

Strategic Alliance

Police and Crime Panel Presentation (Oct 2017)

*Working together to serve
the public*



Purpose of Presentation

- Background
- Governance
- Risk Management
- Benefits
- Financial Picture
- Current Position of Programme
- Key Issues – questions/discussion

What is an Alliance?

HMIC definition:

‘An agreement between two or more forces to pursue a set of agreed objectives while retaining separate identities.’

Two forces collaborate as equal partners in finding new solutions to our policing needs, whilst at the same time remaining as separate organisations.

Vision

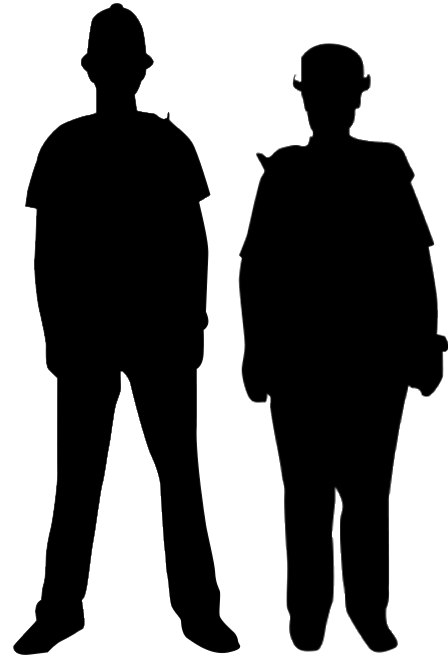
Working together as it can offer the best opportunity to:-

- Develop service delivery to the public
- Ensure delivery against the PCCs' Police and Crime Plans
- Retain a local policing identity
- Ensure resilience around our Strategic Policing Requirement
- Maximise value for money
- Maximise opportunities for the ongoing personal/professional development of our staff



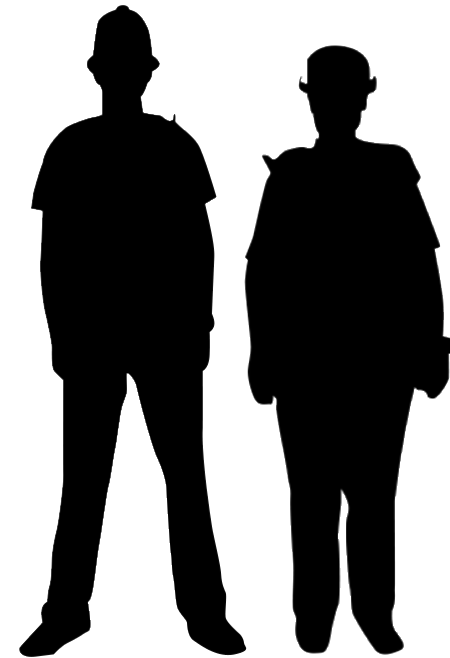
Guiding Principles (1)

- Local policing delivery will remain at the heart of everything we do to maintain public trust and confidence
- All other services should be integrated and delivered jointly through alliance teams and streamlined management structures, unless proven inefficient or effective to do so
- Single delivery units responsible for shared services across the 2 forces will be co-located where feasible
- Our ambition should not be limited by geography or a previous approach and should focus on continuous improvement



Guiding Principles (2)

- There is a long term ambition for total convergence of all ICT systems
- We work as equal partners to find new solutions to our policing needs, whilst retaining separate identities
- Retain the independence of the 4 separate corporation soles who are individually accountable to their local communities
- This will not prevent both forces continuing to explore other collaborative opportunities



The Journey So Far...

March –June 2014

Scoping and feasibility phase

August 2014

Start of design and implementation phase

March 2015

Official signing of the Strategic Alliance
Overarching Agreement

April 2018

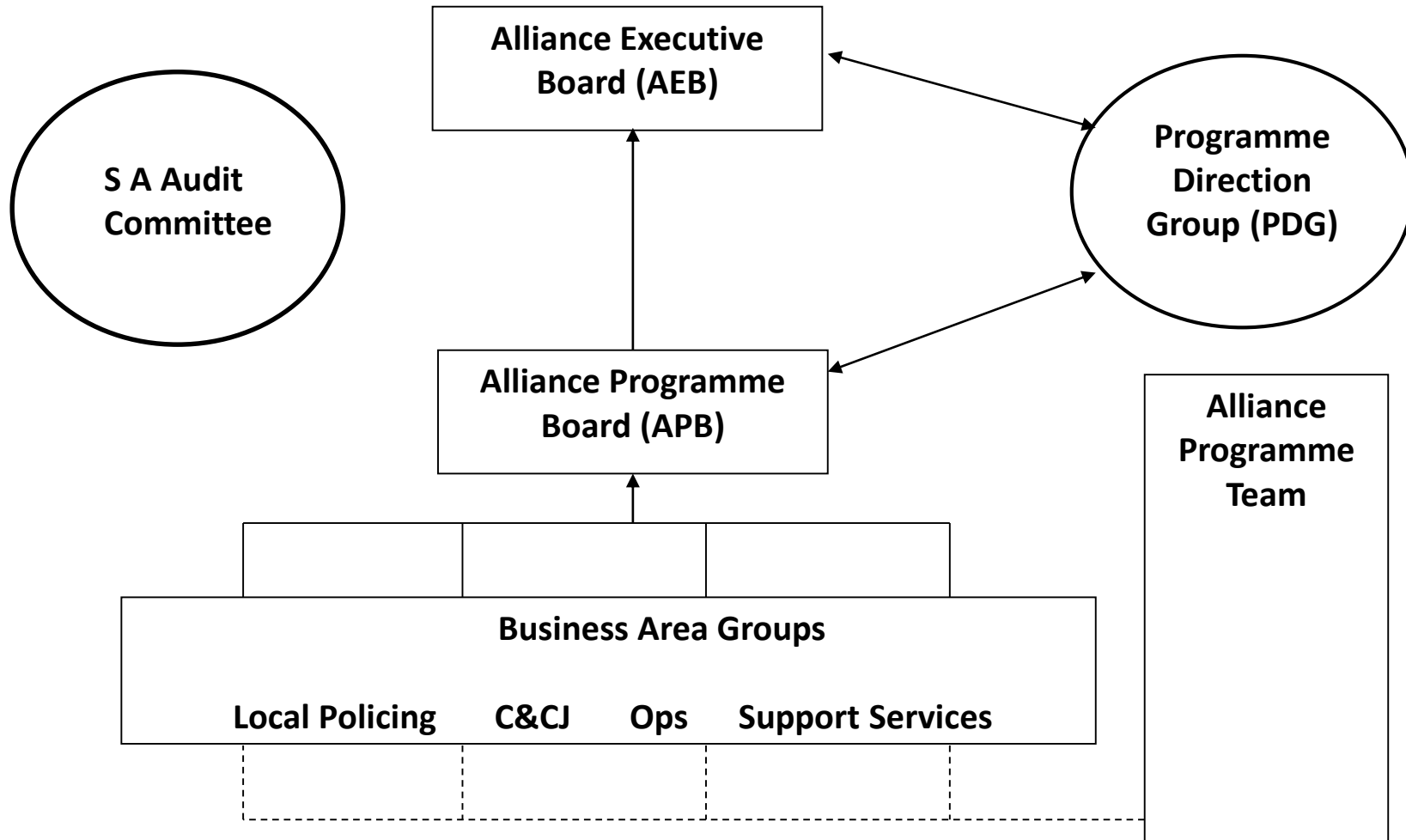
Delivery of all detailed business cases in scope

2019 - Likely completion of all current 'Alliance' departments (except CCPC)

2020 - Convergence of IT across the two forces



Governance



Risk Management

- Risk Management at every level - Project, Alliance Programme team, Programme Board, Executive Board
- Each level assesses risks and each project and the Programme maintains a Risk Register
- Each level identifies and monitors actions to mitigate risks
- New/increasing risks flagged to the next level
- Registers are formally reviewed and considered regularly

Benefits



Financial Picture

- Combined budget £396m and 7394 officers/staff. £145m in scope for the Alliance
- Alliance committed to £12m peak savings per annum from combined annual budget by end of 2022/23 (D&C £8m based on agreed costs/savings allocation of 70%)
- Total savings delivered by Programme currently over £3m, increasing every year
- Programme Team costs – Approximately £5m from April 2014. These are mainly opportunity costs
- Enabling investment choices to be made to deal with emerging threats

Current Position of Programme

- **27 business area proposals approved**
- **17 business areas live and operating as single Alliance teams**
- **10 business area proposals to be presented to the Alliance Executive Board by April 2018**



Snapshot of Business Areas

Design	Planning	Implementation	'Go Live' Continued
<ul style="list-style-type: none"> • Command & Control/Public Contact Services (CCPC) • Corporate Communications (refresh) • Corporate Development • Criminal Justice • Custody • Victims & Witnesses • Estates & Building Services • Serious and Organised Crime • Information Management (Phase 3) • Property Stores • CATs / CTO 	<ul style="list-style-type: none"> • RMU (refresh) • FSG/EPT • SFOs 	<ul style="list-style-type: none"> • Firearms Licensing • Business Change 	<ul style="list-style-type: none"> • Prevention Department • Information Management (Phase 1) • Fleet Services • Roads Policing • Ops Planning • ICT (SMT) • IM Phase 2 • Firearms/ARV • People Services • Business Support Services
	Formal Consultation	'Go Live'	
	<ul style="list-style-type: none"> • Alcohol Licensing • Major Crime • Intelligence • Professional Standards 	<ul style="list-style-type: none"> • Ops Support Command • Admin Services • Finance • Dogs • ANPR • Audit, Insurance and Strategic Risk • Integrated Offender Management 	

Key Issues to date

- People/Management of Change
- Culture
- ICT Convergence
- Change of Approach (race to the bottom v transformational)
- Current scope - does it change?



Q&A

Questions

Concerns

Issues

Comments



Next steps - a closer relationship



- September 2017: Announcement made
- Work being taken forward to look at how to deepen the Strategic Alliance, including exploration of the potential to merge the two police forces and two OPCCs
- Exploring options - no decisions have been taken.
- Significant work required to understand benefits, dis-benefits and implications.
- Any decisions would require Home Office support
- Both Chief Constables and Police and Crime Commissioners are committed to ensuring that this process is well informed by public views and has the best interest of our communities at its heart.

Alliance Next Steps Q&A

Questions

Concerns

Issues

Comments

