

# Devon & Cornwall Police and Dorset Police



## Strategic alliance:

### Briefing for police and crime commissioner candidates

This briefing document has been put together by the Alliance team to provide you with the information you need about the strategic alliance between Devon & Cornwall Police and Dorset Police.

In this document you will find information about the nature of this alliance and why we have embarked upon it, the work we have completed so far and what our proposed next steps will be.



# What is the 'strategic alliance'?

The strategic alliance between Devon & Cornwall Police and Dorset Police will see the two forces collaborate as equal partners in finding new solutions to our policing needs, whilst at the same time retaining separate identities.

Through the Alliance, formally agreed in March 2015, the two forces are working together in more than 30 business areas to create single unified teams that will deliver key services for, and on behalf of, both forces. It follows the announcement from the chief officers and police and crime commissioners from Devon & Cornwall Police and Dorset Police in December 2013, that they would be considering a strategic alliance as a means of increasing collaboration.

It's important to highlight that a strategic alliance is not a merger or a takeover. A merger is where two forces come together and become one force. A takeover is where one large force entirely absorbs another smaller force so the smaller one no longer exists in its own right. A strategic alliance, however, is where two forces agree areas where they can combine resources and work together.

The Alliance does not prevent either force from exploring other collaborative opportunities or continuing to collaborate with other forces where they are already doing so. Other collaborations include the South West five-force (Devon & Cornwall Police, Dorset Police, Avon and Somerset Police, Gloucestershire Constabulary and Wiltshire Police) regional collaboration.



# Why did Devon and Cornwall Police and Dorset Police decide to work together?



The commitment of both forces to sustain effective policing services to the public was the primary reason for working together in a strategic alliance. There are a number of other reasons including a strong financial imperative; maintaining or even improving our resilience; and the ability to re-invest to tackle emerging threats effectively.

The direction set nationally by HMIC and the Government is for neighbouring forces to work more closely together and, indeed we have a legal requirement to do so where it is appropriate.

## **Strategic alliances work well elsewhere in the country.**

The ability to work together across geographic boundaries and increased co-operation will give us increased resilience to respond to those rare - but very high demand - major incidents.

With ongoing austerity there is a need to save more money while maintaining essential services. Strategic alliances allow economies of scale and consistency; driving savings across both forces while still allowing us to police our communities effectively.

A strategic alliance provides a way to consider transforming how we all work; whether we work in operational policing or in a support function. It may even be possible to make small reinvestments in some areas to meet new and emerging threats.

We are fully committed to continue working towards a strategic alliance. The Chancellor's budget statement towards the end of last year was more favourable to police forces across the UK than was first anticipated, but there is still a requirement to make financial savings where we can, increase our resilience and reinvest in emerging threats. So we will continue work to build an effective alliance together.



# Why an alliance between Devon and Cornwall Police and Dorset Police?



Both Forces are committed to providing the best possible service to our communities. Both Forces have very similar Force values and have both embedded the Code of Ethics from the College of Policing.

We are similar in terms of our type of geography and the mix of rural, coastal and urban communities who live in our three counties.

Both Forces have a history of strong performance. There is considerable trust between our organisations and we already work together in some areas. We have broadly similar policing styles, ethos and delivery.

We share a determination to preserve the service our public enjoy and demand. We share a desire to invest in our ability to modernise and meet future threats, despite challenging budgets.

## **The alliance as part of the wider regional and national picture.**

To support wider work in the South West it is practical to create a 'southern hub' with the alliance between Devon & Cornwall and Dorset, as the arrangements between Avon and Somerset, Gloucestershire, and Wiltshire have strengthened the northern part of the region.

The five south west forces – Avon and Somerset, Devon & Cornwall, Dorset, Gloucestershire and Wiltshire – are collaborating on an increasing number of projects. Even in areas where there is no immediate need to collaborate all decisions are shared with the others in the region to inform future models and ensure all opportunities are explored. As we work together more frequently and share ideas and resources more often it may be seen in some areas as a natural progression from five forces acting individually, to the alliance in the southern part of the region, the northern and southern hubs and other collaborative projects between these forces, all the way through to a five force collaboration.

The Alliance can also support further collaboration beyond the five forces in the south west region. Options to work with other services within the public sector – such as the fire service – are also currently being explored. By looking at these areas within the context of the Alliance the concept and benefits of collaboration can be spread further.



# The work so far - At the beginning



On 7 February 2014 the chief officer groups from Devon & Cornwall Police and Dorset Police met to consider the initial scoping and feasibility stage of the programme.

Once initial parameters were agreed, a team was assembled, made up from officers and staff from both Forces, to scope out how a strategic alliance might work in practice across different parts of the organisations.

The results of this work were collated in a "strategic outline case"; a high level report which took a broad view across each of the departments and functions to see if the concept of a strategic alliance was worth exploring further. This was signed off by the PCCs and chief constables on 23 June 2014.

## Bringing departments together

Since then work has continued. Each function or department included within the Alliance has been scheduled to produce a detailed business case which sets out, in depth, how the Alliance might work for that business area and what an alliance model might look like.

Each detailed business case is reviewed by the programme team and programme board before it is sent for approval to the Alliance executive board which consists of the two chief constables, deputy chief constables, police and crime commissioners and chief executives, as well as other chief officer colleagues. On approval a detailed business case then moves into formal consultation with the staff within the business area. This consultation allows staff the opportunity to feed back and influence the end design.

Initial estimates indicate that working in the Alliance will deliver savings exceeding £12m on the two forces' combined operational costs by 2018.



# Where we are now



At the time of writing (February 2016) 21 business areas have had their business cases approved to take forward to formal consultation stage. There are still another 11 business cases in development and that are due to be presented within the next six months. Formal staff consultation has been completed on seven business cases so far, all of which are now moving into implementation.

## Bringing processes and procedures together

As part of the HR process supporting the establishment of new Alliance departments and teams, the two forces have agreed to transfer the employment of some of the staff resources between the employers in accordance with TUPE (transfer of undertakings (protection of employment) regulations). The employment of around 200 people has so far been moved between the forces to facilitate single direction and control of key business areas. Throughout these changes there is full consultation with the staff and officers concerned along with the trade unions and staff associations.

The Alliance can also support further collaboration beyond the five forces in the south west region. Options to work with other services within the public sector – such as the fire service – are also currently being explored. By looking at these areas within the context of the Alliance the concept and benefits of collaboration can be spread further.

## The Alliance in numbers:

- **£396 million** – The combined budgets of Devon & Cornwall Police and Dorset Police.
- **2.43 million people** live within the three counties covered by the two forces within the Alliance.
- **£145 million** – Combined budget of the business areas within the remit of the Alliance.
- **£12 million** – Value of combined annual savings targeted by 2018 as a result of working in the Alliance.



# Next steps



Other work running alongside business cases development and HR change activity is a project to implement common IT systems. This will enable the two forces to benefit from greater economies of scale and interoperability of key admin, HR and operational systems.

The next immediate stage for the programme is the continuing work to bring the remainder of the business cases through to the Alliance executive board for their approval to take forward to consultation. The emphasis will also increasingly move towards implementation and the establishment of new Alliance departments to serve the needs of both the Devon and Cornwall and Dorset police forces.

## Future vision

Not all teams are currently included as part of the Alliance. When the programme was first started, public protection units (the department which is responsible for issues such as protecting vulnerable adults, safeguarding children and investigating domestic abuse) local policing and local investigation were not included as part of the Alliance. We look forward to working together with future PCCs to determine the future direction of the programme.

## Working with our stakeholders

As work progresses across all part of the organisation we will keep staff and officers from Cornwall, the Isles of Scilly, Devon and Dorset informed as information becomes available. We will inform and consult with our stakeholders about proposals which could impact the way we police our communities. If there are any changes which impact our partners we will make sure we consult with them. There will be some changes that the public will see but there will be many more that will happen “behind the scenes” and the public will not become aware of them. It is important to remember that one of our main aims for our Alliance is to protect policing in our communities however if any of the proposals lead to changes in the way we work with our communities, we will ensure the public are made aware and kept informed.

### For more information:

Should you have any questions in the meantime, please contact the Senior Responsible Officer Assistant Chief Constable Sharon Taylor on **01392 452014**.

