

Alliance Governance Group Minutes

Date:	Wednesday 29 th March 2017
Time:	14:00
Location:	Willison Room, Hindlip
Chair:	John Champion, PCC West Mercia / Philip Seccombe, PCC, Warwickshire
Minute Taker:	Alison Rixom, PA, West Mercia PCC

	Name:	Capacity:
Attendance:	Anthony Bangham (AB)	CC West Mercia
	Amanda Blakeman (AMB)	ACC Local Policing
	John Champion (JPC)	Police and Crime Commissioner West Mercia
	Andy Champness (AC)	CEO West Mercia
	Heather Costello (HC)	Director of Finance
	Steve Cullen (SC)	Chief Supt. (Rep for D. Tedds & C. Singer)
	Richard Elkin (RE)	Director of Enabling Services
	Liz Hall (LH)	Treasurer
	Martin Jelley (MJ)	CC Warwickshire
	Karen Manners (KM)	DCC Warwickshire
	Tracey Onslow (TO)	Deputy PCC West Mercia
	Philip Seccombe (PS)	Police and Crime Commissioner Warwickshire

	Name:	Capacity:
Apologies:	Neil Hewison (NH)	CEO Warwickshire
	Chris Singer (CS)	T/DCC West Mercia
	Debbie Tedds (DT)	T/ACC Protective Services

	Name:	Capacity:
Guests:		

No.	Summary	Action
01/29/03/17	<u>Attendance / Apologies</u> As above. The Chair welcomed everyone to the meeting.	
02/22/02/17	<u>Minutes / Actions from previous meeting (24.01.17)</u> The Minutes from the previous meeting were approved, without amendment, as a true and accurate record for publishing. Action Updates: 24/01/17 - 08 – Completed.	

	<p>22/02/17 – 02 - Completed</p> <p>Matters Arising</p> <p>04(a) /22/02/17 Mobile Working Business Case Action: HC will come back to AGG with a figure on the cost of the Microsoft Licences for Mobile Working. Update 29.03.17. It was stated that the information had not been received. HC to check and circulate to the group.</p> <p>04(b)/22/02/17 – Mobile Working Business Case Action: The Optimum Working Study is due to be compiled in April and therefore these efficiencies will need to be brought to AGG in May 2017.</p>	<p>HC</p> <p>HC</p>
03/29/03/17	<p><u>Treasury Management Strategy (Paper)</u></p> <p>The Treasury Management Strategy for Warwickshire and West Mercia was presented to the group. . A discussion was held and a number questions were raised which were answered satisfactorily.</p> <p>Recommendation That</p> <ol style="list-style-type: none"> a) the Treasury Management Strategy and Investment Strategy for 2017/18 be approved by the Police and Crime Commissioners for Warwickshire and West Mercia b) the Prudential Indicators agreed as part of the respective budget settings are noted; c) the Commissioners require the Treasurer to ensure that net borrowing does not exceed the Prudential levels specified in Appendices A and B, taking into account current commitments, existing plans, and the proposals agreed in the budget reports; d) the Commissioners delegate authority to the Treasurer to undertake all the activities listed in Appendix C of the report; e) the Treasurer implements the Minimum Revenue Provision Policy as specified in Appendix A and B. <p>It should be noted that the draft strategy was considered by the Joint Audit Committee on 20th March 2017. The Joint Audit Committee supports the proposed strategy and recommends that the Commissioners approve it.</p> <p>Decision The Treasury Management Strategy for Warwickshire and</p>	

	<p>West Mercia was approved and the recommendations above agreed by both the PCCs and CCs.</p> <p>The chair complimented the Treasurer on an excellent report.</p>	
04/22/02/17	<p><u>Appointment of Audit Committee Members</u></p> <p>The Treasurer provided an update stating that 4 members had been appointed and that Lynne Duffy (existing member) had been appointed for another term and will be the Chair, along with Martin King (also an existing member), Alan Day and Gavin McArthur. From those interviewed there was currently no member selected from Warwickshire. PS requested that the preference would be that the member resides or works within the Warwickshire area.</p> <p>It was agreed that the role would be re-advertised.</p>	
05/29/03/17	<p><u>Place Partnership Limited Update</u></p> <p>An update was provided to the group. Both a Board meeting and a Shareholders meeting had taken place in March. At the Shareholders meeting it was agreed that the company would engage external support to review the financial arrangements of the company by end of May. The Board and Shareholders would then consider the results in June. It was confirmed that an update on the financial position for 2017/18 was included in the Money Matters report and was stated that there is a financial risk on 2017/18 pending conclusion of the current discussion.</p>	
07/29/03/17	<p><u>Business Planning Cycle</u></p> <p>A draft Business Planning Cycle for 2017/18 was presented to the group for discussion and comment.</p> <p>A brief discussion took place and a number of amendments were agreed. A Chief Officer and PCCs Away day would be set in March.</p> <p>The strategic planning part reassesses what needs to be done and this should be at the beginning of the year and reviewed in the autumn.</p> <p>Dates of all the Chief Officer Away Days and the three joint Away Days are added into the plan with a fourth meeting towards the end of March.</p> <p>The budget process setting starts in March. There will be clear internal communications to enable the workforce to engage with this cycle. There will be heavy emphasis in</p>	

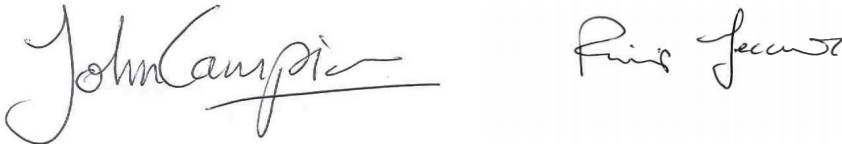
	<p>April to produce the Savings plan, early conversations will be required. June will see draft plans in place with a key away day in July.</p> <p>Action: AC to make the amendments to the Business Planning Cycle, circulate first week of April to COs and PCCs along with a communication.</p> <p>Action: AMB to source a date for the next CO Away Day.</p>	<p>AC</p> <p>AMB</p>
08/29/03/17	<p><u>Money Matters (Paper)</u></p> <p>The Director of Finance had presented her financial report prior to the meeting. The chair complimented HC on an excellent report.</p> <p>A discussion took place regarding the increased transport costs. Some one-off high repair costs and maintenance costs for some 4x4 vehicles had been incurred due to involvement in a tactical pursuit and control incident. These costs were over and above the budget forecast. Repair costs generally were escalating. A review of the Tactical Pursuit Policy is being undertaken.</p> <p>These escalating costs are noted nationally and these repair costs will be expected in the future as the vehicles are being designed to higher specifications providing better protection for officers, and it has been noticed that fewer officers are being injured due to increased safety in vehicles.</p> <p>The split in the overspend of £268K in the Transport Budget forecast across the alliance was requested. Action: HC to provide details of the split and report back to the group outside of the meeting.</p> <p>There has been a small increase in the capital programme for specific vehicles. The Head of Transport has been tasked with reducing the fleet as part of the alliance and with the investment of the telematics system the data collected will provide information which will greatly assist fleet budgeting and planning process.</p> <p>A discussion took place with regards to Proceeds of Crime Act (POCA). POCA is recorded as money coming in and is not ring fenced.</p> <p>Vetting charges had not changed in the last 10 years and the external contract was now under review, with the conclusion awaited.</p> <p>Premises Expenses have increased compared with the</p>	<p>HC</p>

	<p>January forecast. This is made up of overspends in rent and rates costs which is mainly due to delays in vacating premises. Action: RE to provide a fuller briefing for the PCCs on the delays to the 2 northern premises outlined in the Money Matters report and HC to do some further checks on the figures.</p>	RE/HC
09/29/03/17	<p><u>Change Programme Update</u></p> <p>A verbal update was provided to the group. Focus has been on three key areas of the training programme, the benefits realisation programme, Athena and the savings target for moving forward.</p> <p>KM provided an update on Athena. Issues have arisen which have delayed the programme. A pre-audit has been undertaken and identified that additional work is required in converting back records within the custody section of Athena creating a delay in the timeline. There is an option / solution being investigated. This option is currently in use in 2 Police Forces. A briefing paper is being prepared for presentation to Chief Officers articulating options. If this is accepted then the programme can move to commence training.</p> <p>It was agreed that if the briefing is accepted by Chief Officers and agreement is sought from PCCs then this could be done outside of AGG meeting to ensure that progress can continue on schedule.</p> <p>AMB provided an update on the Benefits Realisation. Work is ongoing to identify benefits with Finance and Enabling Services. A gap in funding has been identified and that a significant amount of savings need to be achieved in the coming financial year in the region of £16M. It was stressed that all options need to be explored and any slippages or underspends need to be included.</p> <p>A Savings Plan will be available by end of April, for presentation to Chief Officers and PCCs.</p> <p>It was agreed that the Transformation Programme is the biggest risk to the organisation; therefore a briefing paper needs to be provided for each AGG meeting.</p> <p>Action AMB and KM to provide briefing paper for future AGG meetings.</p> <p>A discussion took place regarding the appointment of the permanent Transformation Director. The Consulting company are proceeding with the appointment, but at present no interview dates have been provided. At the beginning of the process the assumption for the successful applicant was that there would be a one month notice period. The aspiration was to have the permanent position</p>	AMB /KM

	<p>filled by the end of May. This now looks doubtful. The PCCs were very disappointed that the recruitment exercise has not happened.</p> <p>Action: RE to provide an update on the progress of the permanent recruitment to the Transformation Director to PCCs by end of March 2017.</p>	<p>RE</p>
<p>10/29/03/17</p>	<p><u>Directorate Updates</u></p> <p><u>Local Policing</u></p> <p>The Local Policing update was presented to the group by Ch. Supt. Steve Cullen on behalf of T/ACC DT. Body Worn Video. A delay in procuring firearms head cams has lead to re-sequencing of implementation until early April. An implementation timeline has been produced and the PCCs were reassured that the roll out would be completed within this calendar year.</p> <p>Firearms Licensing – the number of pending applications had risen since the start of the calendar year. The Unit is managing the demand more effectively and a review is in progress.</p> <p>Action: The PCCs requested that a separate Firearms Licensing update be given to the PCCs on a regular basis outside of the meeting.</p> <p>AMB provided an explanation for recent poor experience when calling 101 and stated that work was ongoing. Temporary staff were now being made permanent and the numbers of staff nearly up to strength. There are still some ongoing training issues. The new OCC system and Athena will ensure resilience is covered.</p> <p><u>Protective Services</u> – (Paper)</p> <p>The Protective Services update was presented to the group by Ch. Supt. Steve Cullen on behalf of ACC CS. Assurance was sought that all ROCU costs relating to people were being reflected in the budget. HC provided reassurance that all costs will be looked at and will be liaising with Protective Services to look at efficiencies. The savings for each Regional Force were requested.</p> <p><u>Enabling Services</u> – Richard Elkin (Paper)</p> <p>Key areas were highlighted. The Telematics project will progress to Phase 2 which involves installations to the whole fleet of vehicles across the alliance. The early reliability and collision data reporting issues are now resolved and a way forward for installations agreed with the contractor.</p> <p>The in car media program is progressing</p> <p>Action: RE to investigate opportunities to see the in-car media equipment in operation and make JC aware.</p>	<p>SC/DT</p> <p>RE</p>

	<p>PS thought the Dump the Junk campaign was a really good initiative and asked RE to express his thanks to those involved.</p> <p>A brief discussion took place with regards to the Management of Change process within Corporate Communications. A fuller explanation was provided on vacancy advertising, which is a result of the re-structure taking place there is no actual growth in the department. The movement of one member of staff to Hindlip is for a direct liaison SPOC between the Chief Constable and Corporate Comms. The new structure will also see staff SPOCs for operational areas. Staff will still be based at Stratford but will be localised in their area.</p>	
11/29/03/17	<p><u>AOB</u></p> <p>None recorded</p>	
12/29/03/17	<p><u>Date, time and location of next meeting.</u></p> <p>The next meeting will be held on Wednesday 24th April 2017 at 14:00 in the Conference Room, at Leek Wootton.</p>	

With nothing further to discuss the meeting closed at 15:45.

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

Action Summary Table

Date of Meeting	Action Agenda Item No.	Action	Owner	Action Completion Date
21/12/16	03	<p><u>Strategic Outline Business Case (SOC)</u></p> <p>Action: T/DCC Chris Singer will arrange for standardisation of report formats. Update 24.01.17. Report formats will be provided to CEO's by February 3rd 2017.</p>	CS	03/02/17
22/02/17	04	<p><u>Mobile Working Business Case (Paper)</u></p> <p>(a) Action: HC will come back to AGG with a figure on the cost for the Microsoft Licences for mobile working. Update 29.03.17. It was stated that the information had not been received. HC to check and circulate to the group Action:</p> <p>(b) The Optimum Working Study is due to be compiled in April and therefore these efficiencies will need to be brought to AGG in May 2017.</p>	HC	26/04/17
29/03/17	07	<p><u>Business Planning Cycle</u></p> <p>(a) Action: AC to make the amendments to the Business Planning Cycle, circulate first week of April to COs and PCCs.</p> <p>(b) Action: AMB to source a date for the next CO Away Day.</p>	AC	24/04/17
29/03/17	08	<p><u>Money Matters</u></p> <p>(a) A request was made as to what the split in the overspend of £268K in the Transport Budget forecast was across the alliance. Action: HC to provide details of the split and report back to the group outside of the meeting.</p> <p>08(b) Action: RE to provide a further briefing for the PCCs on the delays to</p>	HC	24/04/17
			RE/HC	24/04/17

Date of Meeting	Action Agenda Item No.	Action	Owner	Action Completion Date
		the 2 northern premises outlined in the Money Matters report and HC to do some further checks on the figures.		
29/03/17	09	<p><u>Change Programme Update</u> It was stated that the Transformation Programme is the biggest risk to the organisation, therefore a briefing paper needs to be provided for each AGG meeting.</p> <p>(a) Action AMB and KM to provide briefing paper for future AGG meetings.</p> <p>(b) Action: RE to provide an update on the progress of the permanent recruitment to the Transformation Director to the PCCs by end of March 2017.</p>	<p>AMB/KM</p> <p>RE</p>	<p>24/04/17</p> <p>31/03/17</p>
29/03/17	10	<p><u>Directorate Updates</u> <u>Local Policing – Firearms</u> Action: The PCCs requested that a separate Firearms Licensing update be given to the PCCs on a regular basis outside of the meeting.</p> <p>(b) <u>Enabling Services</u> The in car media program is progressing. The chair enquired as to whether he could visit a site and see the system in operation. Action: RE to investigate opportunities to see the in-car media equipment in operation and make JC aware.</p>	<p>SC/DT</p> <p>RE</p>	<p>24/04/17</p> <p>24/04/17</p>

Decision Summary Table

Date of Meeting & Number	Decision No.	Action Agenda Item No.	Subject	Owner	Action Completion Date
26/05/16	1	03	Exempt from disclosure under S.31(1)(1) (the prevention and detection of crime) of the Freedom of Information Act 2000 (FOIA).	ACC Singer	Agreed by both PCCs – 26.05.16
26/05/16	2	06	<p>Draft Revenue and Capital Outturn position for 2015/16.</p> <p>Recommendations:</p> <ol style="list-style-type: none"> 1. That the outturn financial position for 2015-16 is noted. 2. That the 2015/16 underspend of £6.895m is carried forward through the following reserves: £2.0m - Invest to Save £4.895m- Infrastructure Reserve 3. That where 2015/16 outturn has produced an unexpected variance that these budgets are considered in detail for the 2017/18 budget preparation. 4 That £0.399m is added to the capital programme to cover changes. 	LH – Joint Treasurer	Agreed by both PCCs – 26.05.16
29/06/16	3	03	<p>Operations Enabling Technology (OET)</p> <p>Through the analysis, planning activities, designs and due diligence the OCC Programme conclude that procuring the Saab SAFE solution through the Cheshire Framework is the most expedient, value for money and appropriate route to:</p> <ul style="list-style-type: none"> • achieve the Chief Officers strategic aims 	ACC Amanda Blakeman	Agreed by both PCCs 29.06.16

			<ul style="list-style-type: none"> • satisfy the business requirements of the future OCC • support the needs of the wider organisation <p>Revenue It is recommended that the revenue cost is funded as follows:</p> <ul style="list-style-type: none"> • £225,544 in 2016/17 from in year underspend • £468,649 in 2017/18 from the invest to save reserve • £219,919 in 2018/19 is built into the budget as growth. <p>Capital It is recommended that capital of £137,712 is funded from slippage in the current year capital programme, then built into the new programme at the next review.</p> <p>Decision 3: Both PCCs agreed to approve the business case, the revenue costs and capital funding.</p>		
29/06/16	4	04	<p>Extension: Restorative Justice Funding</p> <p>Recommendation: To extend the Restorative Justice Pilot until 31st December 2016 at a cost of £85,513 (£53,236 from West Mercia and £32,277 from Warwickshire).</p> <p>Decision 4: Both PCCs agreed to the extension of the pilot by 5 months.</p>	Andy Champness, CEO, PCC, West Mercia	Agreed by both PCCs 29/06/16
28/09/16	5	04	<p>Space Utilisation</p> <p>Recommendations Two approaches were considered to progress this piece of work. It was recommended that the Space Utilisation project be initiated to further inform the work already being undertaken at the Hindlip site. As full costs for the Optimum working Environment project cannot be determined at this stage,</p>	Richard Elkin, Director of Enabling Services	Agreed by both PCC's 28/09/16

			<p>this work would be undertaken 'at risk', with costs being advised when they are confirmed. The Estate Strategy work is in progress and the other two packages of work detailed here would augment the Estates Strategy to provide a much longer term solution.</p> <p>Advantages: Continuation of current work in progress and will inform discussions about such matters as open plan chief officer working and determination of future useage of space being vacated across the Hindlip Park estate as part of the OCC build.</p> <p>Disadvantages: Final costs of feasibility work not known, so Optimum Working Environment work would be undertaken 'at risk'.</p> <p>Decision 5: Both PCCs agreed to adopt Option 1 and that the Space Management Guidelines will be reviewed. It was considered that the risk of excessive cost was small and outweighed by the benefits of proceeding and maintaining project momentum.</p>		
28/09/16	6	09	<p>OCC Programme Update – Summary of Revised Capital Costs and Timeline for Neville House.</p> <p>Recommendation That the Warwickshire PCC approved funding for the revised costs.</p> <p>Decision 6: PS approved funding for the revised costs. This cost would be borne by Warwickshire as it relates to property owned by and within Warwickshire.</p>	ACC Amanda Blakeman	Agreed Philip Seccombe, PCC for Warwickshire 28/09/16
26/10/16	7	04	<p>Extension: Restorative Justice Funding As detailed in the Restorative Justice Funding paper, both PCCs were asked to approve additional expenditure of £42,757, the figures being £29,502 for West Mercia and £13,255 for Warwickshire using the ratio of 69/31. It was agreed that some good progress had been evidenced. The pilot is not going to be extended beyond 31 March, 2017.</p>	Andy Champness, Chief Executive for West Mercia	Agreed by both PCC's 26/10/6

			<p>Recommendation: To allocate £42,757 from existing underspend in the PCCs Grant Schemes in order to extend the pilot for three months £29,502 from West Mercia and £13,255 from Warwickshire.</p> <p>Decision 7: Both PCC's agreed to extend the pilot for three months from existing underspends.</p>		
30/11/16	8	06	<p>Cyber Crime Strategy</p> <p>Decision: Both PCCs approved the strategy and agreed sign off once the minor amendment has been made.</p>	T/ACC Steve Cullen	Agreed by both PCCs 30/11/16
30/11/16	9	07	<p>Body Worn Video (BWV)</p> <p>Recommendation Three options have been shortlisted to identify the most likely to maximise value for money. Option 3 is the preferred option. Whilst this approach will incur the greatest cost of the options presented, the implementation of a cloud based service provision will permit the most up to date technology to be utilised in the operational arena and greatest opportunity for integration to national solutions and internal new ways of working. It provides a tested and increasingly adopted means of getting BWV to the operational staff as well as the reassurance of a service provider backup, upgrades and partnership in developing future IT needs and advances.</p> <p>Decision 8: - Both PCCs and CCs approved Option 3. This will enable the roll-out of the first BWV devices to priority sites within the given timeline of March / April 2017.</p>	ACC Amanda Blakeman	Agreed by both PCC's and CCs 30/11/16
30/11/16	10	08	<p>Contact Management Strategy</p> <p>Decision The PCCs and CCs approved the strategy.</p>	ACC Amanada Blakeman	Agreed by both PCC's and CCs 30/11/16

21/12/17	11	09	<p><u>Appointment of independent members to the Joint Audit Committee (JAC)</u></p> <p>Recommendation That the PCCs and CCs give approval to the appointment of members to the Joint Audit Committee and discusses and determines the terms of appointment and the appointment processes (as outlined in the paper).</p> <p>Decision The PCCs and CCs approved the terms and process of appointment of members to the Joint Audit Committee as recommended within the report.</p>		Agreed by both PCC's and CCs 21/12/16
21/12/17	12	10	<p><u>Corporate Governance Framework (Paper)</u></p> <p>AC presented the Joint Corporate Governance Framework Review paper following the standard annual review of the Framework including the Financial Regulations. The whole Framework was last comprehensively reviewed in 2015. The paper outlined the major changes as a result of the review.</p> <p>Recommendation That PCCs and CCs consider and review the framework and adopt the Corporate Governance Framework.</p> <p>Decision Subject to correction of one typing error, the PCCs and CCs approved the revised document.</p>		Agreed by both PCC's and CCs 21/12/16
22/02/17	13	04	<p><u>Mobile Working Business Case (Paper)</u></p> <p>HC was the Chief Officer Lead on this and DCI Mel Crowther the Business Lead.</p> <p>Both Chief Constables have given their commitment to deliver mobile</p>	Heather Costello and DCI Mel Crowther	Agreed by both PCCs and CCs on 22/02/2017

			<p>working and both PCCs have committed to improve the public service by enhancing the quality of access of information technology.</p> <p>Recommendation After some consideration and in order to maximise organisational priorities and value for money, Option Blue for mobile working was the preferred recommendation and is in line with the medium term financial plan.</p> <p>Decision Both PCCs and CCs approved the recommendation of Option Blue, but there would be no further extension to the budget. HC will also come back with a figure on the cost for the Microsoft Licences for mobile working.</p>		
22/02/17	14	09	<p><u>Internal Audit Plan</u> The report by the Head of Audit was circulated prior to the AGG meeting on 22/02.</p> <p>Decision The Internal Audit Plan was approved at the AGG meeting on 22/02.</p>	Elizabeth Hall	Agreed by DPCC for West Mercia and PCC for Warwickshire on 22/02/2017.
29/03/17	15	04	<p><u>Treasury Management Strategy</u></p> <p>Recommendation That</p> <p>a) the Treasury Management Strategy and Investment Strategy for 2017/18 be approved by the Police and Crime Commissioners for Warwickshire and West Mercia</p> <p>b) the Prudential Indicators agreed as part of the respective budget settings are noted;</p> <p>c) the Commissioners require the Treasurer to ensure that net borrowing does not exceed the Prudential levels specified in Appendices A and B, taking into account current commitments, existing plans, and the</p>	Elizabeth Hall	Agreed by both PCCs and CCs on 22/02/2017

		<p>proposals agreed in the budget reports;</p> <p>d) the Commissioners delegate authority to the Treasurer to undertake all the activities listed in Appendix C of the report;</p> <p>e) the Treasurer implements the Minimum Revenue Provision Policy as specified in Appendix A and B.</p> <p>It should be noted that the draft strategy was considered by the Joint Audit Committee on 20th March 2017. The Joint Audit Committee supports the proposed strategy and recommends that the Commissioners approve it.</p> <p>Decision The Treasury Management Strategy for Warwickshire and West Mercia was approved and the recommendations above agreed by both the PCCs and CCs.</p>		
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