

To: Joint Audit Committee
Date: 31st March 2015
By: Paul Bundy, Head of Finance
Title: Collaboration Update

Purpose of Report/Issue:

To provide an update to the Committee on the Policing Together Programme between Surrey Police and Sussex Police.

Recommendation(s) - None – for noting

Equalities / Human Rights Implications – None arising.

Risk- As discussed in the report.

Background papers -

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Collaboration Update

Paper for Joint Audit Committee - March 2015

Policing Together

Surrey Police has undertaken significant change activity through the 'Policing Together' programme with Sussex, and also with other forces in the South-East region, in order to meet the financial challenges, increase resilience and improve service delivery.

The Policing Together vision (shown below) was reviewed in September 2014 and a revised scope for collaboration was agreed, together with a set of governance principles.

'Two individual forces operating as one, we will:

- *Deliver policing services for the public according to their local needs*
- *Operate with the same policy, procedure and guidance*
- *Establish joint teams when delivery of the function will be cheaper, deliver the promises within the police and crime plans; and be more resilient*
- *Ensure we are preparing the forces wisely for future changes in the national policing and wider partnership landscape'.*

The scope for collaborative activity between the two forces over the next few years will build upon the existing work within the Specialist Crime and Operations Commands and develop joint functions within Contact & Deployment, Support Services and Corporate Services.

Work is underway in Specialist Crime to consider in-force and regional opportunities around Investigations and Investigations Support, and the joint Cyber Crime unit went live 3rd November.

A joint Emergency and Operation Planning function will go-live within Operations Command in August 2015, with new approaches to delivery Specialist Search and Vehicle Recover likely to be implemented towards the end of the financial year.

Work is progressing to develop joint Support Services functions across the two forces as part of the Policing Together Support Services (PTSS) programme. Examples of recent progress include:

- The Joint CIO has lead on the development of a Joint ICT strategy across the two forces together with a business case to implement a single senior management structure across the 2 forces; this will be followed by restructure of the entire ICT function
- ICT Savings have been realised through a reduction in staff headcount (predominantly via vacancy management), rationalisation of IT applications and contract renegotiations
- In order to better manage the demand for technology related change work and ensure successful delivery, ICT has introduced a project prioritisation process which has identified the 'Top 30' projects, which will be worked on at any one point in time.
- A joint SMT structure has been established for HR and Learning & Development
- An outline business case to jointly procure a new ERP has been approved and work is underway to develop our requirements and identify the best route to market.

Emergency Services Collaboration

Surrey and Sussex Police are also exploring opportunities to work more closely with our other emergency service partners through the Emergency Service Collaboration Programme (ESCP). Funding was secured from the Police Innovation Fund to support this programme of work, which has the potential to deliver significant benefits in the medium-to-long term, although the costs to deliver truly joined up working would be significant in terms of estate and IT. Whilst scoping the potential options for the future, the programme has also focussed on delivering a number of quick-win opportunities, including:

- An information sharing link between Surrey Police and Surrey Fire and Rescue, with plans being developed to extend this to the other partner agencies
- A pilot in which mental health practitioners from Surrey and Borders NHS Foundation Partnership work within the Surrey Police Contact Centre
- A process by which Surrey Police can task Surrey Fire & Rescue to support missing person activity in relation to fast time notifications
- The implementation of a joint emergency services boarding up service across Surrey and Sussex.

Financial Position

Between April 2011 and March 2015, Surrey has saved £2.3M* through collaboration with Sussex, and a further £900k* through regional collaboration and the National Air Service. A further £8M* of Surrey savings is anticipated to be delivered through Policing Together between April 2015 and March 2017, the majority of which will be delivered by Support Services, Specialist Crime and Operations.

The remaining savings required will be delivered through in-force change, largely through the 'Policing in Your Neighbourhood' (PiYN) programme which will design and implement a revised local policing model. The first stages of implementation are expected to commence in September 2015.

The table below shows the planned savings by portfolio and by year. Delivery of these savings will bridge the budget gap for 2015/16 and 2016/17. Plans are currently being developed within Policing Together and PiYN to bridge the remaining budget gap from 2017/18 and these will be incorporated into our future financial planning.

Portfolio	2014/15	2015/16	2016/17	2017/18	2018/19
Support Services	615	1,568	854		
Corporate Services Review		149	223		
Specialist Crime	(219)	1,217	2,859		
Operations	146	576	819		
Total Saves Through Collaboration	542	3,510	4,755	0	0
Surrey In Force Saves	6,912	4,289	3,462	43	15
Total Saves*	7,454	7,799	8,217	43	15
Savings Target	6,938	7,604	8,300	3,800	3,600
Surplus (Shortfall)	516	195	(83)	(3,757)	(3,585)

*Please note that the savings figures represent in-year budget reductions, which once delivered, recur year-on-year.