



Subject:	Norfolk and Suffolk Change Programme Progress Report
Date:	3 September 2014
Prepared by:	DCC Hall and DCC Wilson
Commissioned by:	Joint Chief Officer Meeting

Executive Summary

This report provides a detailed account of the on-going change programme for both the CSR 1 reporting period (01st April 2011 – 31st March 2014) and for the current CSR 2 reporting period which commenced on the 01st April 2014.

Under the CSR 1 programme major organisational change has been delivered as well as significant levels of budget reduction for both constabularies. During the period 1st April 2011 – 31st March 2014 the following budget reductions have taken place;

Business Area	Target (£m)	Savings Achieved (£m)	Re-investments made (£m)	Net Savings (£m)	C/Fwd to CSR 2
Business Support	9.8	8.6	-0.1	8.5	2.6
Operational Collaboration	1.8	1.2	0.0	1.2	0.7
Protective Services	7.8	7.5	-0.1	7.4	0.2
Total	19.4	17.3	-0.2	17.1	3.5

As well as providing significant levels of cashable savings to both constabularies through achieving economies of scale, collaboration has also provided each force with an increased level of resilience in major crime and specialist operations business areas.

CSR 2 plans have now been developed and aim to deliver significant budget reductions over the next reporting period. Included within the CSR 2 plans are the carry forward of projects identified above.

Business Area	Target (£m)
Justice Services	2.0
Protective Services	2.5
Strategic Back Office Change	2.1
Organisational Back Office Change	3.0
Total	9.6

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1 Introduction

1.1 The purpose of this paper is to set out progress of the Norfolk/Suffolk CSR 2 Change Programme and provide an opportunity for the Panel to consider the following:

- Progress with implementation
- Savings position for each business area
- Delivery against the business cases, including any changes
- Delivery timescales

2 Overall Programme Status

2.1 There will be a progress report against each of the portfolios of change which includes a simple summary of the savings made to date for each workstream where there has been an over/under achievement against the indicative savings set out at the commencement of this change programme.

2.2 This will be followed by a summary of all live section 23/22a agreements.

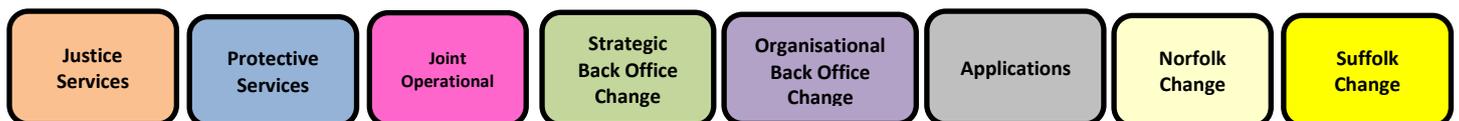
2.3 Performance information for collaborated departments is not included as these are reported by the Departmental Heads to the PCCs' Performance Panel meetings.

2.4 The overall programme was designed to deliver change in phases, in order to provide a more stable platform for the affected departments. This approach has been supported by our lessons learned log and is part of the programme's evidence base. The phasing usually starts with the appointment of the senior management team. This structural change then provides the stability and capacity to deal with maintaining the department's performance, as well as leading the change. Senior management ownership of the change has worked well for many departments.

2.5 The Corporate Development & Change (CDC) Department provides the change management support to Department Heads throughout the change process; this support enables the Department Head to concentrate on business delivery such as maintaining performance as well as dealing with impact of the changes on staff.

2.6 Corporate Development & Change and business areas work together to deliver their elements of change and given the level of dependencies in resource allocation and cross-cutting issues, none of the portfolios of change can be treated in isolation. The Programme Management Office (PMO) holds all detailed planning, scheduling and benefits information which is available for scrutiny upon request.

2.7 The report will be set out in the order shown as follows:



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3 Justice Services

3.1 Introduction

- 3.1.1 This report describes the current status of the Joint Justice Services Change Programme. Joint Justice Services is comprised of three departments under the command of Chief Superintendent Bob Scully who reports to ACC Sarah Hamlin. The departments are Criminal Justice Services, Custody and Custody Investigation Unit.
- 3.1.2 Since May 2012, a Section 22a agreement has been in place, covering the Joint Justice Command. Following Police Authority agreement for a single Chief Officer lead, for the Joint Justice Command, this Section 22a agreement has been reviewed, and re-signed, to reflect the single Chief Officer lead for this command.
- 3.1.3 Joint Justice Services has delivered £1.2m savings in the CSR 1 reporting period against a £1.8m target. The balance of £0.7m will be carried forward to CSR 2.
- 3.1.4 A further £1.3 m has been planned into the CSR 2 change programme.

3.2 Criminal Justice Services

- 3.2.1 *Delivery model:* Collaboration through a police preferred partnership arrangement.
- 3.2.2 *Management:* Head of Joint CJS is Kevin Wilkins.
- 3.2.3 *Location:* Delivery through bases at Landmark House, Ipswich and Carmelite House, Norwich and local bases for Safety Camera Enforcement Officers.
- 3.2.4 *Benefits expected:* CSR 2 plans show benefits of £219k to be delivered linked to post Athena efficiencies and review of PNC. Savings of £634k have already been completed and attributed to FY 14/15 and CSR 2
- 3.2.5 *Delivery plans:* CJ Reform is planned to take place over three phases:
- Phase 1 (complete): changes to management and supervision, Case Management, Victim and Witness Care, Resulting and CJ Reform Team;
 - Phase 2: CTO/Safety Camera – collocation of back office functions;
 - Phase 3: changes to File Submission Unit, Traffic Justice Unit, Trials Work, Digital Media, Disposals, PNC, File Clearing and NSPIS Administrators.
- 3.2.6 In parallel with the change programme described above, CJS is currently working on a number of regional and national initiatives, in particular, Transforming Summary Justice which includes a major work stream on Digital Working.

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3.3 Custody

- 3.3.1 *Delivery model:* Collaboration through a police preferred partnership arrangement.
- 3.3.2 *Management:* Head of Joint Custody is C/I Steve Jones.
- 3.3.3 *Location:* Delivery through joint Police Investigation Centres (PICs) at Aylsham, Bury St Edmunds, Great Yarmouth, King's Lynn, Martlesham and Wymondham.
- 3.3.4 *Benefits expected:* A total of £1.1m has been planned for in the CSR 2 Change Programme
- 3.3.5 *Delivery plans:* Joint Custody has been operational since 2011.
- 3.3.6 Chief Superintendent Scully commissioned a review of the Custody working model and current resourcing to take account of anticipated changes in the requirements and service delivery expected from custody staff and facilities in the changed landscape of Criminal Justice. A report has been submitted to JCOT. A project team has been established to develop a formal business case and change plan to deliver the £1.1M savings.

3.4 Custody Investigation Unit

- 3.4.1 *Delivery model:* Collaboration through a police preferred partnership arrangement.
- 3.4.2 *Management:* Head of Joint CIU is D/C/I Kerry Cutler.
- 3.4.3 *Location:* Delivery through bases at joint Police Investigation Centres (PICs) at Aylsham, Bury St Edmunds, Great Yarmouth, King's Lynn, Martlesham and Wymondham.
- 3.4.4 *Benefits expected:* No cashable benefits are currently planned in the CSR 2 programme.
- 3.4.5 *Delivery plans:* CIU is a joint unit within all six PICs. It provides support to response officers by dealing with volume crime detainees from arrest through to investigation and disposal. Chief Superintendent Scully commissioned a review of the CIU working model and present resourcing. The review was positive with management actions identified and in hand to address some service delivery issues. No savings are planned from the CIU as productivity is high and the model is highly efficient in processing detainees. Reduced CIU staffing would increase abstraction from CPCs to process detainees and be a far less efficient model.

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4 Protective Services

4.1 Introduction

4.1.1 In September 2011, Norfolk and Suffolk Police Authorities agreed a business case recommending merging the respective forces Protective Services into a single Command. Savings of £7.1m were identified. These savings are in addition to the £0.7m that was identified from early PSC collaboration (Joint MIT, SB and ECU).

4.1.2 A small balance of £0.2m was carried forward from the CSR 1 programme.

4.1.3 A further review has recently taken place in Protective Service identifying minimum savings of £ 2.3m across both Forces. These savings have been planned into the CSR 2 change programme.

4.2.1 *Delivery Model:* All areas of Protective Services are now collaborated and fully interoperable since the introduction of STORM in October 2013. Some application convergence activity is still on-going including the introduction of AccMaps (for Roads Policing) and Socrates (for Forensic Services). Protective Services has been particularly successful in obtaining significant funding from the Home Office for introduction of collaborative technologies, including £1.1m for Automatic Number Plate Recognition (ANPR) from the 2013/14 Innovation Fund and over £200k for other system implementation. A Section 22a agreement is in place. (End date: March 2016)

4.2.2 *Management:* The following describes the specific collaborative structures in place within Protective Services:

- a) **Specialist Operations:** This is led by a Superintendent and includes contingency planning and firearms licencing. Full cross-border activity has been enabled since the introduction of the joint STORM system in November 2013; this has allowed full deployment and command/control of Specialist Operations resources across both counties.
- b) **Major Investigations Team (MIT):** The MIT has effectively operated as a joint team since April 2009.
- c) **Forensic Services:** Forensics Services has been running jointly since April 2012, from bases across both counties.
- d) **Serious & Organised Crime:** This Directorate has been running jointly since April 2012 and includes the Technical Support Unit, Economic Crime Unit and Surveillance & Investigations Teams.
- e) **Intelligence:** Two units for intelligence have been collaborated since April 2013; Level One (L1) intelligence which process local intelligence and the second which manages the level two (L2) intelligence functions, including the Covert Authorities Bureau, Confidential Unit, Dedicated Source Unit and Special Branch.

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- 4.2.3 *Location:* Delivery of services is through joint bases located across both Constabularies.
- 4.2.4 *Benefits expected:* CSR 2 plans show benefits of £0.2m outstanding (carried forward from CSR 1). These savings are linked to the FY13/14 scrutiny process and have already been identified.
- 4.2.5 *Delivery plans:* A further review of Protective Services was completed earlier this year as part of a substantial change initiative to remodel and modernise the Command, whilst realising additional savings to address the CSR2 funding gap by FY 2018/19.
- 4.2.6 A series of options were subsequently reviewed by Chief Officers, based on an assessment of threat/risk/harm and the impact of increased collaboration with the Eastern Region for serious and organised crime investigation through the ERSOU+ project (Eastern Region Special Operations Unit).
- 4.2.7 A four-year Protective Services Change Programme has now been established to deliver the required savings and business service and infrastructure changes resulting from those approved options alongside the ERSOU+ proposals.
- 4.2.8 The programme also includes areas of business growth identified in the review as requiring further investment, together with any invest-to-save initiatives being funded through external sources such as the Home Office Innovation Fund.
- 4.2.9 It is anticipated that the level of savings generated through the programme will be sufficient to fund any agreed reinvestment and the short-term costs associated with the ERSOU+ residual local capability requirements, whilst still realising overall savings in the region of £2.3m for the Command by April 2018.
- 4.2.10 A core team, led by a Superintendent, has responsibility for managing the programme and the interdependencies between each of these areas, the Norfolk and Suffolk Local Policing Reviews and other projects currently ongoing across both forces. The team works closely with Chief Officers, the ERSOU+ project team, business leads, practitioners and the PMO to ensure alignment with the wider Norfolk/Suffolk change programme. In conjunction with our HR leads and UNISON, the team will continue to maintain a high level of engagement with those staff directly affected by the changes.
- 4.2.11 The programme will also be cognisant of the objectives set by both Police and Crime Commissioners and the need to ensure that both Forces continue to meet strategic and national policing requirements.
- 4.2.12 The initial tranche of savings and growth proposals identified from the Protective Services Review has recently been progressed through the Norfolk & Suffolk Change Programme. This has realised overall savings of £258k.

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- 4.2.13 The ERSOU+ business cases for a regional Confidential Intelligence Unit and a regional Fraud, Financial Investigation and Asset Recovery service were formally agreed by the six Chief Constables on the 16th May 2014. Norfolk and Suffolk Chief Officers have since also agreed to the establishment of a new Joint Force Intelligence Unit (JFIU) and Joint Force Fraud & Financial Investigation Team (JFFFIT). This will allow both Counties to maintain a reduced level of local capability in both confidential intelligence support and fraud and financial investigation, in order to support the synchronized transition of responsibility from Norfolk and Suffolk to ERSOU. It is intended that local service levels will reduce year-on-year until the ERSOU capability and capacity is sufficiently established to manage all of this work on behalf of each of the regional forces.
- 4.2.14 A period of consultation commenced in July for the Norfolk and Suffolk staff directly affected by the ERSOU proposals and the TUPE transfer of service to Bedfordshire on 1st October. This has included a series of briefings to staff from ERSOU leads, the Joint Head of Protective Services, Directorate Heads, HR and UNISON, followed by a series of individual consultation meetings between staff and HR leads. Staff have been asked to confirm their preferences for redeployment, either with ERSOU or the new JFIU and JFFFIT. The consultation period is due to end in early September when all post changes will be finalised.
- 4.2.15 The final Section 22a agreements for ERSOU+ have been completed and are awaiting sign-off by regional Chief Officers.
- 4.2.16 A recent bid to the Home Office Innovation Fund to support the development of a Joint Data Hub for Norfolk and Suffolk was unsuccessful. The Hub will provide a one-stop-shop service for both forces in dealing with the threat risk and harm posed by cybercrime and emerging technologies. Options for an alternative Hub model with a reduced capability are currently being considered.

5 **Joint Operational**

5.1 **Norfolk and Suffolk 180° Integrated Offender Management (IOM)**

- 5.1.1 Following a multi-agency review, a business case was agreed by Chief Officers and PCCs on 4 December 2013 which recommended the creation of a single Norfolk and Suffolk 180° Integrated Offender Management Unit. A project has been established under the lead of T/ACC Skevington to move this workstream forward.
- 5.2 *Delivery model;* The project is governed by the multi-agency harmonisation working group which reports to the IOM Review Governing Board.
- 5.2.1 *Management;* Led by a police inspector,
- 5.2.2 *Location;* the IOM function will be carried out at four main bases across the two counties. Probation staff, admin support and multi-agency representation will complete the co-located IOM teams.

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5.2.3 *Benefits expected*; No benefits were expected from this project.

5.2.4 *Delivery plans*: ICT issues that emerged, are now almost resolved with Ipswich and Bury probation based offices now operational. The proposed move to a new office within Havenbridge House was abandoned due to Landlord stipulations and associated costs. Gorleston Police Station has been agreed by Chief Officers as an alternative. The move is expected end of August with minor requirement from ICT Dept expected. The Section 22a remains with OPCCs awaiting sign off.

5.2.5 *Finances*; Funds that were identified for ICT capital costs are still awaiting allocation to a budget. Current costs of £5,700 is above one off cost estimate of £4,000 stated in business case.

6 Strategic Back Office Support

6.1 Introduction

6.1.1 This section describes the current position relating to the implementation of the various work streams within what was the Business Support Review (BSR) Change Portfolio. The workstreams listed below are being considered separately to the Organisational Back office which considers the ERP and more traditional support functions.

- Operational Business Support (OBS)
- Information Management
- Performance and Analysis
- Media and Communications
- Corporate Development & Change

6.1.2 A total of £1.4m was carried forward from the CSR 1 change programme.

6.2 Operational Business Support

6.2.1 *Delivery model*: The OBS department has been dismantled and the OBS functions have been reassigned to existing commands as set out below:

- Property – Joint Justice Command;
- Vehicle Recovery – Joint Justice Command;
- Front Counter Services in Suffolk - CCR management (PEOs in Norfolk are already under CCR management);
- Station Admin or Business Support – County Policing Command (CPC) in each force;
- Data Input team to Joint Justice Command.

6.2.2 *Management*: Governance of the change project was through a project board chaired by Ch Supt Bob Scully, Head of Joint OBS. Membership of the board included those commands that are taking on ownership of the various functions, such as Norfolk and Suffolk CCRs and CPCs. As the required savings have been

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delivered and the change plan for the devolvement of functions has been signed-off, the board has now been disbanded.

6.2.3 *Location:* Various sites across Suffolk and Norfolk.

6.2.4 *Benefits expected:* This workstream has now been dismantled. Benefits already completed and delivered in FY14/15 (CSR 2 reporting periods) total £109k. The outstanding balance of circa £200k has been carried forward to the Public Access Strategy work.

6.2.5 *Delivery plans:* The OBS function has been disbanded.

6.3 Information Management

6.3.1 *Delivery model:* Collaboration through a police preferred partnership arrangement. A section 22a is in place.

6.3.2 *Management:* Head of Joint Information Management, Hayley Youngs, in post since September 2013. The rest of the Joint Senior Management Team is now in place (Information Security Manager, Disclosure and Compliance Manager and Records Manager).

6.3.3 *Location:* Delivery through bases in Martlesham and Wymondham.

6.3.4 *Benefits expected:* The benefits expected from this project will largely be delivered as part of the CSR 2 programme.

6.3.5 *Current status:* Planning for the creation of a joint, co-located records management function is underway for Tranche 11. There will be a cost associated with this to cover four additional permanent posts. These posts were approved in the original business case in April 2013. A further piece of work is looking at the Deepstore archive material for Norfolk and Suffolk.

6.4 Performance and Analysis

6.4.1 *Delivery model:* Collaboration through a police preferred partnership arrangement. A section 22a agreement is in place

6.4.2 *Management:* Head of Performance and Analysis started in post in August 2012.

6.4.3 *Location:* Delivery through bases in Martlesham and Wymondham.

6.4.4 *Benefits expected:* Savings of £0.3m carried forward from CSR1 have been delivered early FY14/15. Further savings have been planned in to the CSR2 change programme for this area of work to ensure that a minimum of 25% of the pay budgets have been considered and reduced where possible through collaboration and further efficiencies such as system enablers.

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6.4.5 *Delivery plans:* The new structure is in place with effect from the beginning of April with cost share expected to take place from that date. Crime Registry transferred from Intelligence to Performance and Analysis in June 2014.

6.5 Media and Communications

6.5.1 *Delivery model:* Collaboration through a police preferred partnership arrangement. A section 22a agreement is in place.

6.5.2 *Management:* A head of joint function has been in place since April 2011. This is currently Supt Malcolm Cooke.

6.5.3 *Location:* Delivery through multiple bases across Suffolk and Norfolk.

6.5.4 *Benefits expected:* All benefits expected were delivered and over achieved in the CSR 1 plans. No further savings are planned from this area of business.

6.5.5 *Current status:* Joint structure has been in place since October 2011.

7 Organisational Back Office Support

7.1 Introduction

7.1.1 This section describes the current position relating to the implementation of the various work streams within what was the Business Support Review (BSR) Change Portfolio within the CSR 2 change programme. These workstreams include;

- ICT
- Transport
- Estates & Facilities
- Finance
- HR, including L&D
- Procurement

7.2 ICT

7.2.1 *Delivery model:* Collaboration through a police preferred partnership arrangement. A section 22a agreement is in place

7.2.2 *Management:* Head of Joint ICT, James Close, and joint management team appointed.

7.2.3 *Location:* Delivery through bases at headquarters in Martlesham and Wymondham.

7.2.4 *Benefits expected:* £0.4m has been carried forward from the CSR 1 change programme. Further savings have been planned in to the CSR2 change programme for this area of work to ensure that a minimum of 25% of the pay budgets have been considered and reduced where possible through collaboration and further efficiencies such as system enablers.

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7.2.5 *Delivery plans:* The initial phases of this collaboration are complete. Staffing levels for technical teams remain unaltered to allow for the capacity to support a significant programme of major projects and technology upgrades. A further review of the structure will be undertaken towards the end of 2014 although any proposals may not be implemented immediately and will be dependent upon Local Policing Model Reviews and Long Term Estates Strategy.

7.3 Transport Services

7.3.1 *Delivery model:* Collaboration through a police preferred partnership arrangement. A section 22a agreement is in place.

7.3.2 *Management:* Head of joint function, Mark

7.3.3 *Location:* Delivery is through workshops at Wymondham, Martlesham, Great Yarmouth and Bury St Edmunds and a further workshop at Halesworth is being used for the servicing of motorcycles from both forces. Administrative support is located at Martlesham and Wymondham. A shared ICT system, Tranman, has been implemented.

7.3.4 *Benefits expected:* CSR 1 benefits were achieved in full. Further savings have been planned in to the CSR2 change programme for this area of work to ensure that a minimum of 25% of the pay budgets have been considered and reduced where possible through collaboration and further efficiencies such as system enablers

7.3.5 *Delivery plans:* A joint structure took effect from April 2012.

7.4 Estates and Facilities

7.4.1 *Delivery model:* Collaboration through a police preferred partnership arrangement. A section 22a agreement is in place.

7.4.2 *Management:* Head of Joint Estates and Facilities and joint management team in place. The head is Tony Byam.

7.4.3 *Location:* Delivery through bases in Martlesham and Wymondham.

7.4.4 *Benefits expected:* £0.1 m has been carried forward from CSR1. Further savings have been planned in to the CSR2 change programme for this area of work to ensure that a minimum of 25% of the pay budgets have been considered and reduced where possible through collaboration and further efficiencies such as system enablers

7.4.5 *Delivery plans:* A joint structure took effect from September 2012.

7.5 Finance

7.5.1 *Delivery model:* Collaboration through a police preferred partnership arrangement.

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7.5.2 *Management:* Head of joint function, Peter Jasper.

7.5.3 *Location:* Current delivery across both Suffolk and Norfolk

7.5.4 *Benefits expected:* CSR 1 savings of £0.5m have been carried forward plus an additional £0.1m in relation to the ERP solution. These savings are planned in for post ERP go live (April 15).

7.6 HR (including L&D)

7.6.1 *Delivery model:* Collaboration through a police preferred partnership arrangement. A section 22a agreement is in place.

7.6.2 *Management:* Head of joint function, Rachel Wilkinson.

7.6.3 *Location:* Current delivery initially through multiple sites across Suffolk and Norfolk.

7.6.4 *Benefits expected:* CSR 1 savings of £0.2m have been carried forward along with an additional CSR 2 target of £0.5m

7.6.5 *Delivery plans:* Joint HR has been cost shared since April 2013. Benefits realisation is dependent upon the implementation of the ERP system (April 2015)

7.7 Procurement and Supplies

7.7.1 *Delivery model:* Collaboration through a police preferred partnership arrangement. A section 22 agreement is in place

7.7.2 *Management:* Head of joint function, Len Matthews, in place since April 2012.

7.7.3 *Location:* Delivery initially through multiple sites across Suffolk and Norfolk, with a view to moving to a single co-located site by the conclusion of the programme.

7.2.4 *Benefits expected:* A CSR1 savings target is outstanding for this department of <£0.1m.

7.2.5 *Delivery plans;* Joint Procurement cost shared since April 2013. A single store for Norfolk has been implemented. With effect from 1 April 2014, line management of the Suffolk Printing team has transferred from Corporate Communications and line management of Temporary Print Co-ordinator has also transferred to Procurement and Supplies.

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8 Applications

8.1 Athena Update

- 8.1.1 The delivery of the Athena solution to the Athena Management Organisation (AMO) is still in line with the Final Elements Plan (FEP). The testing of the solution continues as and when new releases are issued by Northgate Information Systems. Essex Police, the reference force, are likely to “go Live” with Athena operationally in the first quarter of 2015. For both Suffolk and Norfolk the local implementation team is continuing to support the AMO wherever practicable.
- 8.1.2 Corporate Development and Change have provided a Project Manager to facilitate the alignment of the business change elements of the Athena delivery across the key command areas within Norfolk and Suffolk Constabularies.
- 8.1.3 Back Record Conversion for all founder forces remains a major challenge with the possible options currently being evaluated.

8.2 ERP Implementation

- 8.2.1 The Constabularies have purchased an ERP system to support Human Resources, Duties, Finance, Procurement and Payroll. The ERP will assist joint working and improve the efficiency of support departments to enable savings to be realised. The t-Police solution, which has been designed specifically to streamline back office delivery in policing, is being supplied by Capgemini. The contract for this work was signed by PCCs in November 2013. The project began on 7 April and the system will go-live in April 2015.
- 8.2.2 The project is in the familiarisation, install and test phase, which is on target to be completed at the beginning of August 2014.
- 8.2.3 On target for this phase, the hardware has been commissioned and the suppliers have facilitated 38 workshops to help the Constabularies understand how t-Police works. The workshops have also provided the suppliers with the information they need about the Constabularies to build t-Police.
- 8.2.4 Following the workshops, the suppliers have now built t-Police for Norfolk & Suffolk and are finalising technical testing of the system, reviewing the first round of migrated data and testing interfaces to other systems.
- 8.2.5 Intense data migration activity is currently underway; this is complex and highly skilled work which is being resourced by ICT and external contractors who are fully focussed on extracting, transforming and loading data in readiness for User Acceptance Testing in the Autumn.

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8.3 Mobile Computer Working

- 8.3.1 Following a successful trail of 4 Toughbooks with a new build to support enhanced functionality in mobile computing, 50 Toughbooks were deployed in a pilot/trial commencing 16 June.
- 8.3.2 The new build has taken on board feedback from the earlier trial and delivers off-line and then synchronisation capability of documents and forms where full 3G connectivity is not available; this off-line capability includes Witness Statements.
- 8.3.3 In addition, with Wifi installed in four key stations, officers have the ability to synchronise outside of the station and the capability to use home Wifi with the owner's permission, which provides internet access and the ability to enter a crime, further enhancing officer effectiveness.
- 8.3.4 The deadline for pilot feedback was 23 July; the feedback will be reviewed by key stakeholders at an evaluation/lessons learnt session, facilitated by Corporate Development and Change on 15 August, to review the success of pilot and along with any proposals to initiate a project to deliver Mobile Computer Working across Norfolk and Suffolk.

9 Norfolk Change

9.1 Norfolk Policing Review

- 9.1.1 Delivery Model: Norfolk Policing Model
- 9.1.2 Management: Norfolk Challenge Team/Local Policing Command
- 9.1.3 Location: Countywide
- 9.1.4 Benefits expected: £7.3m by 31 March 2018
- 9.1.5 Delivery Plans: Phased implementation. Year 1 on track for completion. Safeguarding and Investigations department created. Resources reoriented to vulnerability. Priority Neighbourhoods re-established. PCSO natural reductions on track. Grade C Diary Car implemented successfully. DUTY Inspector Pilot commenced in late July.

9.2 Mental Health

- 9.2.1 Delivery Model: Co-located Multi-agency team in the Contact and Control Room.
- 9.2.2 Management: No changes in organisation management proposed.
- 9.2.3 Location: OCC Wymondham

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9.2.4 Benefits expected: Demand reduction. Improved customer service.

9.2.5 Delivery Plans: PID being created by project manager following pilot and successful bid for funds.

9.3 Family Focus

9.3.1 Delivery Model: Co-working teams with the Operational Partnership Teams and the Norfolk County Council Family Focus Practitioners

9.3.2 Management: Norfolk County Council

9.3.3 Location: Countywide

9.3.4 Benefits expected: Demand Reduction

9.3.5 Delivery Plans: Recruitment of six dedicated Family Focus PCSOs ongoing to join the Operational Partnership teams and assist Norfolk County Council with this government funded programme.

9.4 Other Workstreams:

- CCR(Norfolk)
- PEOs
- Norfolk Admin Review
- Norfolk Exec Support Review
- Norfolk Fire Service

9 Suffolk Change

10.1 Suffolk Policing Review

10.1.1 Terms of Reference have been agreed for the Suffolk Change Programme Board which will be chaired by the Deputy Chief Constable Wilson. This will provide governance for the current three project boards: Suffolk Local Policing Review; Suffolk Partnership change and a 'bespoke work stream projects'.

10.1.2 The Suffolk Local Policing Review project board is chaired by Assistant Chief Constable Skevington and has developed five work streams, Contact and Control Room; Partnerships and Safer Neighbourhoods; Neighbourhood Response: Protecting Vulnerable Persons; Criminal Investigation and Proactivity.

10.1.3 Terms of Reference have been developed for each work stream which will focus on demand reduction activity and improving efficiency in order to make cashable and non-cashable efficiency savings.

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10.1.4 The review will focus on a six stage change process from option identification through to option appraisal; business case; statutory consultation; implementation and post implementation review.

10.1.5 A number of options have been identified in phase one; option identification, which will be subject of appraisal and initial consideration to contribute to the funding deficit. This will include reduction of 63 posts from local policing.

10.2 Community Safety and Partnerships

10.2.1 At the recent Public Sector Leaders and Suffolk Chief Executive Group Meetings further support was given to working in partnership to address local demand through development of joint working opportunities and co-location in multi-agency hubs.

10.2.2 This ambition would include development of existing good practice including Lowestoft Rising: Suffolk Family Focus: Mental Health Partnerships and Substance Misuse Initiatives.

10.2.3 Safer Neighbourhood and Operational Partnership Teams would be included within the scope of this partnership work as part of redesigning local policing. Development of this approach has been included within the Suffolk Local Policing Review work stream and a countywide project team is being set up to ensure all relevant public sector and voluntary agencies are included.

10.3 Suffolk Fire Service

10.3.1 Delivery Model: Using Transformation Challenge Award funding the partnership with Suffolk Fire and Rescue Authority has reviewed opportunities to share further police and fire premises. This work identified a further 7 premises suitable for shared arrangements, Woodbridge, Felixstowe, Beecles, Stowmarket, Landmark House, Mildenhall and Saxmundham.

10.3.2 A successful bid to the Home Office Innovation fund has resulted in an award for funding being made for a joint fire / police station at Woodbridge. Further bids to support the wider programme have been made to the Department of Communities and Local Government Innovation Fund.

10.3.3 A wide range of benefits both cashable and non-cashable have been identified including:

- Asset realisation
- Avoidance of maintenance and upgrade costs
- Opportunity to undertake required improvements, ICT updates, improve resilience, security and new technologies
- Sharing/reduction of ongoing maintenance costs
- Reduction of revenue costs for utilities, rates

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- Reduced carbon footprint and energy costs
- More efficient use of under-utilised property
- More efficient utilisation of PFI assets
- Reduced cost delivery models, allowing organisations to maintain community presence where budget efficiencies may have otherwise not permitted

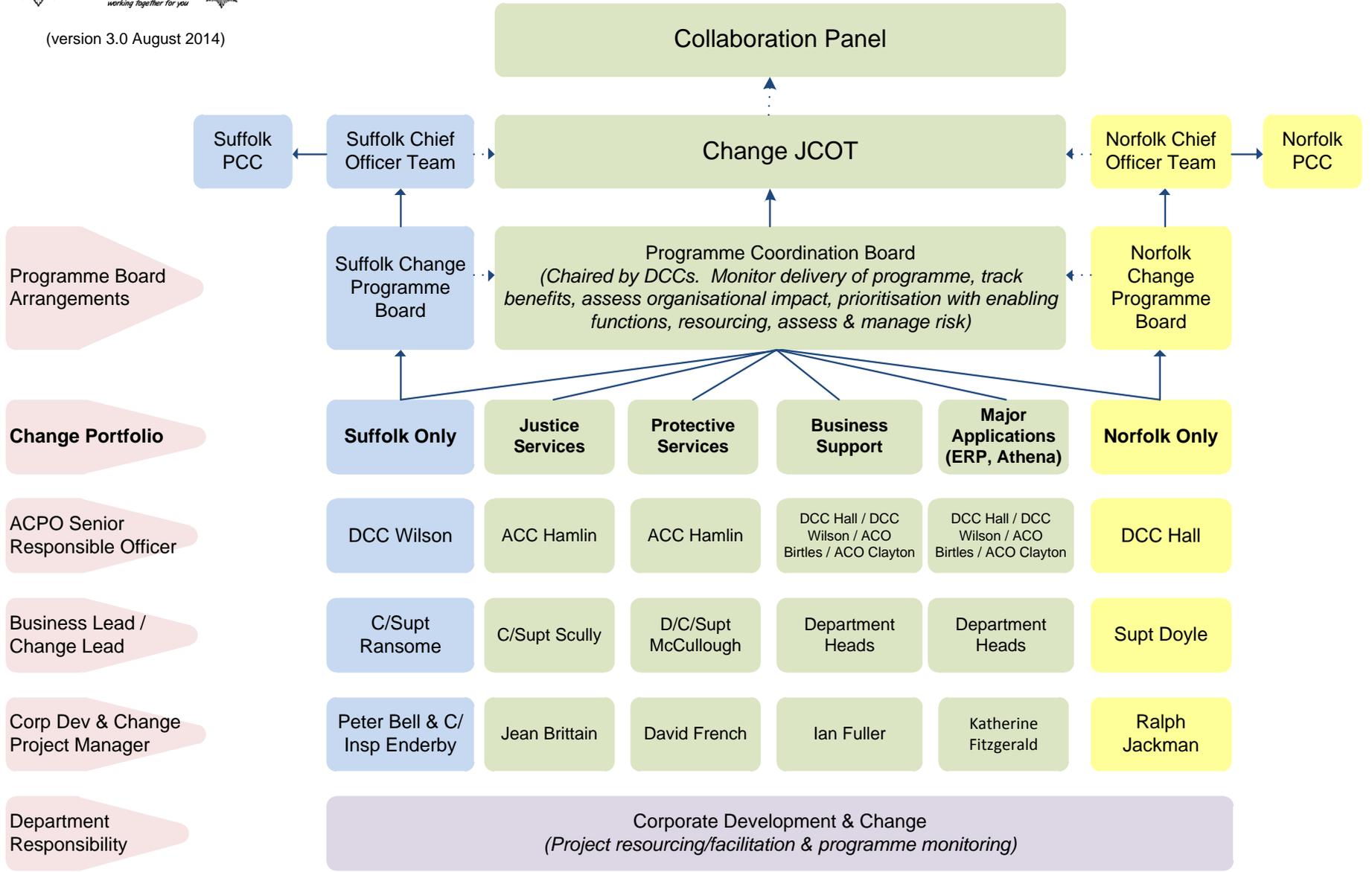
10.3.4 Non-cashable benefits include:

- Public reassurance and Service accessibility through continuing blue-light community presence
- Joint approach to local youth engagement and diversion schemes
- Support of collective blue-light local community initiatives
- Developing staff relationships, improving understanding of response capabilities and improved/joint operational response
- Public Access – fire/police staff able to facilitate public engagement on behalf of each Service and station access and facilities are significantly improved
- Shared intelligence – locally-based staff sharing information about local risks and community engagement
- Shared training – staff training together locally and in multi-agency situations in accordance with JESIP principles

10.3.5 Management: This programme of works will be managed through regular partnership management meetings and delivered through the Suffolk Change Programme Board.

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Change Programme Governance Structure



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