SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE	**PAPER NO: AP26/51**

SUBMITTED TO:	**ACCOUNTABILITY AND PERFORMANCE PANEL – 20 NOVEMBER 2026**

SUBJECT:	**STRATEGIC EFFICIENCY, TECHNOLOGY AND TRANSFORMATION**

SUMMARY:

1. This report provides an overview of strategic efficiency, technology and transformation activity across Suffolk Constabulary, delivered through the Futures Hub and the Joint Transformation Programme to support innovation and continuous 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 sits within Assistant Chief Constable (ACC) Wells' governance structure, with overall oversight of its portfolio and activity provided through the Futures Hub Strategic Board**.** Chaired by Assistant Chief Constable Wells, the Board brings together Heads of Department, Chief Superintendents, relevant support functions and Futures Hub representatives to oversee progress, provide challenge and maintain strategic alignment.

1.3 Links with the Joint Transformation Programme (JTP) have also been strengthened. New work requests now routinely consider opportunities for automation and artificial intelligence, with JTP representation embedded within Futures Hub governance. This enables local service redesign, digital transformation and automation opportunities to be considered in a coordinated way**,** supporting greater alignment between local innovation and the wider joint transformation agenda.

1.4 Beneath the Futures Hub Strategic Board, individual projects report through the relevant programme board, providing more detailed oversight of delivery, progress, risks, dependencies and decision-making. These currently include:

- Local Policing Transformation Board; and
- Contact and Control Room (CCR) Improvement & Transformation Board.

1.5 Both programme boards are currently chaired by Assistant Chief Constable Wells, providing consistency of oversight and a clear line of accountability through to the Futures Hub Strategic Board.

1.6 In addition to Suffolk governance arrangements, a number of Futures Hub projects are subject to Programme Management Office (PMO) oversight across the collaborated Suffolk and Norfolk space. Projects are prioritised for PMO oversight where they meet one or more of the following criteria:

- a financial commitment exceeding £50,000;
- use of change resource for more than 90 days;
- use of enabling resource exceeding 10 days per post; or
- Outcome Based Budgeting (OBB) activity where identified savings exceed £100,000.

1.7 This provides an additional level of assurance for projects with significant financial, resource or organisational implications and supports alignment between local delivery and wider collaborated transformation activity.

Overview of current Programmes with PMO Oversight

Enhanced Video Response (EVR)

Headline Overview

1.8 The 2026 pre-implementation review assessed whether Suffolk Constabulary's Crime Coordination Centre (CCC), Domestic Abuse Video Response (DAVR) and Response Investigation Teams (RIT) were ready for the introduction of Enhanced Video Response (EVR).

It concludes that EVR has strong potential to improve victim experience, strengthen investigative consistency and reduce avoidable demand on frontline response teams. However, current processes contain structural weaknesses that must be resolved before remote video response can be implemented safely and sustainably.

1.9 The review found that remote response can improve victim contact and reduce avoidable deployment, but that wider implementation depends on stronger triage, routing, supervision, performance information and process standardisation. Its preferred longer-term direction is an Initial Response Centre utilising EVR under unified oversight. This is a phased transformation rather than a single technology deployment, with implementation planning required to protect service quality and operational resilience.

1.10 Main Objectives

- Create a coherent initial response model: Integrate early investigation, triage and remote response so that work is owned, prioritised and progressed through a consistent operating structure.
- Improve victim experience and timeliness: Provide faster, proportionate contact for suitable B2, C and desk-based demand, while improving early evidence capture and reducing avoidable delays.
- Reduce pressure on frontline RIT: Transfer suitable demand to remote resolution, minimise unnecessary travel and deployment, and reduce secondary investigation caused by incomplete early enquiries.
- Strengthen triage and gatekeeping: Introduce clear eligibility criteria, consistent tagging and effective supervisory checks so incidents are routed correctly at the first opportunity.
- Standardise investigative quality: Set minimum standards for initial accounts, victim updates, evidence capture, crime recording and handover packages before allocation to investigative teams.
- Improve supervision, assurance and compliance: Increase supervisory resilience, support timely reviews and allocation, and strengthen compliance with crime-recording, domestic abuse and victim-service requirements.
- Establish reliable performance management: Deliver accurate dashboards and management information covering demand, timeliness, outcomes, quality, capacity and video-response drop-off.
- Modernise diary and workflow arrangements: Use a unified diary with appointment lengths matched to offence type and complexity, improving capacity and reducing duplicated or unsuitable bookings.
- Provide clear technology governance: Establish ownership of GoodSAM, strengthen video-evidence retention arrangements and assess future AI and digital tools within appropriate governance.
- Build a scalable and sustainable workforce model: Align skills, staffing, training and flexible deployment to demand, enabling EVR capability to grow without reproducing weaknesses in current services.

1.11 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.

1.12 Use of Technology

- GoodSAM video communication software

1.13 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 Police Effectiveness, Efficiency and Legitimacy (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

1.14 As a result of the 2026 review, the Proactive Disruption Team (PDIT) was established to enhance Suffolk Constabulary's capability to identify, disrupt and investigate individuals involved in serious and organised crime, county lines and other high harm criminality. The aim was to create a dedicated team that combined proactive investigation, intelligence led disruption and partnership working to reduce criminality, safeguard vulnerable people and improve outcomes for communities across Suffolk.

1.15 Main objectives

- To deliver a new proactive policing structure.
- To deliver consistency in service provision across command areas.
- To deliver a resilient team structure with trained and equipped officers to deliver tactical capabilities.
- To improve tasking and coordination
- To deliver an identified performance framework.
- To conduct a post implementation evaluation at six and twelve months which will be conducted by the Futures Hub.

1.16 Anticipated Benefits Identified

- Deployments based on threat risk and harm.
- Strong alignment with National Serious and Organised Crime strategy.
- Strong alignment with Police Effectiveness, Efficiency and Legitimacy (PEEL).
- Better alignment with force-wide strategic priorities.
- Elimination of duplicated activity.
- Support safeguarding activity aligned to vulnerability, exploitation and county lines.

1.17 Use of Technology

- The technological solution for tasking proactive activity has been designed, built and implemented.

Neighbourhood Policing Guarantee (NPG)

1.18 The Neighbourhood Policing Guarantee has largely transitioned into business as usual, with delivery monitored through the neighbourhood dashboard and established local policing and chief officer governance.

1.19 The Guarantee is structured around five core pillars intended to strengthen community safety and neighbourhood policing. These include increasing visible patrols, ensuring every neighbourhood has a named and contactable officer, introducing consistent performance and training standards, tackling antisocial behaviour through hotspot policing, and improving safety in town centres through targeted patrols and enforcement. Digital engagement is supported through tools including Neighbourhood Alert.

1.20 Main objectives

- Uplift neighbourhood officers within the approved year 2 structure through to March 2027.
- Ensure every community has a named, contactable officer, which has now been achieved.
- Deliver specialist training through the Neighbourhood Policing Programme;
- Tackle ASB using Hotspot Action Fund and GPS-tracked patrols;
- Improve safety in town centres through targeted enforcement and patrols.
- The introduction of town centre teams.

1.21 Anticipated Benefits

- Increased public confidence and engagement;
- Improved responses to antisocial behaviour and town centre safety, including a reduction of 172 incidents.
- Reduction of 184 serious violence incidents.
- 262 arrests made in the designated areas and 27 weapons seized.
- Enhanced officer capability through structured training;
- Transparent performance tracking via dashboards.
- More than 10,000 patrol hours delivered
- A total of 304 stop and searches conducted, resulting in 109 positive outcomes.

1.22 Use of Technology

- GoodSAM GPS tracking for patrols;
- Live Facial Recognition deployments;
- Integration with Neighbourhood Alert platform, supporting improved community engagement.

1.23 HMICFRS Links

The rollout of the NPG helps to ensure that Suffolk Constabulary is well placed against the prevention and deterrence question within the PEEL 2025–27 assessment framework, including how neighbourhood policing teams engage with, listen to and respond to communities. The most recent PEEL inspection graded the Constabulary as good in this area.

Recent Projects with Evaluated Impacts or Reviews

County Policing Command – Review (delivered May 2026)

1.24 The review assessed whether demand across Community Policing Teams (CPT) and Response Investigation Teams (RIT) had changed since the County Policing Command operating model was introduced in December 2023. It tested whether resources, allocation arrangements and working practices remain aligned to operational priorities. The review found that more complex and time-consuming activity is contributing to pressure on frontline resources.

1.25 Main objectives

- Refresh CPT and RIT demand analysis, including volume crime trends over the previous 12-24 months.
- Understand the full scope of demand, including incidents, investigations, safeguarding, neighbourhood priorities, abstractions and hidden demand.
- Identify opportunities to rebalance workloads and clarify crime ownership while protecting service quality and responsiveness.
- Assess workforce capacity, deployable status, capability and the impact of abstractions on front line capacity.
- Explore artificial intelligence (AI), automation and wider innovation for forecasting, triage, deployment and investigation allocation.

1.26 Anticipated Benefits

- Rebalanced workloads with clearer ownership for some activity.
- Stronger management and supervision of crime, with improved investigative standards and victim service.
- Consistent decision-making with stronger safeguarding outcomes.
- More availability for prevention and visibility activity.
- Improved forecasting and governance with clearer accountability.
- Improved iHub investigations and stronger ownership of Grade C CAD queue.
- Rebalanced ownership of selected retail crime, improving governance, problem solving and outcomes.

1.27 Use of Technology

- The use of Poliscope predictive tools has been developed over time to produce comprehensive data analysis.
- Opportunities to explore and exploit AI and Robotic Process Automation (RPA).
- Technology upgrades (e.g. call scripting) improved operational workflows;

1.28 HMICFRS links

1.29 The review of the County Policing Command in Suffolk helps to ensure that the Constabulary is well placed to understand and prioritise the PEEL 2025-27 assessment framework findings, including Areas for Improvement (AFI's) published in August 2026.

Crime, Safeguarding and Incident Management (CSIM) Review (2026)

1.30 The CSIM review will consider both the operating model and the wider safeguarding and vulnerability governance framework, ensuring that structures, responsibilities and governance arrangements remain effective and fit for purpose in the context of evolving national and Home Office requirements, changing demand and risk, inspection findings and wider strategic responsibilities.

1.31 The review will adopt an evidence-led approach, drawing on demand and capacity modelling, workforce analysis, financial assessment and structured options appraisal to identify a sustainable future model. It will be delivered through four phases:

1. Research and options development;

2. Fast-track action and detailed design.
3. Implementation
4. Go-live and evaluation

1.32 The approach will enable opportunities for early improvement to be progressed at pace, while ensuring that longer-term structural or operating model changes are properly evidenced, assessed and implemented.

1.33 Main Objectives

- Provide clear and unambiguous ownership of domestic abuse investigations.
- Improve the process and delivery of the domestic abuse disclosure scheme and child sex offender disclosure scheme.
- Review the CSIM structure, roles and functions to improve alignment across teams, establish clearer thematic ownership, reduce duplication and remove matrix management.
- Assess workforce deployment, including staffing levels, supervisory capacity, skills and team configuration.
- Strengthen safeguarding and vulnerability governance.
- Create a consistent organisational learning framework.
- Improve partnership governance by clarifying roles, shared accountability and assurance reporting.
- Ensure the revised model aligns with the Chief Constables priorities, the Force Management Statement, national strategies and the HMICFRS findings.

1.34 Anticipated Benefits

- A more resilient operating model.
- Clear portfolio ownership and accountability.
- Effective alignment of the workforce.
- Reduced duplication and unnecessary complexity across teams, functions and governance.
- Defined reporting lines and strong strategic and governance oversight.
- Improved compliance with statutory responsibilities.
- Greater organisational resilience and readiness to respond to emerging risks.
- A transparent basis for future investment decisions, informed by demand analysis, financial assessment and cost benefit analysis.
- More effective multi-agency working through clearer partnership responsibilities.
- Improved outcomes and consistency of service for victims and vulnerable people, ensuring that organisational redesign remains focused on service quality and safeguarding effectiveness.

1.35 Use of technology

- Technology will be considered as an enabler of improved service delivery, governance and organisational efficiency.
- The review will examine opportunities to use systems and technology to provide a timelier and more effective service to vulnerable victims and to support the revised operating model.
- Technology opportunities will be aligned with wider Joint Transformation Programme to avoid duplication and promote consistency across change activity.

1.36 HMICFRS links

1.37 The review of CSIM in Suffolk helps to ensure that the Constabulary is well placed to understand and prioritise the PEEL 2025-27 assessment framework findings, including Areas for Improvement (AFIs) published in August 2026.

Key risks for the Futures Hub therefore include:

- Resourcing and capability: ensuring sufficient capacity, specialist skills and technical expertise to develop, implement and sustain new technology.
- Financial sustainability and value for money: ensuring investment decisions are supported by clear benefits, realistic implementation costs and consideration of ongoing support and licensing requirements.
- Information security and cyber risk: protecting sensitive policing information and ensuring appropriate security controls are applied throughout development and deployment.
- Data protection and information governance: ensuring lawful, proportionate and transparent use of personal and operational data.
- Ethics, bias and equality: identifying and mitigating the potential for AI-enabled systems to produce unfair, discriminatory or unintended outcomes.
- Legal and regulatory compliance: ensuring developments remain aligned with relevant legislation, national policing requirements and emerging standards for the use of AI.
- Operational and implementation risk: avoiding over-reliance on technology and ensuring appropriate testing, assurance, business continuity and human oversight.
- Public confidence and legitimacy: ensuring the use of technology can be clearly explained and justified, particularly where it informs operational decision-making affecting individuals or communities.
- Benefits realisation: ensuring that projects deliver demonstrable operational, financial or service improvements and do not simply add further technology or complexity to existing processes.

1.38 These risks will be considered throughout the project lifecycle, with proportionate assurance and escalation through Futures Hub governance and relevant specialist functions.

Joint Programmes

SmartSTORM Upgrade Programme

1.39 The Command and Control system currently used across the Suffolk and Norfolk Contact and Control Rooms (CCR) is Storm MA, provided by Sopra Steria. Storm MA will reach end of life in December 2026, requiring both constabularies to transition to SmartSTORM to maintain a supported and resilient Command and Control capability.

1.40 Of the 32 police forces using Storm MA, 19 have already completed, or are progressing through the transition. The programme has engaged with a number of forces that have either completed, or are progressing through, the transition to capture learning, identify configuration considerations and avoid known implementation challenges**.**

1.41 WebStorm remains the current web-based interface available to frontline officers. This will ultimately be replaced by the SmartSTORM Distributed Client, although the Distributed Client is not currently compatible with mobile devices. The majority of frontline officers therefore

continue to use Optik for STORM CAD updates, which has not been affected by the SmartSTORM upgrade. Sopra Steria has not yet confirmed an end-of-life date for WebStorm.

1.42 SmartSTORM was introduced into both control rooms from April 2026, initially operating in parallel with Storm MA to support a controlled transition. Deployment has followed a phased, role-based approach to minimise operational risk and enable issues to be identified and resolved before wider adoption**.** Supervisors and call takers have now been using SmartSTORM for several months, with overall usage reaching approximately 80% by September 2026**.**

1.43 Some technical issues remain within the dispatcher functionality and require resolution before full transition can be completed. These issues are being progressed with a target resolution date of November 2026**,** ahead of Storm MA reaching end of life in December 2026.

1.44 Programme governance continues to monitor the outstanding technical issues, delivery timescales and operational risks, with contingency arrangements maintained to ensure continuity of Command and Control capability through to full transition.

Governance

1.45 The Senior Responsible Officer (SRO) for the programme is ACC Wells, with the CCR Superintendents acting as Senior Users and the Enterprise Applications Manager as Senior Supplier. This provides clear accountability across operational requirements, technical delivery and programme oversight.

1.46 Prior to go-live, delivery was supported by functional workstreams covering Training, Process Standardisation, Business Readiness, Data Analytics and Reporting, and Development Opportunities. These workstreams concluded following go-live in April 2026, with any outstanding activity transitioning into the programme's implementation and optimisation arrangements.

Programme Team

1.47 ICT continues to provide a dedicated project team, including a Project Manager and Applications Engineers, supported by dedicated business subject matter experts. This resource will remain in place until February 2027 to support completion of the remaining SmartSTORM modules, configuration and optimisation activity.

1.48 The Programme Delivery Lead is supported by a Business Analyst, alongside a network of CCR staff and officer practitioners who provide operational engagement, user feedback and support the identification and implementation of further improvements.

Delivery and Optimisation

1.49 Work to prepare and strengthen the resilience of the underlying platform has included archiving and rationalising live data, introducing refreshed mapping and additional datasets for CCR controllers, and completing a significant database upgrade to improve resilience and reduce future system downtime. A review of the Gazetteer dataset is planned for completion by February 2027.

1.50 A specifically commissioned review by Sopra Steria has also considered opportunities to maximise use of the system against relevant Police Effectiveness, Efficiency and Legitimacy (PEEL) requirements and areas of focus. The findings have been assessed, and the identified

process and configuration improvements are being progressed through the programme, with delivery targeted by February 2027.

1.51 The Constabularies continue to develop baseline measures covering process standardisation, system performance and resilience, and user experience. These will provide the basis for benefits tracking and evaluation both during the remainder of the programme and following transition into business as usual.

1.52 All CCR operators had completed the required training by August 2026. Further iterative improvements and lower-priority development opportunities will continue to be considered as SmartSTORM develops and the organisations move from implementation into ongoing optimisation and benefits realisation.

1.53 Programme oversight will remain in place through to February 2027 to provide assurance that outstanding technical and configuration activity is completed, identified benefits are evidenced, and appropriate arrangements are established for transition into business as usual.

2. JOINT TRANSFORMATION PROGRAMME (JTP)

2.1 The Joint Transformation Programme (JTP) was established by Norfolk and Suffolk Constabularies in April 2025 to strengthen collaboration, deliver transformational change, improve efficiency and productivity, and develop the use of new technology.

2.2 The programme responds to continuing financial, operational and demand pressures by building joint capability in collaboration, process improvement, automation and artificial intelligence (AI).

Vision and Objectives

2.3 The JTP's vision is that, within two years, Norfolk and Suffolk will have strengthened and streamlined collaboration and working processes, enabling the workforce to be more productive and better able to serve the public.

2.4 The programme has three core objectives:

- improve capability in collaboration, process management and automation;
- develop the ability to measure and manage performance by function and process; and
- deliver an invest-to-save approach, with every £1 invested generating at least £1 in ongoing annual savings by the end of the programme.

2.5 The initial programme is focused on building capability to achieve sustainable, cashable savings through transformational change. Current savings targets are:

- **2024/25:** £0
- **2025/26:** £0
- **2026/27:** £0.37m
- **2027/28:** £1.35m
- **2028/29:** £0.64m
- **2029/30:** target to be confirmed.

Programme Approach

2.6 JTP activity is structured around three pillars:

1. Transforming how we collaborate: improving joint governance, decision-making, performance and change across Norfolk and Suffolk.
2. Streamlining our processes: introducing process management and improvement practices, redesigning key end-to-end processes and reducing duplication and inefficiency.
3. Modernising through AI and automation: developing the safe and responsible use of AI and automation to improve productivity, quality and service delivery while reducing manual processing, risk and error.

Programme Benefits

2.7 The JTP has established arrangements to identify, monitor and report cashable savings, cost avoidance and wider business benefits through programme governance. This provides greater visibility of whether transformation activity is delivering the intended financial, operational and service improvements.

Current Activity and Workstreams

Pillar 1: Transforming how we collaborate

2.8 Joint Learning and Development

2.9 The JTP has worked with the Joint Learning and Development Department to review services and identify opportunities to improve efficiency and service delivery. An agreed delivery plan includes:

- streamling administration and course management;
- reducing duplication and manual data entry;
- improving systems, information and performance data;
- exploring appropriate automation and digital solutions; and
- improving consistency across Norfolk and Suffolk.

2.10 Implementation is being phased according to anticipated benefits, feasibility and available capacity.

2.11 Investigation Management

2.12 Work with Investigation Management has considered investigation quality assurance, data quality, safeguarding and operational support. Recommendations include:

- improving data quality and reducing errors at source;
- clarifying responsibilities, service standards and escalation routes;
- strengthening feedback, training and communication with frontline teams;
- improving performance information and workload planning;
- aligning processes across Norfolk and Suffolk; and
- identifying opportunities for automation and system improvement.

Pillar 2: Streamlining our Processes

2.13 The JTP is introducing business process management and improvement practices across Norfolk and Suffolk, using end-to-end process analysis to identify opportunities for redesign, standardisation, automation and AI.

2.14 Current work with Joint Learning and Development includes mapping the student officer journey to identify opportunities to improve efficiency, quality and user experience through process redesign and technology.

Pillar 3: Modernising through AI and automation

2.15 The JTP leads and oversees the development of AI and Robotic Process Automation (RPA) across Norfolk and Suffolk. Since April 2025, a portfolio of opportunities has been developed to improve productivity, quality and efficiency.

2.16 The Domestic Violence Protection Notice (DVPN) AI tool has supported more consistent, high-quality applications while reducing administrative burden and has been highlighted within the HMICFRS PEEL report as an example of innovative practice.

2.17 Work is continuing to ensure AI is introduced safely, securely and responsibly. This includes joint work with the Crown Prosecution Service on arrangements for AI-produced material within the criminal justice system.

2.18 The JTP is also working with a UK-based AI supplier to develop digital-assistant capabilities for officers and staff. Current areas of development include:

- supporting preparation of forms and statements for Crown Prosecution (CPS) case files;
- supporting prevention notices and ancillary orders, including Stalking Protection Notices and Serious Crime Prevention Orders; and
- exploring responsible AI support for safeguarding disclosure processes, including Clare's Law and Sarah's Law.

2.19 In parallel, the JTP has developed an internal RPA capability to automate high-volume, repetitive processes. More than 100 automation opportunities have been identified and assessed, with a number of automations now operating across operational and corporate services. The portfolio was forecast to release more than 7,500 hours of staff time saved by September 2026.

2.20 Proposed automations are subject to a structured development and assurance process involving ICT, information management and operational representatives. Delivery and benefits are monitored through established JTP governance arrangements.

JTP Governance Arrangements and Risks to the Programme

2.21 The JTP Delivery Board meets monthly and is chaired by the programme's Senior Responsible Officer (ACO Kilpatrick). The programme reports monthly to the Norfolk and Suffolk Joint Chief Officer Team (JCOT), with cashable savings, cost avoidance and wider benefits reported quarterly.

2.22 The JTP maintains a programme risk register. While work continues to manage and mitigate identified risks, the principal risks to successful delivery at the time of writing are set out below.

Risk	Mitigation
Demand for transformation and automation support may exceed available programme capacity, affecting the pace of delivery and benefits realisation.	Opportunities are assessed and prioritised through established governance, with workloads and delivery plans regularly reviewed. Longer-term resource requirements and succession arrangements are also being developed
The organisation may not have sufficient capacity to implement agreed recommendations alongside other operational and change priorities.	Work is prioritised according to organisational value and available capacity. Business areas are expected to provide appropriate ownership, subject matter expertise and implementation support
The use of different automation and technology solutions may lead to duplication or inconsistent decision making.	Technology opportunities are considered through established governance involving operational, technical and information management representatives, helping to select an appropriate solution and manage risks before implementation.
Expected financial and operational benefits may not be fully realised or evidenced.	Benefits are recorded, monitored and reported through programme governance, with business owners responsible for confirming how efficiencies will be realised or reinvested.
AI generated material may not be accepted or used consistently within the criminal justice process.	Develop and agree joint operating protocols with the Crown Prosecution Service and other relevant criminal justice partners.

3. FINANCIAL IMPLICATIONS

3.1 Financial commitments, savings, cost avoidance and wider benefits associated with the programmes are monitored through the relevant governance arrangements. Specific savings targets and reported benefits are set out within the body of this paper.

3.2 This paper does not seek approval for any additional expenditure

4. OTHER IMPLICATIONS AND RISKS

4.1 The principal operational, technological, information governance and delivery risks are set out within the paper and monitored through the relevant governance arrangements.

5. CHIEF OFFICER CONCLUSION

5.1 Suffolk Constabulary continues to pursue opportunities to improve efficiency, productivity and service quality through evidence-led transformation and the responsible use of technology. The Futures Hub provides a clear structure for progressing local improvement, while the Joint Transformation Programme strengthens collaboration, process improvement, automation and artificial intelligence across Norfolk and Suffolk.

5.2 The Constabulary recognises that its capacity and resources are finite. Transformation activity must therefore be prioritised, appropriately governed and supported by clear evidence of operational benefit, financial value and improved outcomes for the public. The progress outlined in this paper demonstrates continuing innovation, while maintaining a clear focus on sustainability, risk, public confidence and benefits realisation.