

Draft Alliance Governance Group Minutes

Date:	14 th March 2018
Time:	14:00
Location:	Main Conference Room, Leek Wootton
Chair:	Philip Seccombe, PCC, Warwickshire/Tracey Onslow, DPCC, West Mercia
Minute Taker:	Rachael Thorold

	Name:	Capacity:
Attendance:	Anthony Bangham (AB)	CC West Mercia
	Amanda Blakeman (AMB)	DCC West Mercia
	Jeff Carruthers (JCar)	Acting Director of Finance
	Andy Champness (AC)	Chief Executive Officer, West Mercia
	Martin Evans (ME)	ACC Local Policing
	Liz Hall (LH)	Treasurer
	Neil Hewison (NH)	Chief Executive Warwickshire PCC
	Karen Manners (KM)	DCC Warwickshire
	Tracey Onslow (TO)	Deputy PCC West Mercia
	Joe O'Sullivan (JO'S)	Transformation Director
	Philip Seccombe (PS)	Police and Crime Commissioner Warwickshire
	Robert Tromans (RT)	Deputy Police and Crime Commissioner Warwickshire

	Name:	Capacity:
Apologies:	John Champion (JPC)	PCC, West Mercia
	Richard Elkin (RE)	Director of Enabling Services
	Martin Jelley (MJ)	CC, Warwickshire
	Richard Moore (RM)	ACC, Warwickshire

	Name:	Capacity:
Guests	Garry Rollason (GR)	Internal Audit

No.	Summary	Action
01/14/03/18	<u>Attendance / Apologies</u> As above.	

<p>02/14/03/18</p>	<p><u>Agreement of Minutes / Actions from previous meeting (14th February 2018).</u></p> <p>The minutes were recorded as accurate.</p> <p>Matters Arising.</p> <p>Vehicle Telematics action Update – Driver activation issues have been resolved and the rollout now progresses. How the information from Telematics is being managed and therefore the necessary benefits are realised is now required by this meeting.</p> <p>ACTION - RE is to provide an explanation as to how the vehicle telematics information is being used to realise benefits.</p> <p>An explanation on the terminology used for bonuses is still required.</p> <p>ACTION - RE is to provide an explanation on the terminology used for bonuses (in the quarterly report presented to the February AGG).</p> <p>Post meeting Note: the definition used for Bonus Payments in respect of the Gender Pay report is: Bonus payments are only issued for work that is demanding, unpleasant or of an important nature.</p> <p>The new/renewal licences concern has been resolved.</p>	<p>RE</p> <p>RE</p>
<p>03/14/03/18</p>	<p>Agreement of Internal Audit Plan and provision of Internal Audit Services.</p> <p>The Internal Audit plan and provision of internal audit services was presented to the Board. The following comments were made.</p> <p>The impact of potential 10% and 20% cuts in the amount of audits carried out were discussed. It was noted that the amount and cost of internal audits had not changed since the creation of the Alliance between the two forces and given that now there were single approaches to most aspects requiring auditing rather than two, a reduction was long overdue.</p> <p>Some work on the payroll audit is still outstanding as it is currently in progress. Further work is needed on the impending system changes. The audit of this was agreed to be kept in the programme.</p> <p>The topics that are in the high category are to be reviewed.</p> <p>Internal Audit asked for the current arrangement to be extended for a further 3 years, however with a decision</p>	

	<p>regarding the potential transfer of governance of the two fire and rescue services in West Mercia pending it was recommended that the arrangement be only extended for one year and then reviewed as soon as the outcome of that decision is known.</p> <p>Decision</p> <p>a. The arrangement with the current providers is extended for 2018-19</p> <p>b. there is to be a 15% reduction in the internal audit plan for year 2018-19, and an indicative 20% reduction for 2019-20 should the arrangement be continued.</p> <p>The internal audit team will revise the programme accordingly.</p>	
04/14/03/18	<p>Agreement of the Alliance Control Strategy.</p> <p>The strategy was presented, with the following comments made.</p> <p>The strategy is a force internal working document. It will be reviewed on a six monthly basis. Overall it was well received.</p> <p>Further clarification is needed in the CSE section, and in the 'Super Complaints' section of the strategy.</p> <p>The summary graphic did not accurately reflect the main body of the Strategy and needs to reflect the rest of the presented strategy.</p> <p>ACTION - The Alliance Control Strategy was approved subject to the amendments above.</p>	
05/14/03/18	<p>Transformation Programme Update.</p> <p>A report was produced, with the following additional comments made.</p> <p>The ICT Business Case was not intended to deliver technical upgrades: it delivers the management construct. Consequently there are still significant IT improvements required which firstly need to be identified and then business cases need to be developed.</p> <p>The KCOM contract and its dependencies was discussed.</p> <p>Given the current situation, the Board required that the leader of the new Digital Services department needed to have the ability both to manage an organisation at scale and</p>	

	<p>to deal with the highly technical issues the organisations face. The technical competencies and managerial ability of the Head of Digital Services is seen as critically important and must be established through the recruitment process.</p> <p>ACTION - KM and ABI are to ensure the recruitment process for the Digital Services Department secures someone with the necessary level of technical and managerial ability.</p>	KM/ABI
06/14/03/18	<p>Joint Corporate Governance Framework and Financial Regulations.</p> <p>Decision</p> <p>The Corporate Governance Framework was agreed.</p>	
07/14/03/18	<p>Athena Programme Report.</p> <p>The report was presented, with the following comments made.</p> <p>The risks with Athena were known at the point of 'go live', and were all documented. The issues now faced are also due to how Athena is being used, alongside the ongoing national issues. The staff-related issues are being dealt with.</p> <p>It was noted that the Athena Express application will be offered as a patch upgrade to the current Athena package. A decision is required by the 27th March 2018.</p>	
08/14/03/18	<p>Money Matters.</p> <p>The Money Matters report was presented, with the following comments made.</p> <p>The 18/19 savings have been identified and included in the 18/19 budget.</p>	
09/14/03/18	<p>Directorate Updates.</p> <p>Enabling Services.</p> <p>A demonstration of the intranet-based beat profiles will be arranged.</p> <p>ACTION - KM to arrange for a demonstration of the intranet-based beat profiles to the PCCs.</p> <p>ACC's Updates.</p> <p>Recruiting firearms officers was discussed.</p>	KM

	<p>The risks arising from the use of postal requisitions has been identified and a risk plan has been produced. ASI will be approached to conduct an exercise to see how much of a risk it is.</p> <p>ACTION - ABI is to ensure ASI assess risks regarding postal requisitions.</p> <p>Protective Services Update.</p> <p>A CIMM has been set up to address the risks arising from Digital Forensics.</p>	ABI
10/14/03/18	<p>AOB</p> <p>Nothing to report.</p>	
11/14/03/18	<p>Date, time and location of next meeting.</p> <p>Wednesday 11th April 2018, 14:00hrs, Willison Rm, Hindlip Hall</p>	

With nothing further to discuss the meeting closed at

Formal Approval of Meeting Record

Signature:	
Print Names:	<p>Philip Seccombe, Police and Crime Commissioner, Warwickshire</p> <p>John Campion, Police and Crime Commissioner, West Mercia</p>

Action Summary Table

Date of Meeting	Action Agenda Item No.	Action	Owner	Action Completion Date
14/03/18	02/14/03/18	RE is to provide an explanation as to how the vehicle telematics information is being used to realise benefits.	RE	
14/03/18	02/14/03/18	RE is to provide an explanation on the terminology used for bonuses (in the quarterly report presented to the February AGG).	RE	
14/03/18	05/14/03/18	KM and ABI are to ensure the recruitment process for the Digital Services Department secures someone with the necessary level of technical and managerial ability.	KM/ABI	
14/03/18	09/14/03/18	KM to arrange for a demonstration of the intranet-based beat profiles to the PCCs.	KM	
14/03/18	09/14/03/18	ABI is to ensure ASI assess risks regarding postal requisitions.	ABI	

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 • satisfy the business requirements of the future OCC 	ACC Amanda Blakeman	Agreed by both PCCs 29.06.16

			<ul style="list-style-type: none"> • 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, this work would be undertaken 'at risk', with costs being advised when they are confirmed. The Estate Strategy work is in</p>	Richard Elkin, Director of Enabling Services	Agreed by both PCC's 28/09/16

			<p>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> <p>Recommendation: To allocate £42,757 from existing underspend in the PCCs Grant Schemes in order to extend the pilot for three months</p>	Andy Champness, Chief Executive for West Mercia	Agreed by both PCC's 26/10/6

			<p>£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 8: 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 9: - 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 10 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	Appointment of independent members to the Joint Audit Committee		Agreed by

			<p><u>(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 11 The PCCs and CCs approved the terms and process of appointment of members to the Joint Audit Committee as recommended within the report.</p>		<p>both PCC's and CCs 21/12/16</p>
21/12/17	12	10	<p><u>Corporate Governance Framework (Paper)</u></p> <p>AC presented the Joint Corporate Governance Framework Review paper following the standard annual review of the Framework including the Financial Regulations. The whole Framework was last comprehensively reviewed in 2015. The paper outlined the major changes as a result of the review.</p> <p>Recommendation That PCCs and CCs consider and review the framework and adopt the Corporate Governance Framework.</p> <p>Decision 12 Subject to correction of one typing error, the PCCs and CCs approved the revised document.</p>		<p>Agreed by both PCC's and CCs 21/12/16</p>
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 working and both PCCs have committed to improve the public service by</p>	<p>Heather Costello and DCI Mel Crowther</p>	<p>Agreed by both PCCs and CCs on 22/02/2017</p>

			<p>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 13 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 (Papers)</u> The report by the Head of Audit was circulated prior to the AGG meeting on 22/02.</p> <p>Decision 14 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.
26/07/17	15	05	<p><u>OCC Building Transition (Paper)</u> The Improve Public Contact & Communication Programme – Transition Arrangements – OCC paper was circulated to the group prior to the meeting. The recommended Option 3, Southwell House transitions first, followed shortly afterwards by Stuart Ross House, allows an opportunity to implement a 2-phased approach for the delivery of the two buildings with earliest occupation and providing an exclusive opportunity to fully test the resilience of the systems and buildings.</p> <p>Decision 15 The PCCs and CCs agreed to proceed with Option 3.</p>	DCC Blakeman	Agreed by DPCC for West Mercia and PCC for Warwickshire on 26/07/2017.
26/07/17	16	07	<p>Decision 16 Exempt from disclosure under S.43 (commercial interests) of the Freedom of Information Act 2000 (FOIA).</p>	Richard Elkin	Agreed by DPCC for West Mercia and PCC for

					Warwickshire on 26/07/2017.
30/08/17	17	05	<p><u>Estates Management Arrangements Across the Alliance (Paper)</u></p> <p>Decision 17</p> <p>The Police and Crime Commissioners and the Chief Constables approved the new Estates Management arrangement across the Alliance.</p> <p>An intelligent client function is created with the strategic asset management function under the line management of the Chief Executives on behalf of the Police and Crime Commissioners, and the contract relationship management function under the Chief Constables.</p> <p>The new additional post is be funded from savings within the estates revenue costs, supported in the interim from reserves. Funding for the new post would be split in the proportion 69:31 between the two Police and Crime Commissioners.</p> <p>The Property Board be abolished and contract relationship management meetings should be set up..</p> <p>The Corporate Governance framework and the delegations relating to estates therein are amended to the Chief Executives, with clear sub-delegations from there to the intelligent client function posts.</p> <p>The West Mercia Chief Executive should resign as Director of Place Partnership Ltd</p>	Andy Champness, Chief Executive for West Mercia	Agreed by both PCCs / CC for West Mercia and DCC for Warwickshire on 30/08/2017
30/08/17	18	06	<p><u>Corporate Governance Framework Review (Paper)</u></p> <p>This latest review included changes relating to Estates and Vehicle Purchasing arrangements, and required changes following the appointment of a Deputy Police and Crime Commissioner for Warwickshire.</p>	Andy Champness, Chief Executive for West Mercia	Agreed by both PCCs / CC for West Mercia and DCC for Warwickshire

			<p>Decision 18 The Police and Crime Commissioners and Chief Constables approved and adopted the revised Corporate Governance Framework, including the Financial Regulations, subject to the changes to vehicle purchasing applying to West Mercia only.</p>		on 30/08/2017
11/10/17	19	06	<p><u>Police Complaints Reform (Paper)</u></p> <p>The Police Complaints Reform Outline Business Case outlined the options for the future management of police complaints under the Policing and Crime Act 2017</p> <p>Decision 19:- Deputy Police and Crime Commissioners on behalf of the Police and Crime Commissioners and Chief Constables approved the development of a full business case for the provision of a triage unit within the forces.</p>	Andy Champness, Chief Executive for West Mercia PCC	Agreed by both DPCCs / CCs for West Mercia and Warwickshire on 11/10/2017
13/12/17	20	03	<p><u>Victim Services Outline Proposal</u></p> <p>The Proposal outlined the vision for a Single Point of Contact whereby victims of crime received both practical and emotional support to cope and recover.</p> <p>Recommendations</p> <ol style="list-style-type: none"> 1. A full business case is developed to determine the optimal service provision for victims within existing resources. 2. Associated budgets for delivering a seamless pathway of victim service(s) are ring fenced for the duration of PCC tenure, providing necessary sustainability of provision. 3. In preparation for Victim Supports natural contract end date (March 2018) an extension of 12 months under the existing framework 	Andy Champness, Chief Executive for West Mercia PCC	Agreed by PCC for Warwickshire, DPCC for West Mercia / CCs for West Mercia and Warwickshire on 13/12/2017

			<p>agreement is agreed. The majority of PCCs signed up to the framework are extending in line with this, and this additional period of time will enable the development and implementation of an enhanced service.</p> <p>4. A specialist consultant is engaged to support the development of a full business case for the design, implementation and mobilisation of a new victim services model. This is to be funded from PCC budgets.</p> <p>5. The objectives set out in section 4 of this report are approved.</p> <p>In the light of the discussion the first recommendation was amended and the recommendation to approve the use of a consultant was not approved.</p> <p>Decision 20 An initial business case is jointly developed by April 2018 to determine the optimal service provision for victims within existing resources.</p> <p>Associated budgets for delivering a seamless pathway of victim service(s) are ring fenced for the duration of PCC tenure, providing necessary sustainability of provision.</p> <p>In preparation for Victim Supports natural contract end date (March 2018) an extension of 12 months under the existing framework agreement is agreed.</p> <p>The objectives set out in section 4 of the report are approved.</p>		
13/12/17	21	04	<p><u>Asset Management and Governance for the Alliance 2018</u></p> <p>The Police and Crime Commissioners and the Chief Constables approved improvements to Asset Management across the Alliance.</p> <p>Recommendations The Asset Management Strategy (AMS) supported by the Estates Delivery Plan (EDP) will be the overarching reference for decision making.</p>	Rob Kindon, Strategic Estates Manager	Agreed by PCC for Warwickshire, DPCC for West Mercia / CCs for West Mercia and Warwickshire

		<p>AGG will maintain the oversight and scrutiny of the AMS/EDP and receive executive updates on progress.</p> <p>The Strategic Estates Manager will be the single point of contact for issuing instructions to PPL for projects and will be responsible for ensuring cases are presented to the PCC for approval.</p> <p>A newly formed Asset Management Board will take on the role of ensuring that new projects accord with the AMS.</p> <p>Operational Requirement Groups will be formed with responsibility for producing Concept Business Cases.</p> <p>Standardised templates will be adopted to ensure fundamental factors are considered in every case.</p> <p>Where funding for project management is already provided for within the PPL contract, authorisation to approve spend from those funds is delegated to the SEM. Where funding is not yet identified, authority must be sought from the relevant PCC before spend is incurred.</p> <p>AGG will consider the draft AMS and EDP on 14th February 2018 for approval.</p> <p>Decision21 The recommendations were approved.</p>		<p>on 13/12/2017</p>
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17/01/18	22	05	<p><u>IT Review</u></p> <p>Recommendation</p> <p>The Outline Business Case be approved, allowing progression to a full business case.</p> <p>Authorisation to implement the next stage of the department restructure be given</p> <p>Decision 22 The recommendations were approved.</p>	Richard Elkin, Director of Enabling Services	Agreed by both PCCs / CC for West Mercia and DCC for Warwickshire on 17/01/2018
17/01/18	23	07	<p><u>Review of MRP</u></p> <p>Recommendations:</p> <p>Approve the harmonisation of the calculation of the Minimum Revenue Provision (MRP) across the Alliance</p> <p>Approve the change of Policy to calculate MRP on a straight-line method for supported capital expenditure prior to 1 April 2008</p> <p>Approve the change of Policy to calculate MRP on an annuity method for unsupported capital expenditure incurred since 1 April 2008</p> <p>Approve the effective date of the changes to be 1 April 2017 and</p> <p>Note the savings for the revenue budget as set out in section 4 of the report.</p> <p>Decision 23 All recommendations were approved</p>	Liz Hall, Alliance OPCC Treasurer	Agreed by both PCCs / CC for West Mercia and DCC for Warwickshire on 17/01/2018

14/03/18	24	03	<p>Agreement of Internal Audit Plan and provision of Internal Audit Services.</p> <p>The Internal Audit Plan for 2018/19 was proposed at the same levels and costs as previous years, with an extension to the arrangement for 3 years from 2018 to 2021.</p> <p>Decision</p> <p>a. The arrangement with the current providers is extended for 2018-19 only at this stage</p> <p>b. there is to be a 15% reduction in the internal audit plan for year 2018-19, and an indicative 20% reduction for 2019-20 should the arrangement be continued.</p>		<p>Agreed by DPCC for West Mercia and PCC for Warwickshire on 14/03/2018</p>
14/03/2018	25	06	<p>Joint Corporate Governance Framework and Financial Regulations.</p> <p>This latest review included changes relating to Partnerships following Internal Audit recommendations, and required changes following the creation of the Chief Finance Officer post.</p> <p>Decision</p> <p>The Corporate Governance Framework was agreed.</p>		<p>Agreed by DPCC for West Mercia and PCC for Warwickshire on 14/03/2018</p>