



SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE

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SUBJECT: STRATEGIC EFFICIENCY, TECHNOLOGY AND TRANSFORMATION

SUMMARY:

1. This report provides a summary relating to the Strategic Efficiency, Technology and Transformation that is taking place across Suffolk Constabulary through Futures Hub and the Joint Transformation Programme delivering innovation and improvement.

RECOMMENDATION:

1. The Police and Crime Commissioner (PCC) is asked to consider the progress made by the Constabulary and raise issues with the Chief Constable as appropriate to the PCC's role in holding the Chief Constable to account.

1. KEY ISSUES FOR CONSIDERATION:

1.1 Suffolk Futures Hub

Governance

- 1.2 The Futures Hub currently sits within Assistance Chief Constable Scott's governance structure. The ultimate governance over all Futures Hub projects and activity sits with the Futures Hub Strategic Board, where progress is monitored. This board is chaired by Assistance Chief Constable Scott and is attended by Heads of Department, Chief Superintendents, representatives from relevant support functions and Futures Hub representatives.
- 1.3 Below this, all projects also feed into a relevant programme board for more detailed progress tracking and decision making. These boards include:
- Local Policing Transformation Board;
 - Contact and Control Room (CCR) Improvement & Transformation Board.
- 1.4 All programme boards are currently chaired by Assistant Chief Constable Scott.
- 1.5 In addition to Suffolk governance, a number of Futures Hub projects also have Programme Management Office (PMO) oversight in Norfolk and Suffolk Constabularies' collaborated space. Priority PMO projects are tracked and define as:
- Finance commitment of over fifty thousand pounds;
 - The use of any change resource greater than ninety days;
 - The use of enabling resource per-post greater than ten days;
 - Outcome Based Budgeting (OBB) tracked on savings over £100k.

Overview of Key Current Programmes with PMO Oversight

Enhanced Video Response (EVR)

Headline Overview

- 1.6 In January 2025 a three-month pilot of EVR is run to test the use of using video technology to service non-urgent demand into Suffolk Constabulary. The pilot demonstrated strong potential for improving operational efficiency and public engagement. Over the three months, the EVR team independently resolved 61% of CADs, significantly reducing demand on response investigation teams and saving over 5,500 miles of travel. Public feedback was overwhelmingly positive, with 89% of respondents reporting high satisfaction and 80% preferring virtual contact in future. The pilot also showed faster resolution times and reduced resource deployment for C Grade incidents. The evaluation recommends scaling the model, supported by twelve future considerations to enhance integration, efficiency, and public accessibility.
- 1.7 This second phase of EVR builds on the success of an initial pilot and the Domestic Abuse Video Response Team (DAVR), aiming to expand digital engagement capabilities across Suffolk Constabulary.

1.8 Main Objectives

- Review pilot outcomes and integrate findings;
- Develop scalable digital contact options;
- Optimise resource use across the organisation;
- Incorporate technological advancements;
- Explore virtual appointment capabilities to reduce demand on Response Teams;
- Identify cost-saving opportunities.

1.9 Anticipated Benefits Identified

- Reduced travel time and fleet impact;
- Improved public satisfaction and engagement;
- Enhanced investigation timeliness;
- Better resource alignment and operational efficiency;
- KPI framework for performance tracking.

1.10 Use of Technology

- GoodSAM video communication software

1.11 His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Links

The development and implementation of EVR in Suffolk does not directly relate to any ongoing HMICFRS activity. However, by looking to realise the above benefits through the innovative use of technology it does serve as evidence for Suffolk Constabulary's progress in the Leadership question area of the PEEL 2025-27 assessment framework relating to the use of technology to meet force priorities through workforce efficiencies. It also meets assessment areas around responding to the public and investigating crime.

Proactive Policing Review

Headline Overview

- 1.12 This review evaluates Suffolk Constabulary's proactive policing teams to ensure they are structured and resourced to meet current and future demands, with a view to proposing options that meets the changing needs of proactive policing in Suffolk.

1.13 Main objectives

- Review team structures, roles, and responsibilities;
- Assess training, equipment, and costs;
- Identify barriers to diversity and inclusion;
- Evaluate team performance and alignment with force priorities;
- Recommend service improvements and efficiencies.

1.14 Anticipated Benefits Identified

- Improved performance and monitoring;
- Clear tasking and reduced silo working;
- Enhanced resilience and tactical capabilities;
- Better alignment with force-wide strategies.

1.15 Use of Technology

- Scoping technological solution for tasking proactive activity

1.16 HMICFRS Links

The Proactive Policing Review is considering within its scope the management of protective and preventative orders, which relates directly to the outstanding Area for Improvement (AFI) issued to Suffolk Constabulary as part of the 2023 PEEL inspection report. This AFI relates to the processes that are in place to monitor protective orders and ensure that breaches of orders are prioritised to safeguard victims.

Offender Management Review

Headline Overview

- 1.17 This review addresses significant changes in offender management structures as a result of the decoupling of the Integrated Offender Management (IOM) team previously collaborated with Norfolk, as well as rising demand in managing Registered Sex Offenders (RSOs).

1.18 Main objectives

- Review Crime, Safeguarding and Incident Management (CSIM) teams: Public Protection Unit and Integrated Offender Management;
- Assess MAPPA involvement and use of protective orders;
- Identify gaps in service, especially around violent offender management;
- Recommend improvements and efficiencies in offender tracking and risk management.

1.19 Anticipated Benefits Identified

- Improved performance and monitoring;
- Enhanced partnership working;
- Clearer processes for protective orders;
- Better alignment with national standards and HMICFRS recommendations.

1.20 Use of Technology

- Scoping technological solution, possibly making use of Artificial Intelligence (AI) technology, to improve efficiency and effectiveness of scheduling RSO visits

1.21 HMICFRS Links

The Offender Management Review project has included within its scope elements of policing which relate to two Areas for Improvements (AFI's) issued to Suffolk Constabulary in the 2023 Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection report. As above, relating to the management of preventative and protective orders, and in managing backlogs in active risk management system risk assessments. Progress against both AFIs references the awaited outcomes of the offender management review.

Neighbourhood Policing Guarantee (NPG)

Headline Overview

1.22 The Neighbourhood Policing Guarantee (NPG) is a national initiative tailored locally to enhance visibility, responsiveness, and effectiveness of neighbourhood policing.

1.23 The NPG is structured around five core pillars aimed at enhancing community safety and policing effectiveness in Suffolk. These include increasing visible patrols through a 13,000-officer uplift nationally, ensuring every neighbourhood has a named, contactable officer, and implementing clear performance standards via the Neighbourhood Policing Programme (NPP) training. The initiative also targets anti-social behaviour (ASB) through hotspot policing, which has already led to significant crime reductions in key areas and focuses on improving safety in town centres with proactive patrols and enforcement. The rollout includes digital engagement tools like Neighbourhood Alert. Overall, the NPG represents a strategic, evidence-based approach to modernising neighbourhood policing and aligning it with national priorities.

1.24 Main objectives

- Uplift neighbourhood officers;
- Ensure every community has a named, contactable officer;
- Deliver specialist training via the Neighbourhood Policing Programme;
- Tackle ASB using Hotspot Action Fund and GPS-tracked patrols;
- Improve safety in town centres through targeted enforcement and patrols.

1.25 Anticipated Benefits Identified

- Increased public confidence and engagement;
- Improved ASB response and town centre safety;
- Enhanced officer capability through structured training;
- Transparent performance tracking via dashboards.

1.26 Use of Technology

- GoodSAM GPS tracking for patrols;
- Live Facial Recognition pilot in hotspot areas;
- Integration with Neighbourhood Alert platform to improve community engagement.

1.27 HMICFRS Links

The roll out of NPG in Suffolk Constabulary helps to ensure that the force is well placed to be assessed against the PEEL 2025-27 assessment framework, particularly around the prevention and deterrence question area relating to the way its neighbourhood policing teams interact with, listen to and respond to its communities to help make them feel safe.

Recent Projects with Evaluated Impacts

CCR Phase Two – 12-month evaluation (delivered January 2025)

Project Overview

1.28 Phase Two of the Contact and Control Room (CCR) Transformation Programme focused on improving emergency and non-emergency call handling, enhancing digital support, and

optimising shift patterns and staffing. The programme aimed to increase public satisfaction, operational efficiency, and service standards.

1.29 Key Performance Indicators (KPI's) and Metrics Tracking

1.30 Performance was evaluated using quantitative metrics across three timeframes (pre-, during, and post-implementation), looking at 999 and 101 call answer rates and time to answer, abandonment rates, and CAD resolution and attendance, as well as staff establishment and shift pattern alignment to demand.

1.31 Key Findings

- Emergency Calls: 999 service level improved by 12 percentage points, with 91% of calls answered within 10 seconds and a 47% reduction in average wait time;
- Non-Emergency Calls: 101 abandonment rate dropped from 43% to 16%, with a 71% reduction in wait time;
- Staffing and Shift Patterns: Staff uplift contributed to performance gains but shift patterns did not fully align with peak demand, leading to resource shortfalls during critical hours, which is being continually monitored;
- Oscar 5 (O5) Sergeant Posts: Provided resilience and development opportunities but lacked consistent KPIs and standardised activity tracking, which has since been addressed.
- Digital Support Team: Delivered valuable process improvements (e.g., call scripting, STORM diaries).

1.32 Efficiency and Productivity Improvements

- Increased call resolution rates (71% of calls resolved without CAD creation – up 7 %-points);
- Enhanced supervisory ratios and reduced reliance on external cover;
- Technology upgrades (e.g. call scripting) improved operational workflows;

CPC Operating Model – 12-month evaluation (delivered March 2025)

Project Overview

1.33 The new County Policing Command (CPC) Operating Model was launched in December 2023 to improve response, investigation and community policing through the establishment of Response Investigation Teams (RIT), Community Policing Teams (CPT) and the County Partnership and Prevention Hub (CPPH).

1.34 KPIs and Metrics Tracking

1.35 Performance was assessed by looking at CAD response rates and attendance times, crime volume and investigation allocation and positive outcome rates, as well as qualitative feedback from surveys and focus groups on morale, supervision and interdepartmental relationships.

1.36 Key Findings

- Response Performance: B1 and B2 CADs showed improved in-target response rates and reduced attendance times. A Grade average response time improved;
- Investigation Allocation: CPT focused on ASB and youth-related cases, contributing to a 42% reduction in ASB demand. RIT continue to handle volume crime, with allocation being monitored across certain crime types;

- Positive Outcomes: Overall increase from 18.8% to 19.9%, driven primarily by CPT;
- Supervision and Morale: CPT supervision was inconsistent due to shift patterns, impacting officer welfare and operational effectiveness. RIT sergeants faced high abstraction rates, particularly in the West. Both areas subject to further review through 2025.

1.37 Efficiency and Productivity Improvements

- Ringfenced CPT resources enabled targeted community engagement and demand reduction.
- Diary Cars improved scheduled response to C Grade CADs, with high attendance rates and minimal disruption.
- Recommendations include reviewing C Grade allocation processes, refining team remits, improving supervisory structures, and enhancing internal communications.

MiTeam Implementation evaluation (delivered May 2025)

Project Overview

- 1.38 The MiTeam platform was introduced as a management information system to support supervisory staff in managing team workloads and performance. The project aimed to improve oversight, balance workloads, enhance investigation standards, and address welfare concerns through data-driven decision-making.

1.39 KPIs and Metrics Tracking

- 1.40 Usage metrics were primarily tracked via login frequency and report views, with data extracted from the MiTeam dashboard. Qualitative insights were gathered through focus groups with supervisors to assess system adoption, usability, and impact on decision-making.

1.41 Key Findings

- Adoption and Usage: Usage varied across departments. CPC teams demonstrated higher adoption and integration into business-as-usual practices, while CSIM teams showed limited engagement, citing technical issues and data trust concerns;
- Performance Impact: Evidence of significant performance improvements due to MiTeam usage, including better workload balancing and measurable outcomes;
- Technology Role: MiTeam provided valuable dashboards for tracking activities such as pulse patrols and stop/searches, aiding performance management.

1.42 Efficiency and Productivity Improvements

- Positive impact on team management and performance was noted in specific teams;
- Gradual increase in report views suggests growing trust and reliance on the platform;
- Recommendations include revising access rights, forming user groups and developing help guides to improve user experience and data confidence.

CCR Phase Three – Digital Public Contact (Digi Desk) evaluation (delivered June 2025)

Project Overview

- 1.43 The Digital Public Contact & Engagement Desk (DigiDesk) was implemented as part of Suffolk Constabulary's CCR Improvement and Transformation Programme (Phase Three). The initiative aimed to enhance public engagement via digital channels—live chat, social media,

email, and Single Online Home (SOH)—in alignment with the National Policing Digital Strategy. The objectives included improving accessibility, operational efficiency, public satisfaction, and reducing pressure on traditional contact methods such as 101 and 999 calls.

1.44 KPIs and Metrics Tracking

1.45 Performance was evaluated over a 12-month period (April 2024 – March 2025) using quantitative and qualitative data from live chat interactions, social media contact, Single Online Home reports, email demand, CCR call volume and CAD creation data.

1.46 Key Findings

Efficiency Gains:

- 133% increase in live chat use; 77% reduction in wait times.
- 42,000+ digital contacts managed, reducing CCR call volumes (101 down 4.2%, 999 down 14%).
- 71% of SOH demand related to crime, ASB, and general contact.

Technology Use:

- Platforms: Orlo (social media), Futr (live chat), Outlook (email/SOH).
- Enabled multi-channel engagement and faster resolution.

Performance & Satisfaction:

- 91% positive live chat feedback.
- CAD creation from live chat up 123%, supporting operational responsiveness.

1.47 Efficiency and Productivity Improvements

- DigiDesk has absorbed significant digital demand, enabling CCR to focus on core call-handling functions;
- Technology platforms (Orlo, Futr, Microsoft Outlook) facilitated efficient multi-channel engagement;
- Enhanced responsiveness and reduced abandonment rates indicate improved service delivery;
- The initiative supports workforce optimisation by aligning digital skills with demand patterns.

Risks associated with Futures Hub

1.48 Artificial Intelligence (AI) can enhance policing by helping to identify crime patterns or missing persons as examples, but without strong governance, transparency and accountability it risks reinforcing injustice, eroding privacy and damaging trust. The risks associated with new and emerging technology for the Futures Hub are potentially:

- Resourcing;
- Finance;
- Information Security.

Joint Programmes

SmartSTORM Upgrade Programme

1.49 The Command-and-Control system used in Suffolk and Norfolk Contact and Control Rooms (CCR) is Storm MA, the system provider is Sopra Steria. Storm MA will be end of life December 2026.

- 1.50 Out of the 28 Police Forces who use Storm MA, 17 have already upgraded, we have contacted all for lessons learnt.
- 1.51 The front-line subsidiary of Storm MA is WebStorm, this will eventually be replaced once SmartSTORM Distributed Client is available on mobile devices.
- 1.52 The focus of this programme is to deliver SmartSTORM to both control rooms by October 2026, standardising processes to maximise the technology.

Governance

- 1.53 The Senior Responsible Officer (SRO) of the programme is ACC Alice Scott, the senior users are the CCR Superintendents, and the Senior Supplier is the Enterprise Applications Manager.
- 1.54 The following are functional strand groups led by business leads – Training, Process Standardisation, Business Readiness, Data Analytics and Reporting, Development Opportunities.
- 1.55 Programme Team
- 1.56 ICT has a dedicated project team (Project Manager, Applications Engineers) and from the business dedicated subject matter experts.
- 1.57 The Programme Delivery Lead is supported by a business analyst. The CCRs have a network of staff and officers' practitioners for engagement.
- 1.58 Timeline
- 1.59 Stabilisation of existing platform by delivering pre-requisites (Archiving and weeding of data, updating Gazetteer and enhanced mapping system) by February 2026.
- 1.60 A specially commissioned report from Steria advising on opportunities to maximise the system against PEEL criteria has just been received (responding to the public).
- 1.61 The Constabulary is continuing to develop baseline metrics (standardisation, system performance and resilience, user experience) to enable effective benefits tracking throughout and beyond the programme.
- 1.62 Initial product will be available to the business users to write joint business training from February 2026. This will include agreed standardisations but won't include all the development areas identified or non-prioritised recommendations from the Steria PEEL report.
- 1.63 To note, a phased transition is possible as Storm MA and SmartSTORM (Control Room Client) can be run in parallel. Training delivery will be undertaken during Continuous Professional Development Days by the CCR Training team in Suffolk from May 2026 (deferred due to HMICFRS Inspection in April) to August 2026.
- 1.64 Ongoing iterative improvements including lower priority development areas will continue through to October 2026.

2. JOINT TRANSFORMATION PROGRAMME (JTP)

- 2.1 This section of the paper provides an overview of the Joint Transformation Programme (JTP). The JTP was set up as a joint enterprise by both Norfolk and Suffolk Constabularies in April 2025 to identify and deliver innovative solutions and transformational change, improve efficiency and productivity, and introduce new technologies.
- 2.2 Policing continues to face significant challenges and pressures creating a continued need for Norfolk & Suffolk Constabularies to operate more efficiently and effectively to deliver high quality services to the public. To this end, the Joint Transformation Programme has been created to strengthen the Constabularies partnership, and to build process and automation capabilities that can improve performance and efficiency to meet modern day policing challenges.
- 2.3 This section sets out the following: -
- The vision, objectives and approach of the Joint Transformation Programme;
 - Programme benefits;
 - An overview of activities and workstreams being progressed by the JTP;
 - An overview of JTP governance arrangements and risks to the programme.

The vision, objectives and approach of the Joint Transformation Programme

- 2.4 Vision: In 2 years, the JTP will have strengthened and streamlined our collaboration and work processes, so that our workforce can be more productive and better able to serve the public.
- 2.5 Objectives:
1. Improve our capabilities in collaboration, process management, and automation.
 2. Measure and manage our pan-org performance by both function and process in 2 years.
 3. Invest-to-save, with every £1 invested creating at least £1 in ongoing annual savings by programme end.
- 2.6 The first two years of the Joint Transformation Programme will be focussed on building the capabilities in Norfolk and Suffolk Constabularies to achieve cashable savings through transformational change. The following savings targets have been set:
- 2024/2025 - £0
 - 2025/2026 - £0
 - 2026/2027 - £0.37m
 - 2027/2028 - £1.35m
 - 2028/2029 - £0.64m
- 2.7 2029/2030 – Target to be identified
- Approach: The work of the Joint Transformation Programme is focussed on delivering transformational change in business areas that are collaborated across Norfolk and Suffolk Constabularies, with activities and workstreams aligned to the following three pillars; -
 - Transforming how we collaborate – Norfolk and Suffolk Constabularies are innovators in Police Collaboration. The programme will improve decision making, governance, change and performance over the collaboration to make sure the Constabularies continue to be fit for the future and enabling core services to best serve the public.

- Streamlining our processes – Norfolk and Suffolk Constabularies are adopting process management and improvement. The programme will implement these practices and improve key processes across the collaboration, working closely with users and business owners.
- Modernising with Artificial Intelligence and Automation – Norfolk and Suffolk Constabularies will be fast followers when it comes to automation and AI opportunities, quickly building up a portfolio to improve the Forces ability to use technology and reduce manual processing, risk and errors.

Programme Benefits

- 2.8 The Business Change Manager within the JTP has introduced a system to capture and monitor cashable savings, cost avoidance and business benefits that are reported through the JTP's governance arrangements. An overview of these arrangements is set out later in this paper.
- 2.9 An overview of activities and workstreams being progressed by the JTP
- 2.10 This section of the paper provides an overview of the collaborated business areas the JTP has, or is currently working with, to identify and implement opportunities for transformational change to deliver cashable savings and non-cashable benefits and efficiencies and goes on to provide examples of activities and workstreams, aligned with the three pillars, in place to achieve this.

Pillar 1 – Transforming how we collaborate

- 2.11 Joint Custody Department
- 2.12 The JTP has worked closely the Joint Custody Department to analyse a range of core services carried out and made several recommendations that are currently being considered by the Heads of Department. Examples include:
- Revenue generation from the custody estate (E.g. using any estate capacity for training purposes);
 - New technologies to avoid manual updating of custody logs;
 - New opportunities to deal with servicing communications demand from internal colleagues and external parties (E.g. Solicitors);
 - Further developing the use of out of court disposals in line with new national recommendations.
- 2.13 Joint Intelligence Department
- 2.14 The JTP has also worked closely with the Joint Intelligence Department to analyse a range of core services. The JTP are currently progressing the following workstreams deliver transformational change to deliver cashable savings and business benefits for this department:
- Implementation of technological solutions to automate transactional processes;
 - Introducing a new streamlined process for intelligence reports received both from within and outside (E.g. from partner organisations) the Constabularies;
 - Implementing recommendations from the National Intelligence Model review to re-invigorate intelligence led policing in Norfolk and Suffolk.
 - Aligning a series of business processes that are currently completed differently in Norfolk and Suffolk Constabularies to ensure consistency and maximise efficiencies.

Pillar 2 - Streamlining our processes

- 2.15 The JTP will introduce and embed business process improvement management practices in Norfolk and Suffolk Constabularies. It will manage, update and improve select pan-organisational business processes, leveraging process redesign, automation, and AI. It requires end-to-end views and process management.
- 2.16 The JTP is currently working with managers and staff in the Joint Learning and Development Department and this work includes end to end mapping of the journey of a student officer to identify opportunities, innovations and technological opportunities to create efficiencies and further improve the quality of the process and experience.

Pillar 3 - Modernising with Artificial Intelligence and Automation

- 2.17 The JTP is leading and overseeing the introduction of Artificial Intelligence (AI) and Robotic Process Automation (RPA) across Norfolk and Suffolk Constabularies. Significant progress has been made since the JTP commenced in April 2025 to create a portfolio of AI / Automation opportunities that will, in the long run, place the Constabularies as a leader in this space.
- 2.18 The following activities are underway to ensure Artificial Intelligence is used safely securely and responsibly in Norfolk and Suffolk Constabularies.
- 2.19 The JTP has performed a leading role in working with colleagues from the Crown Prosecution Service to develop a Joint Operating Procedure to enable AI produced material to be used in the criminal justice system.
- 2.20 The JTP is working with a UK based AI supplier to develop solutions and tools for officers and staff to use AI as a digital assistant to improve productivity and the quality of their work. Examples of the solutions being developed are:
- Enabling officers and staff to use AI to assist them in the production of forms and statements required in case files submitted to the Crown Prosecution Service (CPS);
 - Enabling Officers and staff to use AI to complete prevention notices and ancillary orders. Work is focussed on those most closely associated with preventing crime and harm and the safeguarding and protection of vulnerable people. Examples include Domestic Violence Protection Notices, Stalking Protection notices and Serious Crime Prevention Order;
 - Exploring how AI could be used responsibly and safely to manage processes and efficiently and effectively meet the Constabularies obligations regarding disclosure schemes to protect vulnerable people such as Clares Law and Sarahs Law.
- 2.21 Regarding Robotic Processing Automation (RPA), The JTP is working with business leads in to collaborated teams to identify opportunities to automate high volume repetitive tasks. Automation can lead to significant benefits like increased efficiency, improved accuracy and reduced costs or enabling employees to focus on more complex, strategic and creative work, boosting employee satisfaction and enabling better customer experiences.
- 2.22 The JTP has created the capability in Norfolk and Suffolk Constabularies to build Robotic Processing Automations and has successfully used this innovation to automate processes within the Human Resources Department and Firearms Licensing.
- 2.23 The JTP has set up a weekly RPA oversight meeting involving colleagues from information security and ICT to ensure those automations selected for implementation can be done so safely, securely and perform effectively. In the region of 25 RPA solutions are currently being assessed and being built by the JTP.

- 2.24 The benefits of AI and RPA solutions are captured and reported on by the Business Change Manager through the JTP's governance arrangements.

JTP Governance Arrangements and Risks to the Programme

- 2.25 Appropriate Governance arrangements have been created for the JTP. The JTP Delivery Board occurs monthly and is chaired by the Senior Responsible Officer for the JTP (Assistant Chief Officer). Furthermore, the JTP reports to the Norfolk and Suffolk Constabularies Joint Chief Officer Team (JCOT) monthly. Details of cashable savings, costs avoided, and wider benefits realised through the transformational work of the JTP are reported to JCOT on a quarterly basis.
- 2.26 The JTP maintain a risk register. Work continues to address and mitigate all risks however the main risks to the success of the JTP at the time of writing are:

Risk	Mitigation
Organisation capacity for change impacted stakeholders too busy to engage in change.	Map key milestones against other change programmes/projects. Further embed interim change governance controls.
Programme being branded as a savings programme (and teams being fearful of it).	Ongoing communication and demonstration of JTP activities. Set up a Transformational Leadership Group for Senior colleague to understand and support work of JTP
Not meeting the objective around cashable savings.	Target above required cashable savings to account for benefits erosion. Establish and maintain a live benefits tracker. Be agile enough to reprioritise larger prizes if they are found
ICT servicer capacity at maximum; not allowing further automations.	Develop a backlog of possible automations to be ready to act on as soon as server capacity is available in late October 2025.
Ability to use AI generated materiel in the criminal justice process.	Agree Joint Operating Protocols with CPS and other relevant partners.

3. FINANCIAL IMPLICATIONS

- 3.1 These are monitored and reported into and through the relevant governance boards.
- 3.2 The paper covers these.

4. OTHER IMPLICATIONS AND RISKS

- 4.1 These are monitored and reported into the through the relevant governance boards.
- 4.2 The paper covers these.

5. CHIEF OFFICER CONCLUSION

- 5.1 Suffolk Constabulary is an efficient and effective Force that works hard to plan for the future so that change is well managed, sequenced and prioritized. While we have been innovative and train blazers in some areas (such as the use of video technology in our Control Room), our capacity is finite and we concentrate on identifying proven solutions based on "what works" that provide value for money. This provides the tools for our people to provide the best possible service to people in Suffolk. As technology rapidly evolves, we have invested in the Joint Transformation Programme to identify opportunities for savings.