introduced in 2013 and was used to invest in community projects across the West Mercia area that helped reduce crime and supported the objectives in the Police and Crime Plan. The first two years of grant funding have achieved many successful outcomes, which have undoubtedly contributed to the low crime levels in West Mercia.

Going forward it is important that capacity, a culture and marketplace are built which can meet the needs of communities to keep them safe and reduce any fear of crime. To gain the most value for money key outcomes need to be targeted to reduce crime levels further and enhance support to vulnerable communities to reduce their risk of becoming victims in the future.

To achieve this, a new grant process seeking to embrace a culture of diverse projects and initiatives, whilst at the same time focusing in on key priorities has been introduced.

In order to maximise the opportunities in 2015/16 it is proposed to use the underspend of the 2014/15 Commissioners Grant Scheme to increase the amount of funding available during 2015/16.

The 2014/15 Commissioners Grant scheme was underspent by £697,000. This was due to a number of other funding streams becoming available during the year. At the end of 2014/15 this £697,000 strengthened the reserves position of the commissioner. In using this underspend it continues to use the funding for its original purpose.

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.

Signed

PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

- 1.1 The detail is contained in the proposal above. However, details of the level of underspend and reserves can be found in the Commissioners 2014/15 outturn report.

FINANCIAL COMMENTS

- 2.1 Any use of reserves will reduce the amount available for supporting future budgets. However as this funding was originally ear marked for the Commissioners grant scheme but not used in 2014/15 it means it can remain earmarked for future grant schemes. Therefore this funding can be used in 2015/16 for its original purpose and does not impact on the Commissioner's current financial strategy.

LEGAL CONSIDERATIONS

- 3.1 By virtue of section 143 of the Antisocial Behaviour, Policing and Crime Act 2014 the Police and Crime Commissioner may provide or arrange for the provision of services to secure crime and disorder reduction, services to help victims or witnesses of, or other persons affected by, offences and anti-social behaviour, and other services specified by the Secretary of State.
- 3.2 By virtue of schedule 11, paragraph 14 of the Police Reform and Social Responsibility Act 2011 the Police and Crime Commissioner may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of commissioner. That includes: entering into contracts and other agreements (whether legally binding or not) and acquiring and disposing of property (including land).

PUBLIC ACCESS TO INFORMATION

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OFFICER APPROVAL

Chief Executive Officer

Signature Date

**POLICE AND CRIME COMMISSIONER FOR
WEST MERCIA**



RECORD OF DECISION

TITLE: Treasury Management Strategy 2015/16
Ref: PCC/D/2015/20

EXECUTIVE SUMMARY

1.1 To agree a Treasury Management Strategy for 2015/16

1.2 In accordance with the requirements of the Local Government Act 2003, the Commissioner is required to agree a Treasury Management Strategy each year, which accords with the CIPFA Treasury Management Code of Practice. The strategy governs all borrowing and lending by the PCC over the course of the coming financial year.

PROPOSAL

This proposal is

- a) To approve the Treasury Management strategy and Investment strategy for 2015/16
- b) To note the Prudential Indicators agreed as part of the budget setting
- c) That the Police and Crime Commissioner requires the Treasurer to ensure that net borrowing does not exceed the Prudential level as specified in Appendix A, taking into account current commitments, existing plans and the proposals agreed in the budget.
- d) That the Police and Crime Commissioner delegates authority to the Treasurer to undertake all of the activities outlines in Appendix E to the report.
- e) That the Treasurer implements the Minimum Revenue provision Policy as specified in Appendix F

**APPROVAL OF
West Mercia Police and Crime Commissioner**

I hereby approve the above proposal.

Signed

PART 1 – NON-CONFIDENTIAL/EXEMPT FACTS AND FIGURES

SUPPORTING REPORT

1. INTRODUCTION

- 1.1 By virtue of the Local Government Act 2003, the Police and Crime Commissioner is required to publish a Treasury Management Strategy, which accords with the requirements of the CIPFA Treasury Management Code of Practice, governing all borrowing and lending activity for his office each year.
- 1.2 The strategy is detailed in the attached report from the Treasurer. This is a joint strategy with the Police and Crime Commissioner for Warwickshire as both funds are being managed by the Force Finance Team.
- 1.3 In line with Financial Regulations this report has been presented to and agreed by the Joint Audit committee.

FINANCIAL COMMENTS

- 2.1 The report is a financial report by its nature, and there are no financial comments beyond the report itself.

LEGAL CONSIDERATIONS

- 3.1 The production and publication of a Treasury Management Strategy is a requirement of the CIPFA Treasury Management Code of Practice, compliance with which is a requirement of the Local Government Act 2003.

PUBLIC ACCESS TO INFORMATION

- 4.1 Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the West Mercia Commissioner's website. Any facts and advice that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. There is no Part 2 form in this case.

OFFICER APPROVAL

Chief Executive Officer

Signature Date