

Draft Alliance Governance Group Minutes

Date:	17 th June 2019
Time:	14:00
Location:	Conference Room, Leek Wootton
Chair:	Philip Seccombe, PCC, Warwickshire
Minute Taker:	Katie Baker, OPCC, Warwickshire

Attendees:	Name:	Capacity:
	Anthony Bangham (AB)	CC, West Mercia
	John Campion (JC)	Police and Crime Commissioner West Mercia
	Andy Champness (AC)	Chief Executive West Mercia PCC
	Martin Evans (ME)	ACC, West Mercia
	Alex Franklin-Smith (AFS)	T/ACC Warwickshire
	Liz Hall (LH)	Treasurer, Warwickshire and West Mercia OPCCs
	Neil Hewison (NH)	Chief Executive Warwickshire PCC
	Martin Jelley (MJ)	CC, Warwickshire
	Richard Moore (RM)	DCC, Warwickshire
	Tracey Onslow (TO)	Deputy PCC, West Mercia
	Joe O'Sullivan (JO'S)	Transformation Director
	Philip Seccombe (PS)	Police and Crime Commissioner Warwickshire
	Debbie Tedds (DT)	ACC Warwickshire

	Name:	Capacity:
Apologies:	Amanda Blakeman (ABI)	DCC, West Mercia
	Jeff Carruthers (JCa)	Head of Finance
	Joe O'Sullivan (JoS)	Transformation Director
	Geoff Wessell (GW)	ACC, Warks and West Mercia Police

	Name:	Capacity:
Guests		

No.	Summary	Action
01/17/06/19	<u>Attendance / Apologies</u> As above.	
02/17/06/19	<u>Agreement of Minutes / Actions from previous meeting (15.05.2019)</u>	

	<p>Accuracy</p> <p>The minutes were recorded as being accurate.</p> <p>Matters Arising</p> <p><u>03/15/05/2019</u></p> <p>The draft paper showing a summary of the financial assessments that had been made at the beginning of the Transformation Programme against actual achieved savings (and how that was measured) would be finalised by the SROs and brought back to the July AGG.</p>	<p>Paper to be agreed by SROs and brought back to July AGG</p>
03/17/06/19	<p><u>Money Matters – Papers</u></p> <p>The Money Matters report was noted with both CC's and PCC's having been briefed previously.</p> <p>ME gave assurance that he was carrying out an review of the overspends in both the transport budget and uniform budget. These were primarily due to the rise in the cost of diesel, the increased cost of vehicle spares and the sale of vehicles not achieving anticipated values. ME would be reviewing the cost of accident repairs going forward.</p> <p>With regard to the overspend in the uniform budget – this was due primarily to the identified increase in officers, additional management fees, stock handling and the buying power of the Alliance not yet realising benefits due to the small number of other Forces currently signed-up to the procurement agreement.</p>	
04/17/06/19	<p><u>Directorate Updates</u></p> <p><u>Shared Services Update – Geoff Wessell (Paper)</u></p> <p>It was noted that the 101 performance was improving across the Alliance.</p> <p>PS commented on the number of fatalities that had occurred on the roads of Warwickshire and the effort that was being taken in an attempt to reduce those figures going forward.</p> <p><u>Enabling Services Update – DCC Moore / DDC Blakeman (Paper)</u></p> <p>The Enabling Services Update Report was noted.</p> <p>It was anticipated that discussions on new car media systems would be taken by each Force separately into the future.</p>	

05/17/06/19	<p><u>Transformation Programme Update – Paper</u></p> <p>RM confirmed that all issues, costs, progress and benefits of the Transformation Programme were managed through the Transformation Board (meeting scheduled for the following week).</p> <p>Both Warwickshire and West Mercia PCCs had taken the decision to equip all Specials, who work independently and currently delivered 16 hours per month, with BWV. This would be prioritised and progressed through the Transformation Board.</p>	<p>RM to liaise with JF and ME to take forward</p>
06/17/06/19	<p><u>Future of Digital Services Support to Both Forces (Paper)</u></p> <p>The following comments were raised by RM:-</p> <p>Warwickshire Police recognised the need to invest in Digital Services to ensure the current ICT infrastructure was both stable and secure in the delivery of business as usual services to the Alliance Forces.</p> <p>It was also important that digital services were segmented to support the transitional plans of both Forces as they moved to separate infrastructures and operating systems. It was important that the effort and costs of this work would need to be carefully monitored to ensure that they could be distinguished between:-</p> <ul style="list-style-type: none"> - Costs associated with stabilising and securing the current infrastructure for Business as Usual and in readiness for transition; - Costs associated with building West Mercia's infrastructure for the future; and - Costs associated with building Warwickshire's infrastructure for the future. <p>This financial monitoring would assist in the future calculation of costs and liabilities arising from the termination of the SACA. RM proposed that Jeff Carruthers worked alongside Simon Bennett to ensure that the monitoring mechanisms were in place for this purpose.</p> <p>Owing to the fundamental importance of this work to the transition of both Forces, Warwickshire proposed that the work of Digital Services under this plan was governed through the proposed Alliance Transition Governance Board.</p>	

	<p>There was also a requirement to ensure that any additional staff be recruited into both Forces in order to support the transition and future requirements of each Force.</p> <p>RM requested a detailed presentation by the Head of Digital Services in order to go through the paper. It was agreed that, fundamentally, the findings of the paper were not disputed but needed refinement to ensure it captured the issues raised above with no increase in the cost. It was therefore agreed that RM/ABI and SB would meet to go through the paper in detail and implement proposals.</p>	RM/ABI/SB to meet and implement proposals
07/17/06/19	<p><u>AOB</u></p> <p>None</p>	
08/17/06/19	<p><u>Date, time and location of next meeting</u></p> <p>Currently scheduled for 10th July 2019 at 14:00 in the Conference Room at Leek Wootton)</p>	

With nothing further to discuss the meeting closed at 2.45pm.

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

Action Summary Table

Date of Meeting	Action Agenda Item No.	Action	Owner	Action Completion Date
15.05.2019	03/15/05/2019	Summary paper on financial assessments made at the beginning of the Transformation Programme against actual achieved savings to be agreed by SROs and brought back to the July AGG Meeting	RM/ABI	
17.06.2019	05/17/06/2019	RM to liaise with JF and ME with regard to progressing the issuing of BWV to Specials across the Alliance through the Transformation Board	RM/JF/ME	
17.06.2019	06/17/06/2019	The SROs would meet with the Head of Digital Services to go through the Future of Digital Services Paper and implement proposals.	RM/ABI/SB	

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, this work would be undertaken 'at risk', with costs being advised when they</p>	Richard Elkin, Director of Enabling Services	Agreed by both PCC's 28/09/16

			<p>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 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	<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 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>		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 12 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>	Heather Costello and DCI Mel Crowther	Agreed by both PCCs and CCs on 22/02/2017

			<p>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.</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	Decision 16	Richard Elkin	Agreed by DPCC for

			Exempt from disclosure under S.43 (commercial interests) of the Freedom of Information Act 2000 (FOIA).		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>	Andy Champness, Chief Executive	Agreed by both PCCs / CC for West Mercia and

			<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> <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>	for West Mercia	DCC for Warwickshire 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. 	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>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.</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</p>	Rob Kindon, Strategic Estates Manager	Agreed by PCC for Warwickshire, DPCC for West Mercia / CCs for West

		<p>The Asset Management Strategy (AMS) supported by the Estates Delivery Plan (EDP) will be the overarching reference for decision making.</p> <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</p> <p>The recommendations were approved.</p>		<p>Mercia and Warwickshire 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</p> <p>The recommendations were approved.</p>	<p>Richard Elkin, Director of Enabling Services</p>	<p>Agreed by both PCCs / CC for West Mercia and DCC for Warwickshire on 17/01/2018</p>
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</p> <p>All recommendations were approved</p>	<p>Liz Hall, Alliance OPCC Treasurer</p>	<p>Agreed by both PCCs / CC for West Mercia and DCC for Warwickshire on 17/01/2018</p>

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