



DORSET

POLICE & CRIME COMMISSIONER

AGENDA NO: 7

POLICE AND CRIME PANEL: 22 SEPTEMBER 2017

STRATEGIC ALLIANCE

REPORT BY THE CHIEF EXECUTIVE

PURPOSE OF THE REPORT

To provide information about the current position of the Strategic Alliance between Dorset Police and Devon & Cornwall Police, including any key risks. To provide an overview of the recent announcement of the Dorset Police and Devon & Cornwall Police Chief Constables concerning the future of the Strategic Alliance.

1. BACKGROUND/INTRODUCTION

- 1.1 The Strategic Alliance has made significant progress helping to provide a more effective and efficient policing service to the residents of the three counties. Successful collaboration in critical policing areas such as Operations, Roads Policing and Prevention has been achieved; with 17 business areas having now gone live with a further 10 approved and currently underway. The two forces now share a number of support services such as Admin Services, ICT and HR. Almost 1200 people, or 18% of the total workforce, work in Alliance teams.
- 1.2 Shared leadership is now in place with two Deputy Chief Constables that share portfolio areas (Operations and Transformational Change) and directors that lead our support functions (HR, legal) across both forces, as well as joint commanders and heads of department in some areas.
- 1.3 Similarly, the two PCCs continue to work closely together – including seeking to align their Police and Crime Plans as the delivery of those plans is now increasingly reliant on resources shared across the Alliance.
- 1.4 As the first phase of the Strategic Alliance nears completion, it is clear that it has already resulted in a number of efficiencies across both forces. The two Chief Constables and two PCCs believe that it is only right to continue to plan for the future to ensure the provision of a resilient and sustainable police service in the years ahead.

2. CURRENT POSITION

- 2.1 An overview of the history and background to the Strategic Alliance was provided to the Panel by Assistant Chief Constable Sharon Taylor, Senior Responsible Officer (SRO), at the meeting of 8 September 2016. The Strategic Alliance agreement was formally signed by the two Chief Constables and two PCCs in March 2015. The Alliance has a considered governance structure, and risk and

finances are visible and managed at each level. As at September 2016, 23 business areas had been approved, 11 of which had gone live.

- 2.2 Currently, 27 business areas have been approved, with 17 now having gone live. An overview of the position of these 27 business areas is provided below:

Design & Planning	Approved	Live
Corporate communications	Firearms licensing	Operational support command
Criminal justice	Intelligence	ANPR
Custody	Professional standards	Admin services
Cameras and tickets	Major crime	Audit, insurance and strategic risk mgmt
Victims and witnesses	Resource management	Dogs
Call handling / Command and control	Business change	Finance
Information management (phase 3)	Corporate development	IOM
Estates and building	Force support group / Emergency planning	Prevention
Evidential property	Specialist Firearms	Information management (phase 1)
	Alcohol Licensing	Fleet services
		Roads policing
		Operations planning
		Firearms
		ICT
		People / HR
		Business support services
		Information management (phase 2)

- 2.3 The timescales, budget and resources associated with these business cases all remain on track. The Strategic Alliance SRO produces a monthly highlight report which is presented to the Alliance Executive Board, on which the four Alliance decision makers (two Chief Constables and two PCCs) sit. The RAG status for the Alliance programme progress and status is currently green, and has been for a number of months.

- 2.4 To date the business areas that have gone live are achieving savings of £1.1m per year. As the day-to-day delivery of those business areas matures and processes embed fully, and as further business areas come online, the expectation is that the annual savings from Alliance departments will increase year on year. The expected annual savings for 2022/23 are currently forecast as £2.6m. Should these expected savings be achieved, a total saving of £10.6m will be achieved by 2022/23.

3. RISKS

- 3.1 Responsibility for the monitoring and control of the strategic risks listed in the programme risk register lies with the Programme Direction Group who should consider new, significant or escalating risks during their quarterly management team meeting and report any required amendments to the Risk Specialist.
- 3.2 A quarterly risk report is also presented to the Alliance Executive Board to ensure chief officers and the senior management teams have complete oversight of the risks and controls that have been implemented by the Alliance programme Team. Effective risk management aims to reduce risks to the programme, improve controls and ensure that it remains on target to achieve its objectives.
- 3.3 Additionally, a Risk Strategy Focus Group has been established to support the development of long term risk arrangements. Work is being undertaken to bring together the different strategic risk frameworks that are used by the four corporation soles into a single effective risk management arrangement.
- 3.4 The risk report sets out key, escalating and high scoring risks. Whilst these are quite detailed and specific, the current key risks are summarised below:
- The detailed business cases do not always set out the entire range of activity required to bring a business area into “go live” state. This necessitates additional work being carried out which is not programmed into the implementation timescales, leading to additional costs.
 - Where business cases identify changes to workforce roles, should these changes not be achieved as per the implementation timescale, this could lead to additional costs.

4. NEXT STEPS

- 4.1 On 6 September 2017, the Chief Constables of Devon and Cornwall and Dorset Police announced plans to explore further collaboration and closer working between the two forces.
- 4.2 There is an established Strategic Alliance programme between the forces which has seen significant efficiencies and better working in the last four years. Whilst this announcement does not preclude any outcome, one avenue now being explored further is the possibility of a full merger between the two forces.
- 4.3 Prior to this announcement being made a significant amount of confidential stakeholder engagement was undertaken. These briefings took place under established Operational Security Procedures, typically used to plan and manage covert operations.
- 4.4 PCCs from both forces informed the Policing Minister of their support for the Chief Constables’ intentions to actively explore options, and agreement for an announcement was secured with the Home Office.
- 4.5 The two Chief Constables wrote to all Cornwall, Devon and Dorset MPs requesting an urgent, confidential briefing to discuss these potential developments; and then personally briefed the significant majority of the 26 Alliance MPs.

- 4.6 A series of confidential conversations took place between PCCs, Chief Constables, Chief Executives and relevant local, regional and national stakeholders to explore viewpoints and take into account any potential issues and concerns. This included local Trade Unions, the Police Federation and Superintendents Association, who will continue be updated in the weeks and months ahead, in addition to staff across both forces whom will be communicated with directly.
- 4.7 Whilst a range of work naturally follows this announcement, this is yet to be developed. In the first instance, senior leaders from across the four corporation soles met on 8 September, not including PCCs in order that oversight of the process remains separate, to determine the next steps.
- 4.8 The first action is to identify key people from across the organisations that can form part of a project team, and which will work closely with existing business change functions on the production of the business case. The project team will draw on a range of internal professional expertise, and will work closely with Home Office policy officials. In addition, the team will access external support as needed – learning from other public sector organisations and partners who have successfully delivered significant structural improvements.
- 4.9 At the time of reporting, it is planned that the existing framework of the Strategic Alliance be used to provide project delivery oversight, albeit that additional governance will be required ensuring that the four corporation soles have direct oversight. This has yet to be determined and the Panel will be provided with updates through existing quarterly reports.
- 4.10 The PCCs and Chief Constables recognise that the Strategic Alliance has increased resilience, streamlined leadership and provided new opportunities all allowing re-investment in services. The collective view is that it is right to explore whether a full merger between the two forces will bring additional benefits above and beyond those that can be achieved through collaboration.
- 4.11 PCCs and Chief Constables are still at the very early stages of consideration, and will need to work through the detail, and consult with stakeholders and most importantly with the public. At this stage there are no timescales for this work, save that should a full merger be the preferred option of PCCs, Chief Constables, stakeholders, the public and Government, this process must be completed ahead of the May 2020 PCC elections.
- 4.12 The Police and Crime Panel will be updated on developments in this area.

5. RECOMMENDATIONS

- 5.1 Members are invited to note this update in relation to the Strategic Alliance.

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