



Collaboration Update

Paper for Joint Audit Committee - March 2017

Introduction

Surrey Police continues to undertake significant change activity through the 'Policing Together' programme with Sussex, and with other forces in the South-East region, in order to meet the financial challenges, increase resilience and improve service delivery. This paper describes the recent progress within the policing functions that are working collaboratively or developing options to do so.

Specialist Crime Command

Work is underway within the Specialist Crime Capabilities Programme (SCCP) to develop the outline business case for the new operating model that will both achieve the required savings and maximises opportunities for collaboration between both Surrey and Sussex and with other stakeholders in the region. Savings will be delivered in 2017/18 through removing vacant posts from the establishment (where this is consistent with the new model) and also through reducing non-pay budgets. Phase 1 of the new Digital Forensics structure went live in January 2017.

Operations Command

The business case for the new Operations Command target operating model was agreed in June 2016 and the new model will deliver redesigned services more effectively and at reduced cost. Detailed design work continues and a series of road shows have been held with staff to talk through the proposed changes.

Contact Management

Work has been undertaken to consider opportunities for Contact collaboration across Surrey and Sussex, which have considered the technology and estates solutions that would be required to enable this work and in particular, how this fits alongside both the Emergency Services Collaboration Programme (ESCP) work with emergency service partners, and also the South East Region Integrated Policing (SERIP) programme.

The forces have concluded that the key requirement for this work is a joint command and control system, with the ultimate ambition being to have one (policing) command and control system for the South East Region. Thames Valley and Hampshire Police will be introducing the MS Dynamics Command & Control System, which is still under development and the timescales for implementation are not confirmed. As such consideration is currently being given as to whether

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Surrey and Sussex look to introduce a joint SmartSTORM platform as an interim measure, or retain our current systems until the regional solution can be adopted. This decision is also being informed by the implementation timescales for the Emergency services network (ESN) and the ERP, which both have interdependencies with this work.

Corporate Services

The new Joint Vetting structure, with Sussex as lead force, went live on 1st September 2016. As a result of increased demand for vetting as a result of recruitment levels in both forces, and also the need to for back record conversion from old format paper record, additional resources were agreed within the new structure in January 2017, but this will be subject to regular review to ensure that the resourcing is appropriate to demand.

On 1st April 2016 a new joint contract for the provision of legal services to Surrey and Sussex by Weightmans LLP went live. The project to implement this has now closed and a post implementation review has been carried out which has identified that the Weightmans provision is exceeding expectations. They are providing a value for money service with ongoing cost saving work (having identified and saved £542k to date), with robust processes and procedures. Additionally, the internal customers are extremely positive about the service they are receiving.

A business case for Information and Crime Management is under review by the Change Board, with options for either full collaboration or a mirrored service delivered locally. The benefits of each option are currently being considered.

Opportunities for further savings through collaboration across the remaining corporate service function will be considered as part of the next phase of work.

People Services

Work is underway to develop a business case for the next phase of work to identify savings opportunities within Learning & Development (L&D) and the Shared Business Service Centre (SBSC), although these are dependent on the implementation of the new ERP.

ICT

The DCC chaired ICT Gold Group has now ceased and the new joint IT Planning and Performance Board has been implemented.

The new SERIP Programme Director is now in post and working closely with the CIO and regional colleagues to develop the approach to prepare for platform & service integrations with Hampshire Constabulary and Thames Valley Police.

ERP

Work continues to implement a new Enterprise Resource Planning (ERP) system for Surrey, Sussex and Thames Valley Police, which will underpin much of the support services collaboration activity. KPMG and Microsoft were announced as the preferred suppliers for ERP and contracts awarded in March 2016. The Tri-Force programme team is established with governance in place through the new Tri-Force ERP Board chaired by SRO Jane Harwood and attended by the TVP DCC and other senior stakeholders. The programme is working towards an anticipated go-live date of February 2018 in Surrey and Sussex and May 2018 in TVP.

Digital Enablement Programme

The Digital Enablement Programme continues to coordinate work on four key priorities: Mobile Data, Niche, Public Facing Digital Services (Community Messaging, Online Crime Reporting and Track My Crime) and Body Worn Video (BWV).

Surrey has had Mobile Data devices in use by frontline staff for a number of years and the rolling programme focusses on updating these devices and enhancing their capabilities through additional interfaces, as well as identifying the most appropriate hardware solutions for specialist roles. End users report that their productivity increases by up to 20% as a result of the latest devices. Another key recent achievement has been the introduction of a joint Mobile Data platform across Surrey and Sussex in January 2017.

A standalone interim Body Worn Video solution was implemented in Guildford in December 2016, with further work ongoing to develop a networked solution for both forces.

Financial Position

Between April 2011 and March 2016, Surrey saved £4.6M* through collaboration with Sussex, and a further £900k* through regional collaboration and the National Air Service. A further £8M to £10M* of Surrey savings is anticipated to be delivered through collaborated Policing Together between April 2016 and March 2019, the majority of which will be delivered by Support Services, Specialist Crime and Operations.

The table below shows the planned savings by portfolio and by year.

Current Forecast and Future Planned Saves

Collaborated Saves by Portfolio £M	2016/17	2017/18	2018/19	2019/20
Support Services (People Services, Finance and ICT)	1.3	1.1	0.6	0.0
Corporate Services Review	0.1	0.5	0.7	0.0
Specialist Crime	0.8	0.6	1.3	0.0
Operations	1.0	0.7	1.0	0.0
Contact & Deployment	0.4	0.7	0.6	0.0
Total Saves Through Collaboration	3.6	3.6	4.2	0.0
Surrey In Force Saves	4.7	3.2	2.5	0.0
Total Saves*	8.3	6.9	6.7	0.0
Savings Target	10.0	5.5	5.4	1.4
Cumulative Surplus (Shortfall)	(1.7)	(0.3)	1.0	(0.4)

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