



Briefing note for Police and Crime Panel 7th November 2016 **Tri –Force Collaboration Update**

Appendix A

Purpose

This briefing note provides an update with regards to the transition of the original Strategic Alliance design into the new Tri-Force Collaboration between Leicestershire, Northamptonshire and Nottinghamshire Police Forces.

Background

The Strategic Alliance was the term used for the programme of work between the aforementioned Forces to explore the potential of further collaboration below the rank of Chief Constable, to share resources and better protect the public.

The Strategic Alliance Board met on 23rd June 2016 when it was agreed that there was a desire for further collaboration between the three forces of Nottinghamshire, Northamptonshire and Leicestershire. This included a number of areas and functions, including Enabling Services, Contact Management, Professional Standards, Technology and NICHE Optimisation (essentially NICHE and Technological Optimised Crime and Intelligence).

The proposal for Tri-Force collaboration differs from that initially proposed;
The Strategic Alliance was a single policing model integrated at all levels below the rank of Chief Constable.

The Strategic Alliance Business Case did not contain the detailed design of departments, functions, or operational structures, but rather described the optimum model for service delivery and how each function contributed to it.

The Tri-Force Collaboration is a collaborative approach across identified areas to enable improved service delivery to the public and our staff and improve our operational effectiveness.

Governance

The original governance system created to support and provide oversight to the Strategic Alliance remains two tiered for the Tri-Force Collaboration:

Design Authority Meeting

The Design Authority meeting 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 Tri-Force Collaboration Board.

The three DCCs have lead responsibility for developing the following portfolios:

DCC Roger Bannister – The single Senior Responsible Officer for the forces relating to the Tri-Force Collaboration. He will lead the Tri-Force Collaboration change programme and Corporate Communication.

DCC Andy Frost – Operational Policing collaborations, including NICHE, Professional Standards and Contact Management.

DCC Simon Torr – Enabling Services which includes HR, Finance, IT, Estates, Fleet, Procurement, and Corporate Development.

John Neilson – Temporary Chief Executive for the Northamptonshire OPCC, is the single Senior Responsible Officer for the three OPCCs relating to the Tri-Force Collaboration. With the selection and appointment of the substantive Chief Executive for the Northamptonshire OPCC, this appointment will be reviewed.

Tri-Force Collaboration Board

The Tri-Force Collaboration Board is the primary decision-making forum where the three Chief Constables and three Police and Crime Commissioners hear the latest programme developments and make key decisions, based on recommendations from the Design Authority.

Current workstreams (as of October 2016)

Enabling Services

Several areas within Enabling Services have been “fast-tracked” under the previous business case and some integration has already commenced, such as the joint selection and appointments made to senior positions.

Enabling Services would see the traditional functions of Human Resources, Finance and Information Technology sitting within it, alongside the functions of procurement, estates and facilities, fleet and Corporate Services.

Contact Management

One of the previous fast-track workstreams was Contact Management (CMD). There remains a valid case to continue to explore the options in relation to collaborating on CMD.

Professional Standards

There continue to be operational benefits and efficiencies of collaborating with some or all functions within the Professional Standards Departments. This could include the transactional functions of Information Management and Vetting, both heavily reliant upon shared systems, as well as the Anti-Corruption Units and Complaint and Misconduct Units.

NICHE Optimisation (NICHE and Technological Optimised Crime and Intelligence)

June 2016 saw all the East Midlands forces go-live with NICHE. Work is underway across the three and five forces to ensure that NICHE is standardised and optimised across the modules in each force area. There are further opportunities to operationally collaborate and make efficiencies across the transactional functions that NICHE and other shared service platforms will allow. Some of the examples above, including vetting and some areas of CMD are NICHE enabled. There are other functions and roles, including the grading and linking of intelligence, crime recording and static (web / telephone) investigations, the updating of the Police National Computer (PNC) and digital and device examinations, that can all be optimised through operational collaboration and developing best practice.

The scope and scale of the collaboration can be refined as the business cases develop and can include;

- **Standardisation** – A consistency of working practices, systems, policies and procedures.
- **Collaboration** – The three forces working together to achieve efficiency and effectiveness.
- **Integration** - The bringing together (virtually or physically) of staff and functions to deliver on a service once on behalf of the three forces.

Likewise, whether the scale remains as a three force approach or includes one or more of the other East Midland forces is now easier to deliver outside of a single policing model and can be reviewed on a case-by-case basis.

The work undertaken by the Tri-Force Collaboration is being supported by a successful Police Transformation Fund award of £5.76m over two years that looks to exploit technological solutions, including borderless access, a single communications platform and further integration.

Next Steps

On October 11th 2016, the Tri-Force Collaboration Board met to consider a series of Business Cases and reports in relation to the five workstreams. A number of recommendations were made in relation to closer working between the three forces in the five areas and these were accepted. The PCCs and Chiefs tested and challenged the recommendations and the opportunities they provided to further protect and enhance local policing by working together as a tri-force collaboration.

In relation to Contact Management approval was given to move to continue to develop the options provided and then develop a full business. Options to modernise and digitalise the ways the public can contact and use the policing service will also be researched.

Enabling services will continue to progress, with a focus on the stabilisation and integration of the fast track functions of HR, Finance and IT. A business case will be presented to the board in early 2017.

The Information Technology work streams have been agreed and a number of projects commissioned. These capitalise on the funding provided through the Police Transformation Fund the Tri-Force Collaboration secured earlier in the year.

Additional resources to scope Professional Standards, including Counter Corruption, Vetting and Complaints Management Units, were approved. .

Resources for the Niche workstream will be maintained until the end of the year, and the board also approved additional research into collaboration within the crime intelligence function, to include crime recording and static investigation, intelligence receipt and processing, PNC and Intelligence.

Engagement with the other two East Midlands Forces, Lincolnshire and Derbyshire, continues.

PCCs move closer toward tri-force collaboration

Neighbouring police forces across the East Midlands will better protect local policing by working even closer together.

That's the view of the three Police and Crime Commissioners for Leicestershire, Northamptonshire and Nottinghamshire, who believe a 'tri-force' collaborative arrangement offers huge benefits across the region.

These include saving millions of pounds in operating costs but, more importantly, developing a policing model that meets modern day challenges and public expectation.

Last week the three Commissioners - Lord Willy Bach from Leicestershire, Paddy Tipping in Nottinghamshire and Stephen Mold in Northamptonshire - joined their three Chief Constables in agreeing to push on and further develop collaborative work between the three forces.

This includes developing a tri-force model for dealing with the way in which the public contact the police - known as contact management.

The three PCCs and Chief Constables have called for more detailed, exploratory work which will examine options, consider risks and assess how future impact will change through the advent of increased digital and online services.

Other work will be progressed around closer collaboration between the forces' HR, finance and IT functions.

And there is agreement to bring together the three Professional Standards Directorates, particularly in the areas of counter corruption, vetting and managing complaints.

Nottinghamshire's commissioner, Paddy Tipping, said: "It is becoming increasingly clear that there remain huge benefits to be had through closer collaboration between the three forces.

"Of course there are financial advantages but the evidence we are seeing is that ultimately, it will be the public who reap the rewards from having effective, quality policing delivered at a local level.

"This approach will better protect local policing whilst also adapting to the changes needed to tackle many of the modern challenges facing the police, such as online crime and terrorism."

Chief Constable of Nottinghamshire Police, Sue Fish, said: "We now have three forces and their respective PCCs who are clearly aligned in their agreement that closer working is not only sensible from a financial perspective, but also from a policing one.

“Our regional collaboration arrangements are widely recognised as leading the way and we want to ensure other areas where we can provide regional capacity and capability, are just as successful.”