



PAPER NS14/22

NORFOLK AND SUFFOLK COLLABORATION PANEL

A meeting of the Panel was held in the Strategic Co-ordination Centre, Police Headquarters, Martlesham Heath on Wednesday 3 September 2014 at 10.30am.

Present:

Norfolk

PCC's Office: John Hummersone (Chief Finance Officer), Jenny McKibben (Deputy PCC) and Mark Stokes (Chief Executive).

Constabulary: Charlie Hall (Deputy Chief Constable).

Suffolk

PCC's Office: Chris Bland (Chief Finance Officer), Liz Hollingworth (Business Administration and Policy Officer), Christopher Jackson (Chief Executive), Tim Passmore (PCC) and Claire Swallow (Deputy Chief Executive).

Constabulary: Douglas Paxton (Chief Constable) and Gareth Wilson (Deputy Chief Constable).

Apologies: Rupert Birtles (Assistant Chief Officer - Resources), Simon Bailey (Chief Constable), Stephen Betts (PCC)

Tim Passmore chaired the meeting.

PUBLIC AGENDA

1. MINUTES OF PREVIOUS MEETING (Paper NS14/16)
 - 1.1 The minutes of the meeting held on 30 April 2014 were agreed as an accurate record and signed by the Chairman.
 - 1.2 The Police and Crime Commissioner for Suffolk, Tim Passmore, said that he was surprised that the Director of T-Police for Cap Gemini was asked to speak at the meeting as he had not received prior notification of this. He said there should be forward notice if an outside agency is going to be asked to present at the meeting and asked who had arranged for Cap Gemini to be there. The Deputy Police and Crime Commissioner for Norfolk, Jenny McKibben, said she was confident that CapGemini had not been invited independently or the input pre-arranged.
 - 1.3 It was noted there was a misspelt name, which should read 'Caren Reeves', in the Appendix to the minutes.

NOT PROTECTIVELY MARKED

- 1.4 The Chief Finance Officer for the Norfolk PCC, John Hummersone said that there were a number of references in the minutes to the Chief Finance Officers (CFOs). He wished the following comments to be put on record:

“6 days prior to the meeting of this Panel on the 30th April the CFOs and Head of Finance met to discuss the proposals for the Shared Services Partnership (including ERP) and the Control Room. We had apologies from Phillip Clayton. There was agreement between the CFOs present that,

Firstly, Commissioners could take decisions on the basis of the business cases which had been prepared and,

Secondly, that, in our view there was risk associated with timing of the implementation of the ERP and the SSP, both scheduled for go live on 1 April 2015.

That is all we jointly agreed.

As far as I was concerned this risk was never a show stopper for SSP/ERP nor could it be a show stopper for the CCR amalgamation, it was purely about timing. We (CFOs) did not link the projects together which is the inference of minute 3.28 and 3.29.

I would like the minutes of **this** meeting to record my comments.
Thank you.”

2. NORFOLK & SUFFOLK CHANGE PROGRAMME PROGRESS REPORT (Paper NS14/17)
- 2.1 DCC Charlie Hall said that the report provided an account of the change programme for both Comprehensive Spending Review 1 (CSR 1) and CSR 2. He asked whether there were any questions on the report.
- 2.2 DCC Gareth Wilson said that he needed to make a point of clarity on section 10.1.5 of the report that refers to a reduction of 63 posts. He said this was not the current or correct figure and that the Suffolk Change Programme would be discussed at the Suffolk Police and Crime Panel on 10 October 2014.
- 2.3 Jenny McKibben said she had not seen the Section 22A collaboration agreement referred to in section 5.2.4 of the report. The Chief Executive for Suffolk, Chris Jackson agreed that the statement in the report was not correct. He said that a response to questions on timings, structure, location and governance for the Integrated Offender Management (IOM) Unit was outstanding and he expressed concern that collaboration had proceeded without PCCs’ approval. Jenny McKibben said that a financial plan was needed for IOM.
- 2.4 Gareth Wilson said the agreement document would be completed shortly and circulated to PCCs. He said he would ask T/ACC Skevington to provide a financial plan as both PCCs had contributed funding. Non-financial benefits of the IOM Unit would also be provided. He agreed there was a need for better strategic planning in projects and to ensure the correct documentation was in place before proceeding.
Action: DCC Wilson to send IOM Unit collaboration agreement and financial plan to PCCs.
- 2.5 Jenny McKibben asked how the table in the Executive Summary was arrived at. Charlie Hall explained that within CSR 1 some of the savings were still to be delivered and these had been added to CSR 2. Therefore the figure for CSR 2 has increased by

£3.5million carried forward from CSR 1. The Deputy Chief Executive for Suffolk, Claire Swallow, asked that future monitoring indicates savings from CSR1 within CSR2 separately.

- 2.6 Chris Jackson, noted that section 4.2.15 of the report stated that the ERSOU+ collaboration agreements were awaiting sign-off by regional Chief Officers. He asked why there had been a delay in providing the agreement, given most signatures had been provided at the regional meeting in July 2014. Charlie Hall said that one signature had been outstanding but he understood the Section 22A agreement was now complete and would ask Bedfordshire Constabulary to circulate the agreement.
Action: DCC Hall to ask Bedfordshire Constabulary to circulate the ERSOU+ collaboration agreement.
- 2.7 Jenny McKibben asked when the protective services business cases would be sent though to PCCs. Gareth Wilson said they are being finalised and the first one would be sent imminently.
- 2.8 Tim Passmore asked how collaboration agreements are evaluated. Gareth Wilson said that within each programme financial and non-financial 'lessons learnt' are documented. For protective services national and professional good practice conditions are abided by, performance is monitored and responsible officers are held to account at the performance meeting chaired by ACC Hamlin. The PCC Accountability and Performance Panels also hold the Constabularies to account.
- 2.9 Tim Passmore stated that the traffic base at Acle and a lack of coverage on roads in the north of Suffolk were a cause of concern. Gareth Wilson said that ACC Hamlin is overseeing a study to consider coverage, determine the best site to maximise attendance at incidents and increase productivity. Douglas Paxton said the results of the study should be awaited before any decision is taken. Additionally, PCCs and Chief Officers need to adhere to national requirements as well as considering the Police and Crime Plan and strategic assessments.
- 2.10 Tim Passmore asked whether the Constabularies had received feedback on the unsuccessful Home Office Innovation Fund bid. Charlie Hall said he understood the fund had been heavily oversubscribed and, whilst some Norfolk and Suffolk bids had been successful, he had not received any formal feedback on the unsuccessful Joint Data Hub, but would follow this up. Capability in digital devices does need to be enhanced and therefore the Constabularies will be considering the business case for this shortly.
Action: DCC Hall to ask for feedback on the Home Office Innovation bid.
- 2.11 Tim Passmore asked about the long term vision for Suffolk and Norfolk and in particular the strategic vision for working with other agencies. Douglas Paxton said there were three areas to focus on:
- i) The regional perspective for higher level crime services (ERSOU), regional chiefs and PCCs meeting.
 - ii) Options for expansion, service enhancements and savings over next 5 years.
 - iii) Local policing. T/ACC Skevington is working on a local policing review where the focus is on demand reduction.
- 2.12 Claire Swallow asked for clarification on the statement on page 12 of the report which says "A single store for Norfolk had been implemented". Charlie Hall thought that the stores were managed by procurement across both forces but this could be clarified.
- 2.13 Claire Swallow asked about the governance arrangements for the Community Safety and Partnerships work. Douglas Paxton said that the Public Sectors Leaders group is overseeing the review and that the Suffolk Chief Executives Group (SCEG) is leading

the workstream on partnership. Suffolk County Council is managing the overall project and Superintendent Martin Ransome is the police lead. Gareth Wilson assured the Suffolk PCC that the Constabulary is fully committed to the work.

2.14 Chris Jackson asked whether the benefits of 'blue light' collaboration had been considered and whether the benefits identified at 10.3.3 and 10.3.4 of the report were based on premises sharing. Douglas Paxton said the benefits listed were based on the results from the four sites already shared. Tim Passmore noted that the Home Secretary had recently referred to blue light collaboration and he said that the flexibility to incorporate more collaboration in the future should be borne in mind. Gareth Wilson said that there is already a strong emphasis on working with other agencies although planning must ensure that savings are achievable even if partnerships do not develop as expected.

2.15 At section 7.3.2 of the report it was noted that Mark Davy is the Head of Transport Services.

3. ENTERPRISE RESOURCE PLANNING (ERP) PROJECT UPDATE (Paper NS14/18)

3.1 Charlie Hall reported that he is Chair of the ERP project board which meets monthly. The project is on schedule for implementation of IT systems and associated procedures in Norfolk and Suffolk to enable go-live of the 'T-Police' system in April 2015. The project is on budget and has not had to use contingency.

3.2 Development work is complete and user acceptance testing will begin in October followed by workshops to redesign the business processes.

3.3 The Chief Finance Officer for the Suffolk PCC, Chris Bland asked for an update on data migration and whether this had any impact on the implementation date. Charlie Hall confirmed that data migration had been one of the biggest challenges to the project as specialised ICT skills that were needed were not readily available. CapGemini were subsequently asked to provide additional support to achieve the data migration.

3.4 With hindsight it was thought that data migration should have been included in the original invitation to tender. Despite the challenges, data migration is still being delivered within the overall budget and would be completed before user testing commenced in October. DCC Hall agreed to provide the cost of the additional resource to deliver successful data migration.

Action: DCC Hall to provide resource costs for ERP data migration.

3.5 Tim Passmore asked about the communications strategy for staff and public. Charlie Hall said that workshops for staff with detailed knowledge of HR, finance etc. had been held but that wider engagement with staff would start in October. Tim Passmore reiterated that positive messages and keeping staff fully informed was key to successful implementation. Communications were built into the programme plan and that staff associations were also being kept informed and Douglas Paxton said that, as part of the change programme, cascade briefings were held with managers to disseminate to staff. He agreed to ensure the PCCs were kept informed.

3.6 Chris Jackson said that he understood that some processes used in the Office of the Police and Crime Commissioner would not align with the ERP system, for example the expenses system for volunteers groups such as Custody Visitors and the Independent Advisory Group. Charlie Hall agreed to involve the PCC offices in ERP and would consider how to incorporate the PCCs processes into ERP.

4. TRANSPORT STRATEGY (Paper NS14/19)

- 4.1 Rex Clarke (Procurement) explained that the new national framework was meant to begin October but had been delayed and was now expected to commence in December 2014. However it is likely it will be delayed further if there are legal challenges or manufacturers questions.
- 4.2 Douglas Paxton explained that at the time the report was written it was thought the mini-competition award could be extended but this was now in question and legal advice should be sought on whether it is possible to extend the contract for up to 12 months, leaving the option to move to the new framework. He outlined that it was operationally important to have vehicle procurement in place and, if the contract is not extended, the Constabularies would be left in a position where they are unable to buy vehicles until the new national framework was in place.
- 4.3 Chris Jackson asked whether each force is in the same position. Rex Clarke confirmed that 18 organisations (including fire services) were, and that Kent and Essex Constabularies, as the lead forces for the contract, have been asked to clarify the position. He confirmed that the Constabularies are able to place orders until 4 October and the PCC suggested that, to help resolve the short term issue of vehicle procurement, orders could be placed now and reviewed at a later date.
- 4.4 The Chief Executive for the Norfolk PCC, Mark Stokes, agreed legal advice was needed and asked whether a Voluntary Ex-Ante Transparency (VEAT) notice could be used to address any anti-competitiveness issues. Rex Clarke said that this had been raised as an option with Kent and Essex Constabularies.
- 4.5 Chris Jackson said that the PCC would need to issue a decision to extend the strategy. The Chief Constable noted that the strategy relates to more than procurement and that a paper would be produced for the PCCs to make a decision on before 1 October.
Action: Constabularies to provide decision paper extending the joint transport strategy for PCCs to consider.

PRIVATE AGENDA

[Further detail of the discussions under the following items is included in the closed minutes.]

5. MINUTES OF THE PREVIOUS MEETING

- 5.1 The confidential minutes of the meeting held on 30 April 2014 were confirmed as an accurate record and signed by the Chairman.

6. PROJECT ATHENA

- 6.1 DCC Hall gave an update on the implementation of ATHENA across both Norfolk and Suffolk Constabularies.

7. EXTERNAL ICT REVIEW

- 7.1 Actica Consulting presented their findings on the external ICT review.
- 7.2 It was agreed the Constabularies and PCCs would read the report in full and jointly feedback and raise any questions to Actica. The Constabularies would respond on the recommendations in the report to the PCC Chief Executives.

8. FORCE MEDICAL EXAMINER CONTRACT

- 8.1 DCC Wilson gave a verbal update on the current status of the contracting process for the Force Medical Examiner and agreed to keep the PCCs informed.

The meeting closed at 1.30pm