



COMMUNITY JUSTICE SECURITY

**EXECUTIVE ORDER 0059 – APPROVAL FOR STRATEGIC ALLIANCE PROGRESSION
TO FULL BUSINESS CASE**

By the authority of the Police and Crime Commissioner as designated by the Police Reform and Social Responsibility Act 2011, and by democratic mandate invested in me by the electorate of Northamptonshire, I have taken the following decision:

To approve the development of the Strategic Alliance Full Business Case and associated recommendations as agreed in principle by the PCCs and Chief Constables of Northamptonshire, Nottinghamshire and Leicestershire on 17th December 2015.

ADAM SIMMONDS
NORTHAMPTONSHIRE POLICE AND CRIME COMMISSIONER
23rd February 2016

Equality, Diversity and Human Rights

Equality Impact Assessment will form part of the Full Business Case work

Other Advice Taken

The officer recommendation paper is attached to this report which details the advice



COMMUNITY JUSTICE SECURITY

Northamptonshire Police and Crime Commission

Supporting Report to the Police and Crime Commissioner

Date of Report	12 th February 2016
Subject	Strategic Alliance Programme Board – Key Decisions
Report Author	Paul Bullen, Acting Director for Governance, Operations and Delivery

1. Purpose of Report

To set out advice to the PCC in relation to the decisions discussed by the Strategic Alliance Programme Board on Thursday 17th December 2015 to provide for formal approval by the PCC.

2. Decision Recommended:

2.1 That the Police and Crime Commissioner for Northamptonshire approves the recommendation to enable the Strategic Alliance to progress from target Operating Model to Full Business Case and associated decisions (discussed in full below).

3. Consultation:

3.1 At this stage, consultation has been between the three PCCs of the Strategic Alliance and the three Chief Officer Teams. There is unanimous agreement on the way forward

4. Compliance Issues:

4.1 Is this a decision of 'significant public interest?'

4.1.1 Whilst the decision at present is to move to full business case and does not trigger being a decision of significant public interest on its own, should the full business case be accepted then the decision would be of significant public interest. It is therefore recommended that this is a decision of significant public interest and therefore should be decided by Executive Order.

4.2 Is the recommended decision consistent with the priorities set out in the Northamptonshire Police and Crime Plan 2014/17?

4.2.1 The overarching vision of the Police and Crime Plan is for Northamptonshire to become the Safest Place in England. This needs to be achieved within the back drop of saving money and increasing capacity and capability to deal with the things that matter to the people of Northamptonshire.

4.2.2 Anything that delivers a more efficient and effective police force for Northamptonshire will therefore contribute to the ambition. The development to full business case will be able to demonstrate benefits in line with the Police and Crime Plan.

4.3 What are the financial and procurement implications of this decision?

4.3.1 Detailed financial analysis forms part of the next stage of work. Teams are already working together from across the three forces of the Strategic Alliance.

4.4 Will further decisions be required?

4.4.1 Yes. The Full Business Case will be brought before the Strategic Alliance Programme Board in March 2016 at which time further decisions will be required.

4.5 Legal Implications

4.5.1 A Section 22 agreement will be required to govern the relationships between the 3 OPCCs and the 3 Forces. Leicestershire OPCC are leading on the development of this.

4.6 Has an Equality Impact Assessment been undertaken?

4.6.1 As part of the full business case, equality impacts will be considered.

4.7 Does the recommended decision represent the best value for money?

4.7.1 On the basis of the information provided to date, progression to full business case is deemed value for money as this will enable the full benefits of the potential Strategic Alliance to be understood before a final decision is taken. This follows best practice programme management approaches.

5. Relevant background / Chronology of Key Events:

5.1 At the Strategic Alliance Programme Board, held on 17th December 2015 , the sponsors (the PCCs and Chief Constables of Leicestershire, Northamptonshire and Nottinghamshire) were presented a proof of concept for taking forward a Strategic Alliance for the three forces.

5.2 The work was the culmination of activity commissioned by the sponsors at an inaugural meeting on 21st August 2015.

5.3 The following recommendations were presented:

Operational viability:

1. If the presented Target Operating Model is considered by all 6 sponsors to be logical, robust and scalable, then it is recommended to move straight away to developing a full business case
2. Based on the above decision, it is recommended to agree a migration plan to include redesign of Chief Officer Team functions and portfolio responsibility areas
3. The sponsors are recommended to give authority to SROs to develop the future employment model e.g. Lead Force, Shared lead, hybrid etc
4. The sponsors are recommended to approve the integration of the three local change teams into a single change unit, to support the implementation of the Strategic Alliance programme tranches as directed by the Design Authority (or any renamed board in the future).
5. The sponsors are recommended to give authority to the prioritisation of the Contact Management function in the delivery of the programme as Tranche 1 (notwithstanding this function will also form part of the Full Business Case.

Financial Viability:

6. If the presented financial information is considered by all 6 sponsors to be logical, realistic and acceptable, then it is recommended to move from 'high level' financial interpretations to a more detailed analysis within a full business case (as linked to decision 1 above)
7. The sponsors are recommended to give authority to the SROs to review the programme team structure and future costs taking the commitment from this stage to the development of the Full Business Case
8. The sponsors are recommended to authorise the submission of the Innovation Fund Bid as it relates to the work of the Strategic Alliance

Political Viability:

9. If the decisions within 1 to 8 above are agreed, do the sponsors agree that they are able to now build a constructive relationship based on mutual trust and respect across all of the OPCC and Force landscapes
10. If the recommendations above are agreed, the Design Authority seeks approval from the Board to define and mobilise a 'common political narrative' which will form the overarching public description of the shared Strategic Alliance principles.

5.4 The recommendations were approved unanimously by the Programme Board with the following amendments:

- Decision 4 was reworded to mean that the teams would not be merged into a single unit, enabling the Deputy Chief Constables to maintain their local change plans, recognising

that the budgets for the next year needs to be met and service improvements need to continue. However, all local changes made will do so in a way that supports the Strategic Alliance going forward, and enables this.

- Decision 5 was deferred for a week but since unanimously agreed.

6. Evaluation of alternative option(s):

6.1 The full business case will detail alternative options.

7. List of background reports used to compile this report:

7.1 Strategic Alliance Programme Board papers

8. List of appendices accompanying this report (if any):

8.1 Nil