## Draft Alliance Governance Group Minutes

Date:	13 <sup>th</sup> March 2019
Time:	14:00hrs
Location:	Conference Room, Leek Wootton
Chair:	Philip Seccombe, PCC, Warwickshire
Minute Taker:	Katie Baker

	Name:	Capacity:
Attendance:	Amanda Blakeman (ABI)	DCC, West Mercia
	Andy Champness (AC)	CEO, West Mercia
	Jeffrey Carruthers (JCar)	Chief Financial Officer
	Martin Evans (ME)	ACC, West Mercia
	Liz Hall (LH)	Treasurer, Treasurer Warks & West Mercia
	Neil Hewison (NH)	CEO, Warwickshire PCC
	Martin Jelley (MJ)	CC Warwickshire
	Tracey Onslow (TO)	DPCC West Mercia
	Richard Moore (RM)	DCC Warwickshire
	Joe O'Sullivan (JO'S)	Transformation Director
	Philip Seccombe (PS)	Police and Crime Commissioner Warwickshire

	Name:	Capacity:	
Apologies:	Anthony Bangham	CC, West Mercia	
	John Campion	PCC, West Mercia	(9.1
	Alex Franklin-Smith	T/ACC Warwickshire	
	Geoff Wessell	ACC, West Mercia	

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

No.	Summary	Action
01/13/03/19	Attendance / Apologies	
	As above.	
02/13/03/19	Agreement of Minutes / Actions from previous meeting	
	Accuracy	
	The minutes of the meeting dated 13 <sup>th</sup> February 2019 were agreed as a true and accurate record and duly signed. It was	

	noted that DCC Moore had sent his apologies for that meeting and was not in attendance.	Design Admires
	Matters Arising	
	The action for CEOs to review and circulate the draft minutes from the AGG meeting dated January 2019 remained outstanding. JC had commented on the style of minutes and not the accuracy and this was currently being worked through with NH / AC.	NH/AC
	JCar reported that further to the investigation and the intervention measures that had taken place he was pleased to confirm that the hire vehicle savings would be achieved for 18/19.	
	It was noted that the action for GW to update PS on the Taser 2 Training would be carried forward.	GW
03/13/03/19	Current Collaboration Agreement – Variation for Local Policing Paper	
	The draft Letter of Variation regarding the Strategic Alliance Collaboration Agreement for Warwickshire and West Mercia Police ('the Agreement') was discussed.	
	It was agreed that some points within the draft still needed to be finalised but to work towards sign off prior to the 1st April 2019 outside of AGG.	AC / NH / MJ / AB / JC / PS
04/13/03/19	Internal Audit Strategy 2019/20 and Internal Audit Progress Report 2018/19 - Paper	
	The Internal Audit Strategy 2019/20 and Internal Audit Progress Reports were noted and consideration was given to the impact of current uncertainties facing the Chief Constables and PCCS.	
	The following was noted :-	
	With regard to Telematics - LH confirmed that a detailed management report would be sent to GR outlining the new project management arrangements which had been put in place since January 2018.	LH
	It was agreed that a one year extension to the SLA for the Provision of Internal Audit Services by Warwickshire County Council be recommended to the Audit Committee.	LH
	The proposed Internal Audit Plan 2019/20 was approved.	

05/13/03/19	Transformation Programme Update - Paper	Yes
	The Transformation Programme and Prioritisation List was presented with the following comments:-	No. 1
*	JO'S clarified the breakdown of Item 7(d 2) – Breakout of Local Policing from the Alliance Funding from 1st April 2019.	56-7018-1019-1"
	Item 14 (H) – There was currently no expiry date for PND however, it was noted that the NLEDS programme was unlikely to be delivered by March – December 20 therefore, there was a need to align internal architecture with national level initiative timeframes with potential cost implications.	
	ME reported that a review re-examining all of the ANPR camera sites across the Alliance had been completed and was ready to be signed off.	ME
06/13/03/19	Money Matters - Paper	
	The Money Matters Paper was considered with discussion around Appendices 6 - GMP pensions.	
07/13/03/19	Directorate Updates	
	Shared Services Update – Geoff Wessell (Paper)	
	The improvement in JC file quality was noted.	
	ME reported on the minimal impact on Warwickshire Force in relation to Operation Porridge. MJ emphasised that Warwickshire continued and remained happy to supply PSU support to West Mercia as and when required.	
	PS noted the huge improvement within the Firearms Licencing Unit.	
	Enabling Services Update – DCC Moore & DCC Blakeman	
	This report was noted.	
8/13/03/2019	AOB None.	
9/13/03/2019	Date, Time and Location of Next Meeting	
	Wednesday 10 <sup>th</sup> April, 14:00 hours Allsop Room, Hindlip Hall	

With nothing further to discuss the meeting closed at 15:20

Formal Appro	oval of Meeting Record
Signature:	John Campio.
Print Names:	John Campion, Police and Crime Commissioner, West Mercia Philip Seccombe, Police and Crime Commissioner, Warwickshire

## **Action Summary Table**

Date of Meeting	Action Agenda Item No.	Action	Owner	Action Completion Date
13/02/19	02/13/02/19	Action: CEO's to review and resubmit the minutes from the January 2019 meeting.	CEOs	Carry Forward
13/02/19	04/13/02/19	<b>Action:</b> Vehicle hire savings are to be investigated.	JCar	13/03/2019 Discharged
13/02/19	04/13/02/19	Action: GW to look into the situation on Taser 2 training and provide an update to PS.	GW	Carry Forward
13/03/2019	03/13/03/19	Action: Redraft of Letter of Variation be prepared and signed off outside of AGG prior to 1st April 2019.	AC/NH	
13/03/2019	04/13/03/19	Action: LH to send management report on Telematics to GR	LH	
13/03/2019	04/13/03/2019	Action: LH to recommend to Audit Committee to extend the SLA for Provision of Internal Audit Services by WCC by 1 year.	LH	

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## Decision Summary Table

Action Agenda Item No.	Solitorated base solitoria	Owner	Completion Date
	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
	Draft Revenue and Capital Outturn position for 2015/16.  Recommendations:  1. That the outturn financial position for 2015-16 is noted.	LH – Joint Treasurer	Agreed by both PCCs – 26.05.16
	<ol> <li>That the 2015/16 underspend of £6.895m is carried forward through the following reserves:</li> <li>£2.0m - Invest to Save</li> <li>£4.895m- Infrastructure Reserve</li> </ol>		
	<ol> <li>That where 2015/16 outturn has produced an unexpected variance that these budgets are considered in detail for the 2017/18 budget preparation.</li> </ol>		
	4 That £0.399m is added to the capital programme to cover changes.		
	Operations Enabling Technology (OET)	ACC Amanda Blakeman	Agreed by both PCCs
	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: <ul> <li>achieve the Chief Officers strategic aims</li> </ul>		29.06.16
	<ul> <li>satisfy the business requirements of the future OCC</li> </ul>		

28/09/16 5 04 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	29/06/16 4 04 Extension: Restorative Justice Funding  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).  Decision 4: Both PCCs agreed to the extension of the pilot by 5 months.	Revenue It is recommended that the revenue cost is funded as follows:  • £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.  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.  Decision 3: Both PCCs agreed to approve the business case, the revenue costs and capital funding.
Richard Elkin, Director of both PCC's Enabling project be initiated to aken at the Hindlip site. nment project cannot be undertaken 'at risk', with	Andy Champness, both PCCs CEO, PCC, 29/06/16  Ind £32,277 from  Andy Champness, both PCCs CEO, PCC, 29/06/16  West Mercia	nded as follows: erspend erserve endget as growth.  funded from slippage in tinto the new programme et the business case, the

	Agreed Philip Seccombe, PCC for Warwickshire 28/09/16	Agreed by both PCC's 26/10/6
	ACC Amanda Blakeman	Andy Champness, Chief Executive for West Mercia
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.  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.  Disadvantages: Final costs of feasibility work not known, so Optimum Working Environment work would be undertaken 'at risk'.  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.	OCC Programme Update – Summary of Revised Capital Costs and Timeline for Neville House.  Recommendation  That the Warwickshire PCC approved funding for the revised costs.  Decision 6: PS approved funding for the revised costs would be borne by Warwickshire as it relates to property owned by and within Warwickshire.	<b>Extension:</b> 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.
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Agreed by both PCC's	ACC Amanada Blakeman	Contact Management Strategy  Decision 10	08	10	30/11/16	
		<b>Decision 9: -</b> Both PCCs and CCs approved Option 3. This will enable the roll-out of the first BWV devices to priority sites within the given timeline of March / April 2017.			TOTAL STATE OF THE	
		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.				
	ACC Amanda  Rlakeman	Body Worn Video (BWV)	07	9	30/11/16	
	Cullen	<b>Decision 8</b> : Both PCCs approved the strategy and agreed sign off once the minor amendment has been made.	6	Ć	-	
	T/ACC Steve	Decision 7: Both PCC's agreed to extend the pilot for three months from existing underspends.  Cyber Crime Strategy	OS .	Σ	30/11/16	
		<b>Recommendation</b> : To allocate £42,757 from existing underspend in the PCCs Grant Schemes in order to extend the pilot for three months £29,502 from West Mercia and £13,255 from Warwickshire.				

and CCs 30/11/16	Agreed by both PCC's		ithin the	Agreed by		adopt the	approved	
The PCCs and CCs approved the strategy.	Appointment of independent members to the Joint Audit Committee (JAC)	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).	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.	Corporate Governance Framework (Paper)	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.	Recommendation That PCCs and CCs consider and review the framework and adopt the Corporate Governance Framework.	<b>Decision 12</b> Subject to correction of one typing error, the PCCs and CCs approved the revised document.	
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on 26/07/2017.		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.	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		36
Agreed by DPCC for West Mercia and PCC for	DCC Blakeman	OCC Building Transition (Paper)  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,	05	15	26/07/17
Warwickshire on 22/02/2017.		<b>Decision 14</b> The Internal Audit Plan was approved at the AGG meeting on 22/02.			
Agreed by DPCC for West Mercia	Elizabeth Hall	Internal Audit Plan (Papers) The report by the Head of Audit was circulated prior to the AGG meeting on 22/02.	09	14	22/02/17
		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.			
		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.			
		Both Chief Constables have given their commitment to deliver mobile working and both PCCs have committed to improve the public service by enhancing the quality of access of information technology.		42,53	
and CCs on 22/02/2017	DCI Mel Crowther	HC was the Chief Officer Lead on this and DCI Mel Crowther the Business Lead.		P 30 R	135

	Agreed by DPCC for West Mercia and PCC for	on 26/07/2017. Agreed by both PCCs / CC for West	Mercia and DCC for Warwickshire on 30/08/2017				
	Richard Elkin	Andy Champness, Chief Executive	for West Mercia			· 司	
Decision 15 The PCCs and CCs agreed to proceed with Option 3.	Decision 16  Exempt from disclosure under S.43 (commercial interests) of the Freedom of Information Act 2000 (FOIA).	Estates Management Arrangements Across the Alliance (Paper) Decision 17	The Police and Crime Commissioners and the Chief Constables approved the new Estates Management arrangement across the Alliance.	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.	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.	The Property Board be abolished and contract relationship management meetings should be set up	The Corporate Governance framework and the delegations relating to estates therein are amended to the Chief Executives, with clear subdelegations from there to the intelligent client function posts.
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Mercia and		Recommendations			
West Mercia /	PCC	and recover.			
Warwickshire, DPCC for	Chief Executive for West Mercia	The Proposal outlined the vision for a Single Point of Contact whereby victims of crime received both practical and emotional support to cope			
Agreed by	Andy	Victim Services Outline Proposal	03	20	13/12/17
		<b>Decision 19:-</b> 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.			
CCs for West Mercia and Warwickshire	Chief Executive for West Mercia PCC	The Police Complaints Reform Outline Business Case outlined the options for the future management of police complaints under the Policing and Crime Act 2017			
Agreed by both DPCCs /	Andy	Police Complaints Reform (Paper)	06	19	11/10/17
		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.			
CC for West Mercia and DCC for Warwickshire on 30/08/2017	Chief Executive for West Mercia	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.			
Agreed by		Corporate Governance Framework Review (Paper)	06	18	30/08/17
		The West Mercia Chief Executive should resign as Director of Place Partnership Ltd			

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 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.  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.  5. The objectives set out in section 4 of this report are approved.  In the light of the discussion the first recommendation was amended and the recommendation to approve the use of a consultant was not approved.  Decision 20  An initial business case is jointly developed by April 2018 to determine the optimal service provision for victims within existing resources.  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.	Warwickshire on 13/12/2017					
	provision for victims within existing resources.			In the light of the discussion the first recommendation was amended and the recommendation to approve the use of a consultant was not approved.	<b>Decision 20</b> An initial business case is jointly developed by April 2018 to determine the optimal service provision for victims within existing resources.	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.

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Where funding for project management is already provided for within the PPL contract, authorisation to approve spend from those funds is	Standardised templates will be adopted to ensure fundamental factors are considered in every case.	Operational Requirement Groups will be formed with responsibility for producing Concept Business Cases.	A newly formed Asset Management Board will take on the role of ensuring that new projects accord with the AMS.	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.	AGG will maintain the oversight and scrutiny of the AMS/EDP and receive executive updates on progress.	Recommendations The Asset Management Strategy (AMS) supported by the Estates Delivery Plan (EDP) will be the overarching reference for decision making.	The Police and Crime Commissioners and the Chief Constables approved improvements to Asset Management across the Alliance.	Asset Management and Governance for the Alliance 2018	The objectives set out in section 4 of the report are approved.	In preparation for Victim Supports natural contract end date (March 2018) an extension of 12 months under the existing framework agreement is agreed.
							Estates Manager	Rob Kindon, Strategic		
						CCs for West Mercia and Warwickshire on 13/12/2017	Warwickshire, DPCC for West Mercia /	Agreed by PCC for		

				Agreed by	both PCCs / CC for West	Mercia and DCC for Warwickshire	on 17/01/2018				Agreed by both PCCs /	CC for West	Mercia and DCC for	Warwickshire
						Richard Elkin, Director of Enabling	Services					V   C   C   C   C   C   C   C   C   C	OPCC	Treasurer
delegated to the SEM. Where funding is not yet identified, authority must be sought from the relevant PCC before spend is incurred.	AGG will consider the draft AMS and EDP on 14th February 2018 for approval.	Decision21	The recommendations were approved.	IT Review	Recommendation	The Outline Business Case be approved, allowing progression to a full business case.	Authorisation to implement the next stage of the department restructure be given	Decision 22	The recommendations were approved.	Review of MRP	Recommendations :-	Approve the harmonisation of the calculation of the Minimum Bevenue	Provision (MRP) across the Alliance	Constant Con
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				17/01/18						17/01/18				

		Safer Roads Partnership Reserves.	04	26	15/08/18
		Decision 25  That the work of the TIE Committee be blended into the Joint Audit Committee.		3 8 8 6 a	STATE OF THE STATE
OU 12/08/10		the Alliance Internal Ethics Committee is fulfilling some of the ethical requirements first outlined when the TIE was instigated. Aside from the removal of duplication, a single independent audit and ethics committee would enable thematic reviews and more in-depth analysis of subjects form multiple perspectives. It was recommended that the ethical functions of the TIE Committee be blended into the work of the Joint Audit Committee.			
Agreed by both PCCs and both CCs	Andy Champness/Neil Hewison	Agreement of Proposed Joint Audit Committee/TIE Committee meeting merge (paper) – AC/NH.	04	25	13/06/18
Agreed by both PCCs on 11/04/18	Rob Kindon, Strategic Estates Manager	Decision 24 The PCCs approved the strategy.	03	24	11/04/18
		Decision 23 All recommendations were approved			
		Note the savings for the revenue budget as set out in section 4 of the report.			
		Approve the effective date of the changes to be 1 April 2017 and			
		Approve the change of Policy to calculate MRP on an annuity method for unsupported capital expenditure incurred since 1 April 2008			
		Approve the change of Policy to calculate MRP on a straight-line method for supported capital expenditure prior to 1 April 2008			

	Agreed by PCC for West Mercia and Chief Executive on behalf of PCC for
	J O'Sullivan, Transformation Director
Recommendations.  The Recommendations outlined in the report were amended as follows:  1. A small contingency/risk-based reserve equivalent to 10% of the annual SRP expenditure is retained to cover in-year budget fluctuations.  2. An annual grant and business case round be introduced to invite specific road safety initiatives to be brought forward to the PCC for consideration in October before the annual budget is set. An agreed budget would then be included within the annual budget with the corresponding finance from the reserve.  3. Criteria for approving spend includes;  - The proposed spend must promote road safety.  - The proposed spend must promote road safety.  - The organisations' Corporate Governance Framework will apply, and therefore anything that may be novel, contentious, repercussive or politically sensitive must be referred to the relevant Police and Crime Commissioner.  4. Values correctly chargeable for support costs are to be assessed for cost recovery.  Decision 26	Digital Services Technical Transformation and Design Brief.  Decision 27.  Option 2 for the next stage of the Discovery and Design was approved:  To produce a Conceptual Architecture, or Enterprise Blueprint, detailing at a conceptual level (high-level) how the Alliance should be aligning enabling-technology to support end-user business requirements across its core functional service areas.
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		The Internal Audit Programme 2019/20 was approved together with a 1 year extension to the current WCC SLA, taking it to 31st March 2020.			
Mercia		Decision 29			CEPTINE OF
	8	The committee was requested to note the uncertainties facing the Chief Constables and PCCS and the impact on the internal audit plan; approve the proposed plan; consider rolling forward of the existing SLA; and note that no changes were currently required to the audit charter.			100 mag
Agreed by  PCC for	Garry Rollason	Internal Audit Programme 2019/2020	03	29	13/03/2019
		<b>Decision 28.</b> The budgeted costs were approved for the OCC Programme, Digital Communication Deployment project and KCOM decommissioning to January 2019 only.			
,		officer effectiveness.  KCOM Decommissioning is a project to create a segregated network that legacy systems can be transferred onto prior to being replaced, replatformed or retired. This will remove the reliance and cost of a managed network that should have been decommissioned some time ago.			
		The OCC Programme request is a function of a technology centric 12 month delay in delivering an assured fully functional, integrated and resilient OCC service able to perform against requirements.  Digital Communication Deployment Project is an amalgamation of OCC dependency requirements (Core Technology and Desktop Migration) to configure and deploy fully supported, standardised and stable desktop computing and telephony with enhanced functionality, including deployment of One Number Service to improve public engagement and			
		OCC, DCD and KCOM Request for Programme Funds.	04	28	14/11/18

