

Department / Command	Assessment of levels of performance	Significant risks arising within Department / Command	Significant resourcing issues relating to current or future service delivery	Plans to review or change the service and impact for Suffolk on staffing levels, finance and service delivery
<p>Protective Services (PSC)</p>	<p>PSC continues to adapt to service the demands of a shift in policing priorities. The Command is versed in managing threat issues and seeking opportunity to mitigate and interdict.</p> <p>In common with other Commands, Protective Services teams have recently undergone the scrutiny process examining opportunities to reduce spending within current structures.</p>	<p>Athena was been implemented in Norfolk and Suffolk on 19th/20th October 2015. The Intelligence functioning and processing has been managed very well with no significant issues. Contingency plans are in place and the Athena Implementation Team has mitigated the majority of potential risks.</p> <p>The availability of ICT resources is still creating challenges with regard to the implementation of ANPR but realignment of staff is resolving some issues assuming no further delays to the Back Office Function (BOF) occur. Roll out is planned for 30th November 2015 in Norfolk and 3rd December in Suffolk.</p>	<p>A review of both Forces' arrangements for managing Indecent Images of Children Investigations (IIOC) has been delayed.</p> <p>Options are still being scoped with the aim to develop the full business case for Spring 2016.</p> <p>The centralised operating model has been adopted by the Cybercrime Unit for the preparation of IIOC packages in both Constabularies.</p>	<p>Final draft version of an HMIC national thematic inspection of Firearms Licencing has been received by force practitioners.</p> <p>Business leads are currently reviewing and advising on the implications.</p> <p>It is not yet clear of the impact on departments following the corporate Budget Scrutiny Process which is designed to identify further possible savings.</p> <p>This piece of work may ultimately require changes to service which could have an impact on staffing levels and service delivery.</p> <p>The national ANPR back office function (BOF) is predicted to go live during the spring of 2016. The ANPR project continues to consider opportunities driven by three key strategic areas of Engineering, Enforcement and Education.</p>

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Justice Services (JS)	No issues to report by exception.	<p>Pre charge bail management</p> <p>The Home Office has consulted on possible reforms, the significant element of which is judicial oversight for pre charge bail periods beyond a short basic period. These reforms will tighten controls on the use of bail:</p> <ol style="list-style-type: none"> (1) Pre charge bail would be limited to 28 days; (2) Beyond this period would require a Superintendent's authority; (3) Beyond three months would require judicial oversight from the Magistrates' Court. <p>The precise controls have yet to be determined but could have an impact on the resourcing of investigations.</p>	<p>Better case Management</p> <p>This is a judiciary-led programme for more efficient and effective case management for the Crown Court.</p> <p>Due for implementation in January 2016 there may be significant impact on the resource required for more serious and complex investigations to file submission in the time required. We await further detail.</p> <p>Police prosecutions</p> <p>There are continuing moves towards proposals to adopt Police Led Prosecutions in "not-guilty traffic matters", as well as simple guilty and possibly not guilty crime matters in certain offence categories. The direction of travel seems set. However the business case for the police adopting these responsibilities is not clear cut.</p>	Phase 3 of CJ Reform is planned post Athena go-live early 2016 to generate the further savings required in the force programme. It is also anticipated that a smaller Phase 3A will be included in Tranche 13.

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Estates and Facilities	No exceptions to report at this time.	An additional temporary Estates Officer has been recruited to assist with delivery of the significant capital programmes.	<p>The approval of the DCLG grant for seven more shared fire/police station projects in addition to the work to resolve the future of the HQ complex at Martlesham will place significant additional demand on the joint function over the next 2-3 years.</p> <p>At the same time the Department is progressing several major estates projects across Norfolk, hence resources are stretched.</p>	<p>Over the same period of time there are plans to reorganise this Department as part of the Target Operating Model for six business support functions, hence this will bring an amount of disruption. These are planned for implementation within Tranche 13.</p> <p>There may be a consequential risk of levels of staff turnover being too high, which could cause service delivery failings.</p>
Human Resources	No exceptions to report at this time.	There are currently risks around levels of resourcing in HR associated with the delivery of Tranche 13 of the change programme including the Suffolk Local Policing Review (and associated savings targets for HR) at the same time as continuing the work on Job Evaluation and managing the impact of the ERP and consequential changes to business processes.	No exceptions to report at this time.	Currently about to commence Tranche 13.

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Information Management	<p>Performance relating to statutory rights to information and orders of the court continue to be in a good position.</p> <p>The challenge to recruit into specialist posts is impacting upon delivery of the Information Compliance - Strategic Audit Plan.</p>	<p>The risk of non-compliance with the Statutory Code of Practice on the Management of Police Information (MoPI) and Guidance remains in respect of the Review, Retention and Disposal (RRD) of Force Information in view of the sheer volume of information held.</p> <p>ICT have included the development of an automated solution to support the Records Management Unit deliver MoPI RRD compliance in the programme of work.</p> <p>Until such time, the MoPI RRD process continues as a manual process.</p>	<p>Increasing demands for the disclosure of information to support partnership working are being monitored.</p> <p>Agency staff are being recruited into relevant posts where applicable.</p>	<p>In November 2015, the Department launched a Joint Case Management System to improve resilience and the level of service in respect of the handling of cases that involve information disclosure, complaints/compliance and incident management across a joint Department.</p>
Transport Services	No exceptions to report	No exceptions to report	No exceptions to report	Business case being written with Corporate Development and Change regarding future delivery of Transport Services to be included in Tranche 13.

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ICT	No exceptions to report at this time.	<p>Job evaluation remains an issue for ICT staff. Market supplements are now being completed against technical skills and market forces for ICT staff.</p> <p>ICT are scheduled to be part of the Tranche 13 process which commences in early December 2015 and runs through to April 2016.</p> <p>It is not envisaged that this will see a loss of staff outside those within the business case but this process is likely to cause some disruption although this will be kept to a minimum.</p> <p>Suffolk Local Policing Review is likely to have an impact across most CCR systems and will involve back record conversion to support the new policing model. ICT is working alongside the SLPR team to prioritise work streams appropriately to ensure go-live.</p>	ICT staff will be “at risk” shortly which will cause some disruption to staff but this will be managed appropriately through the Tranche 13 process.	<p>Tranche 13 business case details the future state of ICT in term of structure.</p> <p>There is a current overspend in ICT due to Home Office charges being devolved to local forces rather than being picked up centrally.</p> <p>Window 8 phone delivery (replacement for Blackberries) has been delayed due to the changes in the codes of connection in the Public Services Network for Police (PSNP) due to more strict security requirements. This has impacted the mobile phone revenue budget in ICT as both Vodafone and EE services are now overlapping for longer than expected. The issue should be resolved in the next four weeks.</p>

<p>Performance & Analysis</p>	<p>No exceptions to report at this time.</p>	<p>Athena data synchronisation – The risk regarding the inability to synchronise Athena data with local ibase warehouse from day 1 of Athena is now realised with Athena now live in Norfolk and Suffolk. The Joint Performance and Analysis Department (JPAD) are therefore now facing challenges in terms of identifying how to search and retrieve data from Athena to inform research, analysis, audit and data provision work (and if it is possible), and then determine how to combine this with legacy system data. With no link to ibase, this is a manual process and has there significantly increased the time taken to complete work. Work continues with the Athena Management Organisation to assess possible options for a solution for Suffolk and Norfolk and with the wider Athena forces through the Athena Data Analytics Innovation Fund. The Athena Project Board and JOIG are aware and are tracking the issue and associated mitigations.</p> <p>Impact of not back record converting to Athena – Source systems have not been back record converted on to Athena, and in time legacy systems will be removed from service. This places a significant burden on JPAD having to search, extract and format data to support research, analysis and data provision. Mitigations include ongoing discussions with ICT to minimise impact on legacy data access (outside of Athena) and the adaption of core products due to access difficulties.</p>	<p>If both risks identified above are not mitigated then additional resources will be needed to maintain service provision.</p>	<p>No exceptions to report at this time.</p>
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<p>Procurement & Supplies</p>	<p>No exceptions to report at this time</p>	<p>The Business Case for the move of the Printing function from Media and Comms to Procurement and altering the PFI contract has been successfully completed.</p>	<p>No exceptions to report at this time.</p>	<p>The Home Office led Collaborative Law Enforcement Procurement (CLEP) programme is now gearing up and examining the future procurement strategies across a range of categories. Dependent on the outcome and future frameworks/contracts this could impact the way that goods and services are procured.</p> <p>The Commercial Team is developing its internal service delivery to have greater involvement in departmental business planning and commissioning of services rather than a traditional re-tendering process with an increasing emphasis on contract management and supplier relationship management.</p> <p>The Business Case for the move of the Printing function from Media and Comms to Procurement and altering the PFI contract is progressing slowly with a target of it being completed by the end of August likely to be missed.</p> <p>Stores and centralised uniform storage and delivery have been concentrated to a single site with self-service electronic ordering of uniform from a catalogue successfully implemented. The option to adopt a National Uniform Managed Service, the tender for which will shortly be completed, will be reviewed early in 2016</p>
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<p>Media & Comms</p>	<p>No exceptions to report at this time.</p>	<p>Suffolk intranet aged and starting to fail; poor user experience; increasing requests for fixes/service into Corporate Communications and ICT.</p> <p>Existing force website software becoming increasingly vulnerable with age and can no longer meet all mandatory requirements to feed information into www.police.uk</p> <p>Work is underway to replace the Websites and intranets for Norfolk and Suffolk.</p>	<p>Department and Suffolk news team remain under strength. Recruitment processes on-going.</p> <p>Commencement of replacement websites project and/or intranet project will begin to impact on delivery of day to day services, particularly design/video work by digital media team as work to edit and generate fresh content begins.</p>	<p>No exceptions</p>
<p>Professional Standards Department</p>	<p>No exceptions to report at this time.</p>	<p>Changes to police regulations mean that officers under investigation for gross misconduct, or misconduct where there is a live final written warning, will not be allowed to resign or retire. This will result in more hearings. It is estimated that there may be as many as three times as many hearings and this will have a resource impact on PSD, superintendents and the executive. In addition to this, from 1 May 2015 hearings are to be held in public (there are none planned at this time) and from 1 Jan 2016 a legally qualified chair will replace the chief officer on the hearing panel. Further legislative changes are expected with the election of the conservative government.</p>	<p>There will be a significant resource implication for the increase in hearings and the administration of public hearings with legally qualified chairs.</p> <p>The joint PSD has taken on the managed investigation of 49 cases that have been referred to the IPCC by Essex Police relating to the investigation of child abuse. There is likely to be an ongoing resource requirement for this investigation for another 12 months. Chief officers are aware of the demand and are supporting the investigation with additional resource where required.</p>	<p>No exceptions.</p>

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