



ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP21/46

SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
3 SEPTEMBER 2021

SUBJECT: SUFFOLK COLLABORATION UPDATE REPORT

SUMMARY:

1. The attached report (Appendix A) provides an overview of the strategic aspects of collaboration and the impact on Suffolk Constabulary. It reports on national, regional and local future change plans for collaborated functions by exception

RECOMMENDATION:

1. It is recommended that the Accountability and Performance Panel considers the detail of the submission in Appendix A.

DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION:

- 1.1 This report provides an update on critical and strategic issues across all of the collaborated units, be they local, regional or national. The information contained in the report is by exception and presented from a Suffolk perspective.
- 1.2 Governance of the overarching programme was reviewed in 2019. The current governance arrangements are outlined below.
- 1.3 Implementation of the overarching change programme is monitored through a monthly Organisational Board that is chaired by a Deputy Chief Constable. The Board attendees include Department Heads to ensure that the progress of projects is communicated throughout the organisation(s).
- 1.4 New projects and significant changes to the overarching programme plan are reviewed and discussed through the Strategic Planning and Monitoring Meeting which is also chaired by a DCC. The Board attendees includes the Assistant Chief Officer role so that an early impact assessment can be made as to the resource implications from any proposed changes.

2. FINANCIAL IMPLICATIONS:

- 2.1 None, other than those outlined in Appendix A.

3. OTHER IMPLICATIONS AND RISKS:

- 3.1 None, other than those outlined in Appendix A.

Suffolk Collaboration Update Report
Reporting Period: May 2021 to September 2021

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 £41.4M (£20.2M 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 Suffolk (and Norfolk) continue to work on a Modern Workforce Programme that looks to consider agile/flexible working practices and a more flexible use of the Police estate.
- 2.3 The Service and Financial Planning process for FY2022-23, 2023-24 is in progress engaging with key stakeholders at the earliest opportunity. Plans are 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 The plans for sequencing the intake of officers under the Government's Uplift Programme for recruitment of 20,000 new police officers nationally during 2020 – 2023 continues to be explored and refined, consideration is now being given to Uplift Year 3.
- 2.5 Additionally, there is work ongoing to review the Digital Strategy (alongside Norfolk as part of the preferred partnership approach). The digital landscape and the current acceleration in the use, adoption and evolution of digital applications across policing and wider society, has had a profound impact on public expectations, deliverables and engagement. The review will consider the current Digital Strategy to ensure alignment with the wider NPCC National Digital Policing Strategy and ensure that the investments made consider the benefits to improve service, efficiency and improved outcomes for victims of crime

3 National Update

- 3.1 The Policing Vision 2025, set by the National Police Chiefs Council, details the plan for the next four 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 to be presented to the Home Office Major Projects Review Group in July 21 for review and consideration of Emergency Services operational and organisational viability and affordability. There will be dual running of the current Airwave product alongside ESMCP services to ensure above all, that the technology continues to provide a safe environment for our staff to work. As a result of the business case review and subsequent redraft it is currently anticipated that the existing Airwave service will be switched off nationally by December 2026.

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). Several work packages are being undertaken at a local and regional level to map current processes to enable a detailed transition plan to be in place regarding the change in technology.

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. We continue to engage with both CCR staff and front-line officers who are the main users of these systems.

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 feed Force live ANPR data into the national system, the ICT connection project is closed locally. The joint ANPR Hub project has considered the capacity and capability required to support the proactive 'Op Sentinel' teams, ensuring the employee roles and responsibilities are such that the technology can be exploited to optimum benefit. A restructure of the unit has taken place and implementation is almost complete.

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 cloud-based digital platform that delivers applications at a reduced cost.

Current progress at a national level – The NEP adapted its approach to support forces in responding to the pandemic in 2020, enabling forces to adopt an accelerated roll-out of key collaboration tools.

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 – The successful roll out of Microsoft Teams platform with all officers and staff accessing Teams chat and collaboration tools has now been completed across Suffolk and Norfolk forces, with the ability for use of both desktop and mobile application. The ability to use Teams for online meetings benefitted both Constabularies ensuring we have been in a position to maintain resilience, both for our own home-working employees but also with wider partners / agencies to continue business, and support communities during the continuing COVID-19 restrictions, and is now a key driver in the Modern Workplace programme (MWP)

The next phase of the project is migration to One Drive for Business to optimise the constabularies file storage capacity and support the MWP.

Work also continues to develop the Identity Access Management (IAM) solution and a dedicated temporary project management team are assisting with the development and exploitation of the benefits provided by the new technology, for example reducing the number of accounts end-users are required to manage. This will also allow us to enhance the process of 'Joiners, Movers and Leavers' throughout the organisation to ensure a more efficient and effective process.

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. 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. The decision in January 2020 to delay the transition to the Single Online Home platform for Suffolk and Norfolk has been re-visited and remains the status whilst the Constabularies work on developing the Athena Public Engagement tool, 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) will take place in mid/late 2021, 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. Anglia Ruskin University are the preferred Higher Education Institute with a go-live date of February 2022 planned for both Suffolk and Norfolk.

Work continues locally on the programme for Suffolk (and Norfolk) and workstreams are progressing well in all areas to meet the go-live date. Both Suffolk (and Norfolk) are working towards a transition programme for current students that has been developed with stakeholders within Learning and Development, and continues to review delivery of learning and development in the future, considering compatibility with social distancing guidelines.

Local assessment of how best to embed the continued tutoring and mentoring of student officers to ensure we provide an efficient and effective use of resources has seen the Suffolk pilot commence, with the second cohort of students being placed with tutors during July 21.

3.4.2 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 – Engagement with the Chief Information Officer community across Policing has commenced and will continue to identify key themes and topics for exploration and sharing of best practice at strategic level discussions. Products within NLEDS will be delivered iteratively across the life of the programme, with the next four LEDS products gaining approval at Programme Board.

Current Progress at a local level – A Project Manager was initially assigned to the project to work with the National Programme Change Manager to develop a local implementation plan for integration with NLEDS. Whilst the project is paused resources have been reallocated for review upon finalisation of a revised national business case.

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 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 continued 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 Interim Vetting Change Lead has been appointed to develop a regional Vetting Strategy in compliance with APP and Code of Practice, implementing common governance processes and procedures for consideration of adoption across the region. Should this progress to a shared service model, a 7 Force Section 22a Collaboration Agreement will be developed for authorisation.

An upgrade of the existing vetting Case Management System has taken place and full installation has been completed across all regional force.

The Regional Robotics Automation (RPA) - a pilot of robotics automation within the Vetting arena has rolled out and is now live and in business as usual in Suffolk (and Norfolk). The forces will continue to explore and develop the benefits robotics will bring accordingly.

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, and have presented a business case for a replacement Forensics Case Management System. Following evaluation of final tenders and identification of a preferred solution and supplier at 7Forces Summit in January 2021, the 7F team are now working with force business leads on planning and implementation of the new system with a go-live planned for Autumn 2022. The service improvement will be clarified from the benefits identified.

4.4 **Digital Asset Management System (DAMS)**

All Forces must have a solution for sharing digital media with the Crown Prosecution Service. At a meeting in May 2021 it was agreed that the 7F project would now move forward as a 5F project as Kent and Essex forces withdrew from the initial work. A full business case is due to be delivered to 7F Summit October '21 with anticipated delivery September 2023.

A local Business Transformation Manager has been appointed within the Suffolk and Norfolk Digital Team to develop and expand the digital media environments to manage integration of systems.

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.

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 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. The implementation of an Occupational Health and Wellbeing Case Management System has now taken place following unforeseen delays due to Covid-19 and is in live operation. The system aim is optimising technology, improving efficiencies and delivering an enhanced customer focussed service.
- 5.2.3 A Joint Modern Workplace programme is now in a pilot phase with governance boards chaired by the Assistant Chief Officers (ACOs). Workstreams include reviewing flexible working arrangements versus permanent on-site working. The aim of the programme is to implement a major transformation over the next two to three years improving flexibility and agility in the way we work. The first phase has commenced 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. A scoping project is now underway with regards to the next phase of expanding transactional services further, maximising existing technologies with a full business case expected in September 2021.

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. A business case has been presented and agreed for progression to deliver a 'e-Recruitment' system to replace the current manual operation in place, to exploit and interface with current technology and realise benefits in efficiency gains with a streamlined automated process and improved customer experience.

The formation of a new Programme has been approved for process re-engineering around J.M.L (Joiners; Movers; Leavers) reporting to the Joint ACO's Portfolio, with a focus to develop the processes within Suffolk (and Norfolk) for staff and officers from joining the organisations through to leaving, and all career/role moves in between. The programme will incorporate a project to develop an electronic PDR system for officers and staff, progress the e-Recruitment project, consider Role Based Access requirements, identify quick wins and fault repair and drive data quality improvements.

- 5.2.5 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.

Additionally, 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. Alongside this 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.

The 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 utilising a risk based approach.

The skills management system will be utilised to further join together training competencies with operational use, behaviour or standards to demonstrate compliance.

5.3 Joint Justice Services

There are a number of projects currently in progress across the Joint Justice Services Command.

- 5.3.1 Work continues locally to consider how we adapt justice services whilst in the midst of a pandemic and reviews continue across Suffolk and Norfolk regarding the use of technology to continue delivering these services across several of our justice service partners.
- 5.3.2 National digitization of Case File (DCF) 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 the Athena system allowing for direct interaction with CPS and Crown Prosecutors. A governance board has been established and a project team is developing this workstream to ensure readiness for go live and realisation of benefits.
- 5.3.3 Out of Court disposals pilot is now due to commence early autumn 2021, taking place across a number of command areas to test and learn from processes, with the aim to scope and develop the two tier framework in relation to Out of Court Disposals (O OCD) aligning to the National Policing Vision 2025. The critical success factors include better outcomes for victims, reduced reoffending and a greater focus on offender rehabilitation and victim reparation.
- 5.3.4 HM Courts and Tribunal Service is planning to roll out a new IT system - Common Platform – during 2021 to all Magistrates and Crown Courts. A local policing implementation team will be established in each force to deliver the change for go-live simultaneous go-live for Suffolk and Norfolk due to collaborated ICT and Criminal Justice functions, anticipated to take place in October 2021.

5.4 Joint Protective Services

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

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

- 5.4.2 To comply with ISO accreditation for Fire Investigations, a business case has been presented to consider the costs and options available following consultation with both Suffolk and Norfolk Fire and Rescue Services. A blended approach of increasing internal capability with support from an external provider is the preferred solution to be progressed.
- 5.4.3 A review of the joint Automatic Number Plate Recognition (ANPR) Hub has culminated in go-live May 21 of the revised service to ensure we maximise the use of new national technology afforded to us by the National ANPR Service (NAS) and will now be monitored for benefits with a post implementation review. The review has been a key enabler in embedding Operation Sentinel within Suffolk. Operation Sentinel protects Suffolk's road networks.
- 5.4.4 There are also a number of other reviews ongoing within the Command that consider 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

Other reviews being conducted across the joint space to consider the operating models and skillsets required are progressing in the following areas.

- 5.5.1 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.
- 5.5.2 OPTIK – A platform delivering a mobile solution for police officers to update computer records without the need to return to base has been rolled out to more users following a pilot and evaluation at the end of 2020 and continues to be enhanced with additional modules. The intention is for benefits realised through the reduction in 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.
- 5.5.3 A review of Data Quality across both organisations is being progressed and a dedicated programme will be established to improve and provide confidence and assurance that information is created, handled and managed appropriately. Organisational wide options for provision of improved data quality standards maximising processes, systems and technology will be scoped, designed and delivered to maximise compliance with four core data quality principles: Accuracy, Appropriateness, Relevance and Timeliness.
- 5.5.4 A review of the ICT Target Operating Model has commenced with a dedicated project management resource assigned to ensure the organisations are prepared for the digital future as the rise in Cloud Computing has drastically transformed the landscape. The intention is to maximise the delivery of services and have the right resources to continue to deliver the wide portfolio of transformative change to enable greater agility and flexibility to the business as a whole.

- 5.5.5 The Suffolk Learning & Development Transformation Project has now commenced with refurbishment of some areas of the existing L&D estate, addressing Wi-Fi issues and giving assurance to compliance with the requirements of the PEQF curriculum.

6 Future Plans

- 6.1 The pandemic and continued restrictions across the country 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 we move to restore some levels of normality and see recovery in services, the main area of focus for Suffolk will be to look at how we can develop on learning, ensuring robust business continuity plans are in place and tested for future similar events.
- 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 and 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.
- 7.4 There are currently no agreements due for review in 2021. 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 (APP) as dictated through the College of Policing.

- 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 180 'live' joint Suffolk and Norfolk policies, a further 27 are Suffolk only and there are 6 7Force/regional policies in progress.