

SURREY POLICE AND CRIME PANEL

COLLABORATION UPDATE

7 December 2017

INTRODUCTION

To provide an update on collaboration with other Police Forces (specifically Sussex, Hampshire and Thames Valley) and the Police & Crime Commissioner's role in collaboration.

Introduction/Background:

Surrey Police works closely with Sussex Police and the two forces have established a number of joint services: Operations Command, Specialist Crime Command, Vetting, Finance & Services (including Joint Transport, Procurement and Insurance Services), People Services (including Learning & Development and Occupational Health) and Information, Communications & Technology (ICT).

Within the South East Region, work is underway to explore opportunities for wider collaboration with Hampshire and Thames Valley Police, with two regional services already in place: South East Regional Organised Crime Unit (SEROCU) and Counter Terrorism Policing South East (CT PSE).

The Duty to Collaborate

The Police Reform & Social Responsibility Act 2011 placed new duties on Chief Constables and PCCs to keep collaboration opportunities under review and to collaborate where it is in the interests of the efficiency or effectiveness of their own and other police force areas. Previously, police authorities were only required to support collaboration by their own forces. Chief Officers and PCCs must work together to review opportunities to collaborate and where this is the best option, they must collaborate – even where they do not expect their own force to benefit directly. This is designed to ensure collaboration takes place when it is in the wider public's best interest.

The Policing & Crime Act 2017 brought new statutory duties for police, fire and ambulance services in respect of blue-light collaboration. The three emergency services must now keep under review whether a collaboration would be in the interests of efficiency and effectiveness; notify the other services of any collaboration opportunities; and enter into an agreement where any proposed collaboration is in the interests of efficiency or effectiveness.

Collaboration Successes and Challenges

There have been many successes throughout Surrey's collaborative work with Sussex and the wider region and of course no programme of change of this magnitude comes without a number of challenges. Chief Officers regularly come together to consider these and look at how they can further build on the successes and learn lessons for the future. PCCs keep collaboration opportunities and projects under review at regular oversight meetings.

The most obvious success has been the delivery of financial savings to both forces which has enabled Surrey Police to meet the financial challenges of the last few years. Between April 2011 and March 2017, Surrey saved £7.3M¹ through collaboration with Sussex, and a further £900k¹ through regional collaboration and the National Air Service. A further £5.3M¹ of Surrey savings is anticipated to be delivered through collaborated Policing Together between April 2017 and March 2019, the majority of which will be delivered by Support Services, Specialist Crime and Operations. It is worth noting that most Surrey-Sussex collaborated services will have delivered savings of approximately 20% against the original base budgets for those services for Surrey and Sussex Police pre-collaboration.

Collaborations have also provided more efficient and effective service delivery in many areas. Notably this has resulted in increased interoperability and resilience which has been clearly seen during major incidents and large scale policing operations, with the two forces able to draw upon each other's resources seamlessly for both pre-planned and fast-time operations. This is increasingly part of our operational planning and has allowed us to better meet our national policing requirements. There are numerous examples of resource sharing but these include some of particular note such as the Surrey flooding in 2013/14, the Shoreham air crash, and support for high-profile, pre-planned events such as the Epsom Derby and the recent cycling events.

Within the Force's support service functions, areas such as procurement and fleet have aligned their policies and governance processes, which works well. However overall policy alignment has been quite slow and challenging in some other areas, largely as a result of the forces having slightly different local policing models, using different IT platforms, and having different employment terms and conditions. This does however impact on the officers and staff working in collaborated functions, and both Chief Constables have recently expressed a strong commitment to focus on the alignment of policies and procedures across the two forces.

The Force's ability to fully analyse demand at the beginning of collaborative work, and then to subsequently align working practices and assess the non-cashable benefits of collaboration, have also been hindered by the different IT platforms and data warehouses used by the two forces. However IT alignment and integration has been a key focus, with the priorities being to get the forces

¹ Please note that the savings figures represent in-year budget reductions, which once delivered, recur year-on-year.

on to the same core platforms, which is a key component of the two-force and indeed regional and national IT strategies and capability work; this is being supported by the South East Regional Integrated Policing (SERIP) programme.

- Currently all four forces use Niche RMS for crime & intelligence, and work is underway to deliver a single instance of Niche across the four forces.
- A new Enterprise Resource Planning (ERP) solution is under development and should be implemented in Surrey, Sussex and TVP within the next 18 months or so.
- Hampshire and TVP are in the process of implementing a new command and control platform, and subject to commercial negotiations, Surrey and Sussex would look to adopt this new system as soon as practicable.

The final challenge has been that, in bringing two different organisations/business areas together, cultural change takes time to implement and take effect. As a result, the collaborations that are perceived as having been the most successful within the two forces, are also those that have been in place longer and are therefore more mature; it is important that we recognise this in our organisational communications and encourage ourselves and our teams to be patient and to support the ongoing change effort.

Future Collaborative Opportunities

Work is underway, supported by the SERIP programme, to consider further opportunities to bring our policing services together and/or to align policies, procedures and working practices, and build upon the existing collaborative relationships with Sussex Police, the other forces in the South East region and our other partnership organisations.

Further collaboration and joint working will be undertaken in line with the National Police Chiefs' Council Policing 2025 Vision, so that:

- Local Policing will be delivered according to local need, but with sharing of best practice and alignment, or where appropriate integration, with other forces and partners
- Specialist Capabilities will be delivered in the most effective way possible to deliver an appropriate response to new and complex threats, through bilateral, regional and national arrangements
- Surrey will work with Sussex and wherever possible the other forces in the region, to develop its workforce as a profession, to be more representative and with the right skills, powers and experience, according to national best practice
- Surrey will develop its digital policing solutions as a region where possible to facilitate information sharing and joint working with partners
- Surrey will deliver our enabling/business support functions bilaterally with Sussex, and develop plans to move towards regional delivery in order to be more efficient and enhance interoperability.

In undertaking this work the forces are cognisant of the large number of significant national programmes (such as Specialist Capabilities, Digital Policing and the Emergency Services Mobile Communications Programme) all of which will place technology and business change demands upon the forces, but will also provide significant opportunities for alignment and greater collaboration in the future.

Blue-light Collaboration

Surrey Police will continue to look at how it can work more effectively with Surrey Fire and Rescue and South East Coast Ambulance in order to deliver an efficient and cost-effective service for the public of Surrey. Some work is already underway to bring together services such as Fleet/Transport, Recruitment, Learning and Development, Occupational Health Services and future use of drones.

The PCC is a member of the Emergency Services Collaboration Partnership Board which oversees blue-light collaboration. Following the recent decisions of both Surrey and Sussex's PCCs not to pursue a change in governance for fire, the focus of this partnership has shifted towards those opportunities that will enable closer working between the fire services of Surrey and Sussex. Police and Ambulance remain key members of the board.

RECOMMENDATION

That the Panel notes this report.

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