

# Suffolk Collaboration Update Report

Reporting Period: November/December 2018

## 1 Background

- 1.1 Suffolk and Norfolk Constabularies have been collaborating on the delivery of policing functions since 2009 and have implemented very ambitious business transformation plans for Business Support, Justice Services and Protective Services through an agreed preferred police partnership collaboration strategy.
- 1.2 Over the last 4 years, through collaboration and planned change, Suffolk and Norfolk have saved over £34.5M (£17.1M for Suffolk). All back office and operational departments are now working jointly with the exception of Local County Policing Commands (which includes Force Control rooms and Safeguarding units which have many links to other locally based emergency services such as Fire, NHS and Ambulance services).
- 1.3 Additionally, the work of the 2025 Team will look at the current shape, scope and size of the Constabulary and, importantly, build upon ideas for the future of policing in the county. It will review the opportunities available through collaborative working and new technology and consult with officers and staff, the public, partners and other stakeholder groups.
- 1.4 The Strategic Business and Operational Services (SBOS) Department manage the programme of change through the joint Programme Management Office, which seeks to enable delivery of:
  - Cashable savings
  - Improved services
  - Enabling technology
  - Wider benefits such as non-cashable efficiency savings and risk mitigation

This will lead to transformational change and assist in the delivery of the objectives of the Police and Crime Plans for both Suffolk and Norfolk.

- 1.5 The collaborative partnership between Suffolk and Norfolk is one of the longest running nationally and has been recognised as good practice within recent Home Office Inspections:

*“Suffolk Constabulary has impressive joint working practices with other police forces and external organisations to help save money and improve the services it provides. For example, it has collaborated with Norfolk Constabulary on a revised ICT strategy and is sharing a number of premises with Suffolk Fire and Rescue Service. The Force has a culture of innovation and continuous improvement and encourages its workforce to suggest new ideas.”*

Source: HMICFRS 2017 PEEL Assessment - HMIC Zoe Billingham

## 2 Introduction

- 2.1 Suffolk and Norfolk Constabularies have recently completed the annual Financial Challenge and Scrutiny Panel process for all departments. This process involves department leads considering current and future demands in service and areas for change and innovation, alongside capability and capacity in order to identify areas for further improvement and efficiency. The process enables the organisations to plan and develop the programme of change for the next 4 years, in line with medium term financial planning requirements.
- 2.2 This report provides updates on current, national, regional and local collaborative projects and gives consideration as to the impact on Suffolk Constabulary.

## 3 National Update

- 3.1 The Policing Vision 2025, set by the National Police Chiefs Council, details the plan for the next ten years and how the vision will shape decisions around transformation and how we use resources to help keep people safe and provide an effective, accessible and value for money service. The communities we serve are increasingly diverse and complex necessitating a more sophisticated response to the challenges we face, both now and in the future, the service must continue to adapt to the modern policing environment.

The National Police Technology Council has been commissioned by the National Police Chiefs Council and Police and Crime Commissioners to work on common operating standards and procurement of police technology.

Several projects have been initiated within the National Policing Technology programme updates on some of the more developed projects are noted below, highlighting any impact on Suffolk Constabulary.

### 3.2 **Home Office Programmes:**

#### 3.2.1 **Emergency Services Mobile Communications Programme (ESMCP)**

The aim of is to replace the existing airwave radio system and deliver a flexible communication system that can be used by all Emergency Services.

**Current progress at a national level** - A revised programme timeline was released nationally in July 2018. Work is ongoing to test the validity and assumptions of the timeline which currently assumes a transfer from the current system by the end of calendar year 2022.

**Current progress at a local level** - The joint project team has been working with both regional and national colleagues in preparing for the implications of the revised timeline. The main areas of work will include assessment of the level of coverage and integration into both Contact and Control Rooms (CCRs). In addition a review is being carried out regarding the extended use of the current kit. A procurement framework has been set up at a national level for any additional handsets that may be required locally.

### 3.2.2 National Automatic Number Plate Recognition (ANPR) Service (NAS)

This project looks to replace all current locally held ANPR information and provide a national solution with proportional shared access, without boundaries, for all Law Enforcement Agencies (LEA's).

**Current progress at a national level** – All Forces will be provided with direct access to the National ANPR data set along with new tools, analytics and alerting functions, enabling forces and other LEAs to work together efficiently and effectively by sharing data and common methods of tackling crime.

**Current progress at a local level** – Work is ongoing with local ANPR teams and ICT to ensure connection to the national system by March 2019.

### 3.3 Digital Policing Portfolio:

#### 3.3.1 Digital Public Contact

The Single Online Home will provide a common IT platform that allows the public to report, transact and self-help by utilising a common website design to enable a consistent way of engaging with their local force and accessing police services online

**Current Progress at a national level** - All 43 Forces have been asked to sign up to a "Statement of Intent". Live test sites will be up and running in June 2019 for the Metropolitan Police Service, Thames Valley Police and Hampshire. Other Forces who plan to move to this single platform will start the transition from April 2019.

**Current Progress at a local level** – Both Suffolk and Norfolk have signed the "Statement of Intent" and initial scoping has begun to understand what capabilities the national product has to offer and how this would map to existing functionality.

#### 3.3.2 Digital First

The aim is to have all data that is digitally captured (such as body worn video, drones footage and seized mobile devices), stored and accessible by the wider Criminal Justice family.

**Current Progress at a national level** - Work on the Digital Evidence Transfer Service (DETS) has commenced and procurement for a 5-force pilot began in March 2018, this system will be adopted jointly by both Suffolk and Norfolk by March 2020.

**Current Progress at a local level** – A business case is currently being drafted to consider the impact locally for a joint Suffolk / Norfolk take up of the Digital Asset Management Storage (DAMS) to enable the mandated Digital Evidence Transfer Storage (DETS) project to place. Suffolk and Norfolk are working with the region on this project; Kent is the lead Force.

### **3.4 Other Programmes:**

#### **3.4.1 Specialist Capabilities**

The programme will look to enhance our response to new and complex threats, developing our network and the way we deliver specialist capabilities, such as Intelligence, Roads Policing and Analysis by reinforcing and connecting policing locally, nationally and beyond.

**Current progress at a national level** – Programme Governance and a Terms of Reference have now been set up. Work will continue into 2019.

**Current progress at a local level** – The 7 Force regional programme is linked into the national programme and continues to explore further opportunities under Armed Policing for a networked capability across the 7 Forces. At present 5 Forces (Suffolk, Norfolk, Bedfordshire, Cambridge and Hertfordshire) all work to a single firearms licence under a joint structure. Work is ongoing to standardise processes and move all 7 regional Forces under this structure by April 2019.

#### **3.4.2 Policing Education Qualifications Framework (PEQF)**

The PEQF aims to bring consistent practice in terms of implementation, assessment and accreditation of initial police training across all 43 Forces in England and Wales. At the 7 Force Regional summit, in July 2018, it was proposed that the 7 Force programme would lead on the procurement aspects of this change, through defining and procuring the services of a Higher Educational Institution to deliver police apprenticeships. Meetings have now been established and further plans will be drawn up to work around the national timeframe for delivery of 2020.

The 7 Force team have drawn up a tender specification and documentation is currently with key stakeholders for final consultation before the invitation to tender is submitted in December 2018.

Locally teams from HR workforce planning, learning and development and finance are meeting regularly to ensure the transition to the new system is planned to ensure consistent numbers of trained officers are deployable on the front line and training provisions are adequately resourced.

#### **3.4.3 Tasers**

Tasers were introduced in the UK in 2003 to all firearms trained police officers. The device currently in use is being updated and a national programme to procure and roll out the device at a national level is underway. Locally work has started to ensure the training implications are understood to allow for training and transition to the new product whilst still maintaining regular refresh training within what is a heavily mandated area of business.

## **4 Regional Update**

- 4.1 The 7 Force Strategic Collaboration Programme is working across the seven Eastern counties (Suffolk, Norfolk, Bedfordshire, Cambridgeshire, Hertfordshire, Essex and Kent) to develop and implement successful collaborative solutions to protect the frontline local delivery of policing.

- 4.2 The 7 Force programme is exploring more efficient ways of working and the programme is looking to transform the delivery of police services across the forces. The 7 Force programme work commenced in 2015 and is one of the most ambitious police partnership programmes to date. The programme is currently undertaking a landscape review to allow better understanding of the change landscape, clarify the vision of the 7 Force Collaboration and enable better links between financial and change planning
- 4.3 The overarching aims of the programme are to deliver enhanced:
- Public Services
  - Efficiency
  - Effectiveness
  - Value for Money
  - Savings
- 4.4 Additionally, the programme will deliver benefits through the convergence of systems, processes, equipment and implementation of common standards across our organisations.
- 4.5 Detailed below are some of the more developed regional projects which are currently being progressed (some of which are linked to national projects as noted above).

#### 4.5.1 **Criminal Justice**

This project looks to align processes and practice to the national Digital First programme and considers the impact following the roll out of the Athena (Crime, Custody, Intelligence and Case Management) system at a regional level. The agreed priority workstreams in this area remain as Out of Court Disposals, Case and File Quality and Digital Interviews focussing on improving service delivery through better demand management and enabling technology. A series of workshops took place in summer 2018 to discuss the requirements of these projects at a regional level. Assessment of the options proposed together with a high level plan is currently under review.

#### 4.5.2 **Professional Standards Department/Vetting**

The aim of this project is to identify and deliver opportunities for a new model for the delivery of regional Vetting that is transformational, improve service delivery and ensure compliance with current codes of practice. An outline business case was approved by the 7 Forces in October 2018. The full business case is anticipated by December 2019.

#### 4.5.3 **Procurement**

The aim of this project is to exploit greater procurement opportunities through amongst other areas, contract convergence, as a 7 Force team rather than individually. In summer 2018 it was agreed to progress to a regional procurement team model. As part of the governance and harmonisation now required work has been initiated to form a draft Section 22 (A) Collaboration Agreement, Terms of Reference and Contract Standing Orders.

## **5 Local (Suffolk/Norfolk) Update**

- 5.1 Work continues on both the joint (Suffolk / Norfolk) change projects and on any Suffolk only change projects.

The current Suffolk 2025 programme of work focusses on how we deliver services to our communities over the next few years and beyond. The programme will build on the Suffolk Local Policing Review which focused on re-designing services, being more efficient and responding to current and future policing challenges. It will also support the National Police Chief Councils vision for policing and will also help to deliver the PCC's Police and Crime Plan and the Chief Constable's Mission and Vision.

However, due to the interdependencies across policing functions it remains important to have a clear oversight of the overall programme of work and the capacity to be able to deliver.

Detailed below are a number of the key joint projects which are being progressed jointly.

### **5.1.1 Business Support**

The aim of this work is to consider wider re-organisation of the joint business support functions across both Suffolk and Norfolk (areas such as; Finance, HR, ICT, Corporate Development and Change and Performance and Analysis). The review will look to enable streamlined processes, removing duplication and improved demand management through the use of enabling technology and structural change. This change will be delivered during 2019.

As part of this work a review into the core business support IT system (Enterprise Resource planning – ERP) is being carried out to ensure that the system is being maximised and that it remains fit for purpose. Work includes, improving the management information, looking at longer term regional strategies and enhancing the HR functionality of the system to enable online access to new recruits to better manage demand.

### **5.1.2 Custody**

A review of the current joint operating model within custody has taken place. The review was carried out to ensure resilience during peak periods of demand and to confirm the most efficient and effective use of both Officers and Staff across the 6 custody sites. An options paper was presented to Chief Officers in late summer 2018 and work is now being undertaken to implement the agreed changes and understand the implications and benefits of any changes.

### **5.1.3 Athena**

Athena is the single regional system for crime, intelligence, custody and case management.

The aim of this project is to consider the business processes and determine the optimum model / utilisation of resources to realise system efficiencies and improve

effectiveness across both Suffolk and Norfolk. A business case is being drafted and due to be presented to Chief Officers in mid December 2018. If agreed a phased approach is likely to be adopted for implementation.

#### 5.1.4 Telematics Project

The aim of the vehicle telematics project is, through investment in technology, to improve and enhance processes and practices in order to realise efficiencies. This will be achieved through the better utilisation of our vehicle fleet, savings in maintenance and fuel costs and enhanced management information to inform driver behaviour. The plan currently anticipates all vehicles, across both Suffolk and Norfolk, to be installed with the telematics kit by 31<sup>st</sup> March 2019. Cashable savings of approximately £240k per annum are predicted by 2020/21.

As part of the governance of this project a Transport Standards Group will be established to monitor and analyse the data following go live in April 2019.

#### 5.1.5 Protective Services

Implementation of the Outcome Based Budgeting (OBB) savings continues to improve efficiency within the Command against medium term financial plan targets. Alongside this a project has also been set up to consider any impact coming from the International Organisation for Standardisation (ISO) accreditation. This accreditation will ensure quality standards are maintained on key specialist services such as collision investigation. There are some key deadlines associated with this work to ensure implementation by October 2019 so that compliance can be independently checked and verified from October 2020 onwards.

#### 5.1.6 Other joint reviews

There are some other reviews being conducted across the joint space to consider the operating models and skillsets required. These reviews are taking place in the following areas;

- Resource Management Unit (RMU) - The aim of the RMU is to ensure the right people are deployed in the right place at the right time
- Custody Investigation Unit (CIU) –The aim of the CIU is to provide support to officers and staff in processing detainees through the justice system.

Both reviews are due to feed back in December 2018 and should any further work be required it will be planned into the phased programme of change and any interdependencies with approved and existing projects checked and highlighted accordingly.

## 6 Future Plans

- 6.1 As mentioned in paragraph 2, above, both Suffolk and Norfolk Constabularies have recently completed their annual Financial Challenge and Scrutiny Panel process. As a result work will now be undertaken with key stakeholders including Finance, HR, ICT, and SBOS, to review current programme plans and future project proposals and consider how they support the Constabulary in delivering its Vision, Mission, Value and policing objectives. A revised programme of work is due to be presented to Chief Officers by the end of December 2018.