



ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP22/06

SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –  
14 JANUARY 2022

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

**Reporting Period: September 2021 to December 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. 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.
- 1.2 Through collaboration and planned change, Suffolk and Norfolk have saved a minimum of £41.4M. £20.2M savings are apportioned to Suffolk Constabulary having achieved higher savings in the earlier years of collaboration as a result of forming new collaborations, and more recently savings made in existing collaborative spaces. 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 The Suffolk 2025 Corporate Improvement and Innovation Team are continuously working towards improvement, transformation and modernisation of local policing to ensure delivery of 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 The deliverables will lead to transformational change and assist in the realisation of the objectives of the Police and Crime Plans for both Suffolk and Norfolk.

## **2 Introduction**

2.1 This report provides an update on the ongoing collaborative work in Suffolk, primarily in relation to the preferred partnership with Norfolk Constabulary but also linked to wider workstreams at a regional and then national level.

2.2 As an introduction, noted below are some of the key organisational wide strategic pieces of work that have /or are about to conclude in relation to Outcome Based Budgeting, Government Uplift Programme and the Digital Strategy.

2.3 The Service and Financial Planning process (OBB) for FY2022-23, FY2023-24 has largely concluded through engagement with stakeholders and is in the process of finalisation for presentation to Chief Officers. 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 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 and alongside this work we continue to deliver the national PEQF Programme which is due to transition in April 2022.

2.5 A refined local Digital Strategy 2021–2026 (delivering alongside Norfolk as part of the preferred partnership approach) was presented to Chief Officers at September 2021 JCOT meeting. 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 Digital Strategy will ensure alignment with the wider NPCC National Digital Policing Strategy and ensure that the investments made consider the benefits to improve service, create efficiencies and delivery on 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 in conjunction with the Home Office and other emergency services to prepare for ESMCP. The national business case was approved by the Home Office Major Projects Review Group as planned and the focus is now to secure the funding the programme needs to deliver. 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. 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 continue, and the temporary Regional Delivery Team are working together to support the local force change leads and manage the transfer from legacy Airwave technology to the new Emergency Services Network (ESN). Numerous work packages are being undertaken at a local and regional level to map current processes along with force

## APPENDIX A

mobilisation readiness assessments to ensure resources are in place and technical readiness for onboarding in alignment with the national programme.

The current MTFP period (2021/22 to 2024/25) is reflecting costs for ESN in the region of £4.4m for Suffolk, however these costs are subject to change (and revised phasing) based on the most recent national models which are currently being reviewed.

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 live ANPR data into the national system, the ICT connection project is closed locally. A local project to review the ANPR Hub roles and capabilities in line with the new national capabilities has also been completed and the outcomes of which are noted in this report at section 5.4.4.

### **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. Post implementation of 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. The NEP is working with forces to identify and report both cashable and non-cashable benefits, seeking and sharing good practice within the force and to the wider policing user base.

**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 next phase of the project locally is the migration to One Drive for Business to optimise the constabularies file storage capacity and support the Modern Workplace Programme.

### **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** – Locally, the aim of the DPC project is to increase public satisfaction and confidence making it easier to interact, engage and transact over digital channels. Suffolk (and Norfolk) have signed the “Statement of Intent” and a Section 22a Collaboration Agreement to move towards the SOH product. The decision taken in January 2020 to delay the transition to the Single

## APPENDIX A

Online Home platform for Suffolk and Norfolk still stands whilst the Constabularies continue to work on developing the Athena Public Engagement tool, for which Suffolk and Norfolk are the lead forces nationally.

The existing websites migration to a new host in Suffolk (and Norfolk) has successfully taken place in October 2021, to ensure contractual support is continued. 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 revision on the go-live date of April 2022 planned for both Suffolk and Norfolk.

Work continues locally on the programme for Suffolk (and Norfolk) and developed workstreams are progressing. A local assessment of resource modelling, recruitment flow and how best to embed the continued tutoring and mentoring of student officers to ensure we provide an efficient and effective use of resources continues with the ongoing 'pilot' phases.

#### **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, 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 has exited the reset phase following the business case approval for the next four LEDs products, and is now on a pathfinder phase with a detailed rollout plan being defined, identifying key themes and topics for exploration and sharing of best practice at strategic level. Products within NLEDS will be delivered iteratively across the life of the programme. An upgrade to the PNC in March 2022 will further extend the life of the product to December 2025.

**Current Progress at a local level** – Following a pause on the project whilst the national programme was in reset, the project will again be re-energised locally through alignment of resources for delivery of the Property module by end of Q4 21/22.

#### **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) with access to subject matter experts as each force responds accordingly to the ongoing adjustments necessary through the policing of COVID-19.

##### **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. The aim of the programme is to consider an appetite for a single vetting service across the 7Forces, with business standardisation implementing common governance processes and procedures. Should this progress to a shared service model, a 7 Force Section 22a Collaboration Agreement will be developed for authorisation.

The Regional Robotics Automation (RPA) is 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 stabilise the ICT infrastructure to be able 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) for advanced and coordinated capabilities, products and services to meet the changing needs of policing and the public. 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 are currently overseeing the replacement Forensics Case Management System and following approval, the technical design, integration and implementation planning is ongoing for a go-live planned to commence Autumn 2022, with the region being in business as usual on the cloud hosted system by the end of March 2023. 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. Following agreement to move forward as a 5F project, the full business case was delivered and agreed at 7F Summit November 2021. The anticipated delivery of DAMS is 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 selection of 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 The People Transformation project is ongoing with a number of key projects, specifically within HR and L&D. The appointment of the Director of People is the current focus for the organisation alongside interdependent work on the Joiners, Movers, Leavers (JML) programme (section 5.2.4)
- 5.2.2 The Joint Modern Workplace programme has delivered on the pilot in phase 1 and phase 2 is now in progress to review, assess and realign resources and capabilities to meet demands both now and for the future. Governance boards chaired by the Assistant Chief Officers (ACOs) oversee the implementation and over the next two/three years will see improved flexibility and agility in the way we work. Ongoing workstreams include reviewing flexible working arrangements versus permanent on-site working that will link into the longer term estates strategy.
- 5.2.3 The Joint Shared Services Transactions Centre (SSTC) went live on 1st October 2020 with a supporting Section 22a Collaboration Agreement. Further phases to expand Transactional Services incorporating other areas of transactional business to maximise existing technologies is in scoping with a business case prepared for consideration by Chief Officers.

## APPENDIX A

5.2.4 The J.M.L (Joiners; Movers; Leavers) Programme has been formally agreed to progress, focussing on process re-engineering within Suffolk (and Norfolk) for staff and officers, from joining the organisations through to leaving, and all career/role moves in between.

With the centralisation of recruitment for both Police Officers and Police Staff, the JML programme will incorporate the delivery of an '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.

A project to develop an electronic PDR system has been scoped and agreed. This will enable greater management information regarding the completion rates of and the development aspirations of both staff and officers. Unrelated to the e-PDR project but being nationally driven, changes are being made to the ERP system to allow monitoring of any pay progression as part of the wider work around people transformation.

The programme will also incorporate projects to develop and consider Role Based Access (RBA) 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 continues with robust communication and activity when identifying where improvement in driver standards is needed.

The 7Force programme 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.

Driver Training has been considered in relation to compliance with Authorised Professional Practice (APP) and funding for training resources has been identified to ensure delivery across Suffolk (and Norfolk). Assessment of the level of training by rank and role is ongoing to ensure training can be prioritised, resourced and delivered as effectively as possible utilising a risk-based approach.

## APPENDIX A

5.2.6 Following the successful delivery of the Driver Skills Management System, the business jointly has commissioned a project to scope further options and systems to join together training competencies with operational use, behaviour or standards, manage data integrity, realise skill accreditation and training efficiencies, and demonstrate compliance. This project is planned for wider roll out over the next two years.

### **5.3 Joint Justice Services**

There are a number of projects currently in progress across the Joint Justice Services Command. Work continues locally to consider the adaptation of justice services and reviews continue across Suffolk and Norfolk regarding the use of technology to continue delivering these services across several of our justice service partners.

- 5.3.1 National Digital Case File (DCF) project 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.
- 5.3.2 The Out of Court disposals pilot commenced early autumn 2021, with Phase 1 in East Suffolk. The pilot will take place across a number of command areas in both Suffolk and Norfolk, to test and learn from processes, with the aim to scope and develop the two tier framework in relation to Out of Court Disposals (OOCD) 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.
- 5.3.3 HM Courts and Tribunal Service roll out of the new IT system 'Common Platform' to all Magistrates and Crown Courts has seen a local policing implementation team established in each force to deliver the change. Go-live of this system will take place simultaneously for Suffolk and Norfolk due to the collaborated ICT and Criminal Justice functions and at last reporting is on schedule for go-live mid November 2021.

## APPENDIX A

5.3.4 The update to the Director Generals Guidance (6<sup>th</sup> Edition) (DG6) providing guidance on CPS and Police Charging responsibilities and National File Standard (NFS) has resulted in considerable activity for the JJSC function. A temporary growth in resources to provide support to officers has had a significant impact on case quality acceptance rates with CPS admin triage. Suffolk CPC had an increase of 22% acceptance between May and July 2021, saving significant time and improving service delivery for victims and witnesses. OBB proposals have been submitted for growth posts to enable replication of this service to other commands

### **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, 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 for Suffolk (and Norfolk). Contract negotiations are complete and is currently being drafted for signatures.
- 5.4.3 A new project has been commissioned to scope compliance with ISO accreditation imposed on the Sexual Assault Referral Centres (SARC) in Suffolk (and Norfolk) and although in early days of scoping, readiness for accreditation is on a shortened timescale and will be prioritised against other projects accordingly.
- 5.4.4 The joint ANPR Hub project has considered the capacity and capability required to support the proactive 'Op Sentinel' teams, protecting Suffolk's road networks. Ensuring employee roles and responsibilities are such that the new national technology afforded to us by the NAS can be exploited to optimum benefit, the project to restructure the unit is complete and continues to transition to business as

usual. The team are working to bring in full resourcing capacity following completion of training, with benefits monitoring via a post implementation review.

5.4.5 A review of Digital Forensics Support has been commissioned to explore the capacity and capabilities with regards to the seizure, storage, extraction, analysis and retention of digital devices. An options paper is currently being worked on to be presented to SP&M in December 2021 to consider minimum requirements in the short term and longer-term options including future funding. Work continues to recruit and develop the role of Digital Support Officers within the Constabulary.

## **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 OPTIK – A platform delivering a mobile solution for police officers to update computer records without the need to return to base 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. Following a successful STAR bid, the next module to be included within OPTIK will be the Domestic Abuse module that will deliver an automation to the current paper form completion on scene, and enhance availability of appropriate known risk information for officer appraisal prior to arrival on scene and when in attendance.
- 5.5.2 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.
- 5.5.3 A review of the ICT Target Operating Model has commenced with a dedicated project management resource assigned to ensure the organisations are prepared

## APPENDIX A

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. The current focus has been on recruitment and appointment of a Director of ICT to lead the function.

5.5.4 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 Significant pieces of work will flow from the programmes already in progress leading to new challenges with a focus to ensure we maintain management oversight and awareness of individuals' wellbeing, giving consideration to 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.

## APPENDIX A

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. Revised agreements and accompanying decision papers / reports will be prepared for OPCC in the near future.

## 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.
- 8.5 An internal audit review of policies and procedures is due to take place in February 2022.