

Reporting Period: December 2020**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 Through collaboration and planned change, Suffolk and Norfolk have saved a minimum of £38.9M (£19M 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). Work continues to progress these partnerships to ensure value for money and the shared use of assets.
- 1.3 Additionally, the 2025 Team is working to continuously improve, transform and modernise local policing to ensure it delivers a highly effective service now and in the future.
- 1.4 The Strategic, Business and Operational Services (SBOS) Department manages 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
- 1.5 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.
- 1.6 The collaborative partnership between Suffolk and Norfolk is one of the longest running nationally and has been recognised as good practice within Home Office Inspections.

2 Introduction

- 2.1 The COVID-19 pandemic continues to present a number of challenges and opportunities for the Constabulary to respond to.
- 2.2 A team has been established to identify and implement sustainable solutions to new working practices created as a consequence of COVID-19. These solutions have gathered momentum in considering how we move to a more agile workforce with home working capacity for non-operational staff, and how we can further exploit

technology to improve processes, such as learning and development, criminal justice and partnership working to ensure we adhere to social distancing guidelines.

- 2.3 The Service and Financial Planning process for 2021-22 to 2022-23 was completed in November 2020 with key stakeholders from finance and programme /project management and strategic service disciplines. These plans have been developed with consideration of the information in the Force Management Statement (FMS) for Suffolk (a strategic document that examines demand and risk impact on Suffolk Constabulary) and assessed in terms of risks and impact on FMS outcomes.
- 2.4 Plans have also included sequencing the intake of officers under the Government's Uplift Programme for recruitment of 20,000 new police officers nationally during 2020 – 2023.
- 2.5 The Chief Officers have now reviewed recommendations for savings and investment and await details of the upcoming financial settlement before decisions are finalised.

3 National Update

- 3.1 The Policing Vision 2025, set by the National Police Chiefs Council, details the plan for the next five years - in terms of how the vision should shape decisions around transformation, using resources to help keep people safe and provide an effective, accessible and value for money service.
- 3.2 The National Police Technology Council has been commissioned by the National Police Chiefs Council and the Association of Police and Crime Commissioners to work on common operating standards and procurement of police technology.
- 3.3 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 which 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 – The Police Service continues to work hard with the Home Office to prepare for ESMCP. The national Business case and benefits plan is currently being redrafted and is expected in early 2021. A national event held in mid-November highlighted that there will be dual running of the current Airwave product and ESMCP services to ensure above all that the technology remains operationally safe. As a result, switch off of the outgoing Airwave service is anticipated in 2024/25.

Current progress at a local level – Regional meetings have continued and a temporary Regional Delivery Team are in the process of coming together to support the local change leads and manage the transfer from legacy Airwave technology to the new Emergency Services Network (ESN).

ICT have completed a refresh of Airwave terminals to ensure Suffolk have a resilient and reliable fleet of handsets until transition to the Emergency Services Network.

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

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

Current progress at a national level – All 43 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 – Suffolk are connected to the NAS and the project is closed locally. However, work continues to review the current joint ANPR hub to ensure it has the necessary capacity and capability to provide support to the proactive 'Op Sentinel' teams launched in Suffolk.

3.2.3 National Enabling Programme (NEP)

This is a Home Office led project that will build on current collaboration to provide a national and standardised technology platform that delivers applications at a reduced cost.

Current progress at a national level – The NEP has quickly adapted its approach to support forces in responding to the pandemic, enabling forces to adopt an accelerated roll-out of key collaboration tools. Suffolk and Norfolk are only the third and fourth forces across the UK to achieve full rollout accreditation.

Having achieved the sign off from the NEP to implement the nationally compliant Office 365 solution, the forces' key IT infrastructures are monitored by the dedicated National Management Centre to identify and protect against cyber threats. In achieving this milestone, the forces can be confident in exploiting the full Microsoft toolbox, making the best use of technology.

Nationally, front line officers are sharing numerous positive examples of how the NEP solutions are being used to help tackle crime and deliver policing services to keep local communities safe.

Current progress at a local level – COVID-19 caused some initial disruption but the project has moved forward and has regained the lost momentum.

A key development has been the Microsoft Teams platform with all officers and staff now having access to Teams chat and collaboration tools. The ability to use Teams for online meetings has benefitted both Constabularies ensuring we maintain resilience, both for our own home-working employees but also with wider partners /agencies to continue business, and support communities during the volatility of the pandemic restrictions.

Work continues to develop with the Identity Access Management (IAM) solution and a temporary project management resource is being secured to assist with the development and exploitation of the benefits provided by the new technology. This will allow us to enhance the process of 'Joiners, Movers and Leavers' throughout the organisation to ensure a more efficient and effective process - aligned to the role and not the person.

3.3 Digital Policing Portfolio:

3.3.1 Digital Public Contact

The Single Online Home (SOH) will provide a common IT platform that allows the public to report, transact and self-help through a common website design, enabling 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", 41 forces have confirmed their intent to do so. There are currently 17 forces using the platform. At this present time, Digital Public Contact is currently focussed on providing support for operational policing's response to COVID-19, developing a triage and response service for the public.

Current Progress at a local level – Suffolk (and Norfolk) have signed the "Statement of Intent" and a Section 22a Collaboration Agreement to move towards the SOH product. A decision was taken back in January 2020, to delay the transition to the Single Online Home platform for Suffolk and Norfolk whilst the Constabularies work on developing the Athena Public Engagement, for which Norfolk and Suffolk are the lead forces nationally. As a result of this decision an upgrade to existing websites in Suffolk (and Norfolk) was agreed to ensure contractual support is continued and any move to SOH will be included in plans to ensure we maximise the return on investments already made.

3.4 Other Programmes:

3.4.1 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. The 7Force Programme lead on the procurement aspects of PEQF; including the definition and procurement of the services of a Higher Education Institute.

Following due diligence, Anglia Ruskin University have been selected as the preferred Higher Education Institute. COVID-19 national lockdown in March meant the contract go-live had to be revised which in turn delayed PEQF go-live by six months to January 2022.

Locally work has continued on the programme, and workstreams are progressing well in all areas to meet the go-live date. Work continues to work with regional forces to ensure a consistent approach is adopted.

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Both Suffolk (and Norfolk) are working towards a transition programme for current students that has been developed with stakeholders within Learning and Development, and continue to review delivery of learning and development in future considering compatibility with social distancing guidelines.

Work is also being considered locally about how best to embed the continued tutoring and mentoring of student officers to ensure we provide an efficient and effective use of resources.

3.4.2 Tasers

Tasers were introduced in the UK in 2003 to all firearms trained police officers.

Current Progress at a national level – The device currently in use has been updated and a national programme to procure and roll out the device at a national level has taken place.

Current Progress at a local level – Locally a business case was developed and approved by Chief Officers in 2019 to procure the devices and train all authorised firearms officers and specifically trained officers across both Suffolk and Norfolk.

Training on the new devices commenced at the end of the Summer as part of a 4-year rolling training programme until the existing devices are phased out. Taser training for new officers has been suspended during the pandemic but uptake prior to this had been good and refresher training continues so that trained officer numbers continues to provide resilience. The training programme is now managed through business as usual.

3.4.3 National Law Enforcement Data Programme (NLEDP)

The National Law Enforcement Data Programme will enable a consolidated view of national and local intelligence, including the National Register of Missing Persons, ensuring efficient and intuitive access to the correct data to deliver a joined-up service, helping to prevent crime and protect the public.

Current Progress at a national level – The programme is currently undergoing an external assurance review regarding the complexities associated with key police system. A revised NLEDS Business case is expected to be delivered in early 2021.

Current Progress at a local level – A Project Manager has been assigned to the project to work with the National Programme Change Manager to develop a local implementation plan for integration with NLEDS. Integration with DVLA enabled enquiries is still expected to go live in April 21.

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 - protecting the frontline local delivery of policing through the convergence of

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systems, processes, equipment and implementation of common standards across the organisations.

Detailed below are some of the more developed regional projects currently being progressed (some of which are linked to national projects as noted above). It should be noted that the programme team are making every effort to keep these projects on track, remaining cognisant of the impact of the COVID-19 pandemic and the access to subject matter experts as each force responds accordingly.

4.2 Professional Standards Department/Vetting

The 7Force Programme are leading a programme to transform vetting across the seven forces.

Current Progress at a local level – A Regional Vetting Change Lead is to be appointed to develop and oversee the implementation of a single case management system, and common governance processes and procedures to be adopted across the region. This is an upgrade of the case management system already in place and User Acceptance Testing in Suffolk (and Norfolk) has 'go-live' planned for January 2021.

The Regional Robotics Automation Pilot for Suffolk (and Norfolk) – ICT have completed the design and build of the BOT and are in preparation for imminent Pen-Test although the timelines could slip due to the current COVID restrictions.

4.3 Forensics

The Transforming Forensics programme is a national programme that released a business case in 2017 and a prospectus in 2018 to create a Forensics Capability Network (FCN). Both of these documents have been reviewed through the governance structures that exist in the 7Forces for regional work. However, the decision made by the 7Forces was not to subscribe to the FCN at this time, but to remain open to the potential for future membership, and continue to engage with the Transforming Forensics Programme.

The 7Force programme includes a forensics workstream, which is actively developing the business case for a replacement Forensics Case Management System following evaluation of final tenders and identification of a preferred solution and supplier. The service improvement will be clarified from the benefits identified. National roll out is expected in 2021/22.

4.4 Enterprise Resource Planning (ERP)

The 7Force Programme explored the potential to adopt a common ERP solution across the region. In January 2020 agreement was reached to not progress this workstream at this time, however it may be revisited in the future. Work is ongoing locally to continue to exploit technology enablers through the development of the Shared Service Transaction Centre (SSTC) across both Norfolk and Suffolk.

4.5 Digital Asset Management System (DAMS)

All Forces must have a solution for sharing digital media with the Crown Prosecution Service and the 7Force Programme is currently designing a pilot to form the business case. Assessment of volumes of storage requirements, suppliers' capabilities to meet critical requirements, and the current state versus the future state for implementation continues.

A local Business Transformation Manager is to be appointed within the Suffolk and Norfolk Digital Team to develop and expand the digital media environments to manage integration of systems. The pilot is anticipated to run in the first half of 2021, an evaluation will follow before development of the full business case towards the last quarter of calendar year 2021.

4.6 Specialist Capabilities

The Regional Armed Policing Training and Governance workstream has been completed and now the priority is to re-focus on the review of Specialist Capabilities to develop a fully interoperable operational resource with the same capability, equipment and operational understanding across the Eastern Region

5 Local (Suffolk/Norfolk) Update

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

The current Suffolk 2025 programme of work focusses on how to deliver services to 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 help to deliver the PCC's Police and Crime Plan and the Chief Constable's Mission and Vision.

Key learning from the recent pandemic has been considered by a small local project team and will be further developed through business cases. These business cases will include considerations to improve our carbon footprint through improved use of our estate and vehicle fleet. The project team findings in relation to agile working will also be developed through the Modern Workforce Programme.

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 projects which are being progressed jointly.

5.2 Joint Business Support

The aim of this work is to consider wider re-organisation of the joint business support functions across both Suffolk and Norfolk in such as; Finance, HR, ICT, Strategic Business and Operational Services. The review will look to enable streamlined processes, removing duplication and improving demand management through the use of enabling technology and structural change.

- 5.2.1 As part of this work a review into the core business support IT system (Enterprise Resource Planning – ERP) has been 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.
- 5.2.2 The People Transformation function is being reviewed by a Chief Superintendent with a Chief Officer lead to oversee a number of key projects within HR, L&D, Workforce Planning, Occupational Health and Wellbeing, Professional Standards, Equality & Diversity.
- 5.2.3 A Joint Modern Workplace programme has commenced with governance boards chaired by the Assistant Chief Officers (ACOs), to review flexible working arrangements versus permanent on-site workers in response to the findings from the Recovery and Reform programme, and Suffolk's (and Norfolk's) pro-active response to the COVID-19 impact on the organisations. The aim of the programme is to review, assess and realign resources and capabilities to meet demands both now and for the future.
- 5.2.4 The Joint Shared Services Transactions Centre (SSTC) went live on 1st October 2020 with a supporting Section 22a Collaboration Agreement, bringing together the transactional elements of HR and Finance to deliver a more streamlined and efficient service to the Constabularies. Consideration will now be given to how we can expand further across the business with transactional services and maximise the technologies in place.

The interdependent restructure of the Recruitment function to centralise recruitment of both Police Officers and Police Staff has also taken place and will deal with all recruitment requirements, then progress the new employee to SSTC for the 'on-boarding' process into the organisation. This workstream will act as an enabler to support the national Uplift programme.

- 5.2.5 The aim of the Motor Risk Management programme is:

- Implement a Driving for Better Business (Department of Transport) campaign;
- Implement a collision and reduction improvement plan to reduce insurance costs;
- Review and enforcement of driving standards through review of the telematics data.

The installation of Telematics in force vehicles is now complete to meet insurance requirements and monitoring is ongoing to identify where improvement in driver standards is needed.

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The 7Force programme has delivered a joint driver skills management system to track and record skill levels across the Forces and this is now in use by Learning & Development in Suffolk (and Norfolk), with a self-service element for officers and staff to access and check on the information.

A dedicated Driving for Better Business intranet page has been developed for officers and staff to access for continued learning and self-improvement, with continual updated information about the ongoing work within Force and links to the e-Learning package and external website.

A review of Driver Training continues to be carried out across Suffolk (and Norfolk) to consider what level of training is required by rank and role to ensure training can be prioritised, resourced and delivered as effectively as possible. This is now managed as business as usual by the L&D Department.

5.3 Joint Justice Services

The national Video Enabled Justice (VEJ) programme is being implemented in Suffolk (and Norfolk) to improve the way evidence is provided at court and further streamline the custody process. It is anticipated in the longer term that this will reach to other justice partners to deliver further benefits.

The Video Enabled Justice project is of particular importance right now due to the safeguarding measures put in place due to the pandemic. A new team put in place to explore and develop opportunities for different ways of working continues to be involved in progressing this work.

The review within the Custody Investigation Unit (CIU) to consider and improve the standards of investigation following arrest is ongoing to identify areas for streamlining and improvement. This workstream links in to the investigation improvement work that is being developed locally.

National digitization of Case File seeks to digitise and rationalise the production and sharing of case files across agencies, with an improvement in file quality. Locally this requires a substantial upgrade and redesign of Athena intelligence, investigations and case sections, providing a two-way-interface to allow for direct interaction with CPS and Crown Prosecutors. As a cross-organisational change, a governance board has been set up and a project team is developing this workstream to ensure readiness for go live and realisation of benefits.

The alignment with the National Law Enforcement Data Programme seeks to provide a single, joined up, improved capability with better search and analytics on a much more modern system than the multiple systems that are currently in use.

5.4 Joint Protective Services

Several projects and reviews are being undertaken within the command, some of the more developed projects are noted below;

A project has been set up to consider the impact coming from the International Organisation for Standardisation (ISO) accreditation. The Forensic Service Regulator (FSR) has set a Code of Practice by which the organisation must comply.

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This code is aimed at all services that provide forensic science services to the Criminal Justice system.

Following a local review of ISO accreditation for the Forensic Collision Investigations Unit, this has now progressed to a national solution with a lead force and a regional management arrangement due to the complexities of the accreditation. Local teams have been established ahead of any planned FSR review by October 2022. The joint Forensic Collision Investigations Unit commenced on 1st April 2020 to support the achievement of accreditation.

Additionally, a review of the joint Automatic Number Plate Recognition (ANPR) Hub has been undertaken to ensure we maximise the use of new national technology afforded to us by the National ANPR Service (NAS). The review is also a key enabler in embedding Operation Sentinel within Suffolk. Operation Sentinel protects Suffolk's road networks.

There are also a number of other reviews ongoing including across Specialist Operations and Intelligence, around shift patterns / designs, internal processes and command structures to ensure the most efficient and effective use of resources is in place, maximising technology solutions and providing support to local policing functions.

5.5 **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;

- Investigation Reviews – Investigations reviews are taking place locally in both Suffolk and Norfolk with overall oversight being fed into a joint Board chaired at ACC level. Work continues to recruit and develop the role of Digital Support Officers within the Constabulary.
- OPTIK – The introduction of an “app” that will deliver a mobile solution for police officers to update computer records without the need to return to base has undergone a pilot in both Suffolk and Norfolk during the summer and is currently under evaluation. The aim is to reduce travel time as well as giving Officers access to real time information in their current location in a faster, secure manner, realising efficiency savings and improvement in service to the public.
- A review of Data Quality across both organisations is beginning to take shape with Chief Officer oversight and senior engagement with the programme.

6 **Future Plans**

- 6.1 The pandemic has brought unprecedented challenges to society and the police service as a whole is working hard to continue to deliver its core role as one of several key worker agencies.
- 6.2 As the country, and indeed the world, moves to restore some levels of normality and recover services, the main area of focus for Suffolk will be to look at how we can

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develop some of the learning, through ensuring robust business continuity plans are in place and tested for future similar events,

As we approach Brexit deadlines the Force(s) have once again set up command structures to consider the key risks to contracts and supply chains to ensure we can maintain business as usual.

6.3 As we move forward, significant pieces of work will flow from the programmes already in progress. This will lead to some new challenges, not least to ensure we maintain management oversight and awareness of individuals' wellbeing, but will also allow us to consider how these changes can help improve recruitment and attraction opportunities, review how training is carried out ; improve engagement with other agencies, and to consider our carbon footprint both in terms of travel requirements and estates.

7 Governance Update

7.1 A Section 22A Collaboration Agreement is a legal framework for collaboration in emergency services. It sets out how the parties will work together for greater efficiency and effectiveness of service. It determines the collaboration in terms of governance, financial arrangements, audit and inspection, direction, command and control.

7.2 There are a number of Collaboration Agreements that operate across Suffolk Constabulary operating at national, regional and local levels.

7.3 The local agreements primarily cover collaboration between business support areas with larger "umbrella" style agreements for Protective Services and Justice Services.

The following agreements are currently undergoing review:

- Integrated Offender Management

A variation agreement is currently in place for this function and is linked to the national work being undertaken to review the Probation Service. The variation agreement ends on the 31st March 2021. Decision papers will be presented imminently to revise and update our agreement.

- Professional Standards Department

A revised 5-year agreement has recently been issued to the PCCs for sign-off and will come into effect on 1 January 2021.

- Information Management

This agreement, which is due to expire 31 July 2021, has been reviewed and revised and is currently with Chief Officers for final approval. Once approved a decision paper will be presented to update the agreement.

7.4 The next 5-year reviews are due in mid-2022 when the agreements for Human Resources, Corporate Communications and Joint Justice Services will be revised and renewed.

8 Central Policy Unit

- 8.1 The Central Policy Unit is responsible for developing, reviewing and managing all Norfolk and Suffolk Constabularies' policies and procedures, ensuring they are kept up to date and reflect current legislation, best practice and Authorised Professional Practice.
- 8.2 All force policies are subject to a periodic process of rigorous consultation, across and outside of the organisation, before sign-off by Chief Officers. This ensures proper scrutiny by a wide cross-section of officers, staff and the communities we serve.
- 8.3 The Constabularies' policies and procedures are binding on all members of the organisations. Adherence ensures consistency of approach and reassurance and transparency to the workforce and the general public.
- 8.4 The policy library comprises 167 'live' joint Suffolk and Norfolk policies, a further 24 are Suffolk only and there is 1 7Force policy.
- 8.5 The Policy Team have refined the policy management process with the following aims:
 - Improved efficiency – every force policy is now given a risk rating (i.e. an assessment of the risks of non-compliance) to inform the frequency with which it requires routine review, thereby reducing unnecessary work and enabling greater focus on key policy areas.
 - Better stakeholder engagement – the process for seeking comments and feedback from stakeholders during policy consultation has moved from a paper-based method to an online forum, enabling greater stakeholder interaction, less bureaucracy and more timely communications.
 - Increased collaboration – bearing down on the number of single force policies improves consistency in practices and procedures applying to officers and staff and across Suffolk and Norfolk Constabularies.