Briefing note for Police and Crime Panel 6th June 2016
Three Force Strategic Alliance

Purpose

This briefing note provides an updated high level overview of the work being undertaken to develop a blueprint design of a three force Strategic Alliance between Leicestershire, Northamptonshire and Nottinghamshire police forces.

Background

In August 2015, the three Police and Crime Commissioners and Chief Constables for the respective Forces agreed to explore the potential of further collaboration below the rank of Chief Constable, to share resources and better protect the public.

The Strategic Alliance is the term used for this programme of work.

A Strategic Alliance programme team was brought together to produce a 'proof of concept', and their research established that a three-force Strategic Alliance could be viable - operationally, financially and politically.

Since then, a business case has been developed, bringing together in-depth baseline information about key areas of the forces including finance, HR, demand, and functional activity. It also outlined key principles, such as reducing duplication and bureaucracy, unifying command structures and operating in a borderless environment. It did not provide any detailed operational structures.

There is a clear and agreed set of principles (Annex A) the Strategic Alliance project team is working to, which sees local policing as fundamental.

Governance

The governance system created to support and provide oversight to this work is two tiered, as follows:

Design Authority Meeting

A Design Authority meeting is held every two weeks, chaired by DCC Roger Bannister, and brings together the three DCCs, three Chief Executives to the Office of the Police and Crime Commissioner, and the programme director. When necessary, other representatives attend to provide updates and information.

The frequency of meetings is designed to ensure decisions are made and progress of the programme team continues. It also provides a focus on specific work streams and resource allocation.

The Deputy Chief Constables and OPCC Chief Executives provide the appropriate level of oversight in order to be in the position to make clear recommendations for the primary decision making body, the Strategic Alliance Programme Board.

It has been agreed the three DCCs will have lead responsibility for developing a detailed design of the following portfolios:

DCC Roger Bannister – The single Senior Responsible Officer for the forces relating to the Strategic Alliance. He will lead the Strategic Alliance change programme and Corporate Communication.

DCC Andy Frost – Operational Policing which includes all elements of operational policing, including our existing collaborations. This lead role will cover the design and development of these operational policing elements.

DCC Sue Fish – Enabling Services which includes HR, Finance, IT, Estates, Fleet, Procurement, and Corporate Development. This role will also oversee Standards, which includes Professional Standards Directorates and is responsible for the line management of the two shared Assistant Chief Officers.

These are provisional portfolios, which may be subject to change.

The respective OPCC Chief Executives have also agreed lead roles:

John Neilson - Chief Executive for the Northamptonshire OPCC, is the single Senior Responsible Officer for the three OPCCs relating to the Strategic Alliance.

Kevin Dennis - Chief Executive for Nottinghamshire OPCC, is responsible for leading the Stakeholder and communication work stream.

Paul Stock - Chief Executive for Leicestershire OPCC, is leading the Governance work stream.

Strategic Alliance Programme Board

The Strategic Alliance Programme Board meeting is held monthly, and allows the three Chief Constables and three Police and Crime Commissioners to hear the latest programme developments and make key decisions, based on recommendations from the Design Authority.

This board is the primary decision-making forum, in the overall governance of the programme.

Governance is underpinned by a set of 22 agreed design principles.

Current position (as of May 2016)

The Strategic Alliance work has now progressed into phase two and three of the programme.

Phase 1   Scoping and outline business case (Initiating the programme)
Phase 2   Full business case (Defining the programme)
Phase 3   Design
Phase 4   Implementation
Phase 5   Optimisation

The first phase of detailed design is focusing on the Enabling Services functions of HR, finance and information services; Contact Management and Niche optimisation. (NICHE is a regional IT replacement programme that will be live in all five East Midlands forces by June 2016. NICHE covers custody, crime, intelligence and case management systems providing all five forces with a standardised IT platform in this regard, that can be used to streamline and standardise operating processes and systems across the region/Alliance forces).

Programme leads have been allocated and resources identified for a number of work streams, to June 2016, which include:

Niche Optimisation
Contact Management
Enabling Services
Full business case / Target Operating Model planning
Estates
Technology Infrastructure
People and Culture
Stakeholder and Engagement
Governance
External Assistance
Programme Design and Development

Leicestershire's Adam Streets has been appointed as temporary Chief Superintendent to support the existing heads of Contact Management and the Strategic Alliance team to scope, develop and set the strategy and implementation for a potential three force Contact Management solution, while also helping to standardise, refine and align existing Contact Management departmental business.

Northamptonshire's Gary Jones is coordinating the development of the financial business case, in collaboration with the Chief Finance Officers in force and within the Office of the PCCs, who are engaged in considering the strategic funding scenarios, developing funding options and workable financial governance arrangements.

Leadership appointments have been agreed on a three force basis as follows:

Paul Dawkins – Assistant Chief Officer – Finance and Resource
Ali Naylor – Assistant Chief Officer - HR

A Section 22A agreement, which legally allows collaborative working across Leicestershire, Northamptonshire and Nottinghamshire has also been formally signed off by the three Chief Constables and PCCs.

At this stage, an Alliance is expected to enable savings of between £50m and £75m each year when fully operational, on a total budget of around £480m today. Forces had their own significant investment plans that will now allow a coordinated approach to be developed to reduce duplication, and ensure consistent ways of working. It is estimated that an investment of around £60m will be required to implement the Strategic Alliance programme over a period of four years.

Appendix A – Design principles

1. Protecting our communities from harm will be the primary focus of the Strategic Alliance.

2. Concept design to focus on an end state model for the year 2019/20.

3. Any transition plans will be built from the 2015/16 year end predicted position.

4. To meet the scale of the financial challenge required all options including productivity, pay rates (via locating jobs in lower cost areas of region), procurement, working with commercial partners (including outsourcing), income generation and reduction in physical assets will be considered (excluding offshoring of jobs overseas).

5. A Strategic Alliance Board will be jointly chaired by the PCCs and will include Chief Constables with each partner having an equal voice.

6. The Strategic Alliance will seek to maximise the benefits of integration.

7. The working assumption is that the Strategic Alliance will include all resources below the rank of Chief Constable.

8. Existing collaborations are assumed to be unchanged operationally until the scale of the programme is understood. However it is recognised that the potential for further efficiencies will be examined in conjunction with existing partners.

9. Three forces will share a single vision, mission and values statement within the Strategic Alliance.

10. The three forces and OPCCs will have a common approach to policing (i.e. contact management, response policing, neighbourhood policing, crime investigation etc) and will follow the same policies, procedures and be delivered in the same way across the Alliance.

11. The three forces and OPCCs will aim to reduce, minimise or remove duplication of effort (e.g. PSD, CMD, Custody) unless there is a legal, regulatory, cost benefit or clear service penalty for communities in doing so.

12. Neighbourhoods will still be the bedrock of service delivery, policing services will be delivered under common standard operating frameworks.

13. The Alliance will implement an integrated Chief Officer Team for decision-making

14. The Alliance will implement a lean organisation structure with wide spans of control and appropriate tiers/layers with delegated decision-making (Gold, Silver, Bronze principles).

15. Transparent selection of the right people (forces and OPCCs) based on capability will be made, whether that is from internal or external sources.

16. Implementation of a single people services framework and more importantly a single use and interpretation of HR policies and procedures, including the consistent application of an effective performance management process and workforce / succession planning.

17. Designing of efficient JNCC processes in collaboration with the Staff Associations and Trade Unions.

18.   A shift in the emphasis and agreement to ensure the utilisation of self-service to its maximum effect (internal).

19.   Investment in physical locations to be minimised with reduced estate enabled by mobile and agile working.

20.   Physical locations to be reviewed to ensure they are in the most appropriate area to provide optimal mix, service and cost. Considerations will be focused on community requirements for policing, skills availability, labour cost and premises.

21.   The Alliance will consolidate on to single technology platforms, contracts and suppliers across the three forces including communication, command and control, Wide Area Network with common standards and no firewalls.

22.   Existing and future collaborations / partnerships with other organisations, partners and stakeholders will be fully considered.