



OFFICE OF THE POLICE & CRIME  
COMMISSIONER FOR NORFOLK



**Suffolk Police and  
Crime Commissioner**

*Making Suffolk a safer place to live, work, travel and invest*

**ORIGINATORS:  
DCC HALL & DCC WILSON**

**PAPER NO. NS14/23**

**SUBMITTED TO: NORFOLK AND SUFFOLK COLLABORATION PANEL  
3 DECEMBER 2014**

**SUBJECT: NORFOLK AND SUFFOLK CHANGE PROGRAMME PROGRESS REPORT**

**SUMMARY:**

1. This report provides a detailed account of the on-going change programme for both the CSR 1 reporting period (01<sup>st</sup> April 2011 – 31<sup>st</sup> March 2014) and for the current CSR 2 reporting period which commenced on the 01<sup>st</sup> April 2014. It includes a breakdown of the HR establishment numbers in each force working in collaborated units.

**RECOMMENDATION:**

1. For information.

## **DETAIL OF THE SUBMISSION**

### **1. KEY ISSUES FOR CONSIDERATION:**

- 1.1 The report attached at Appendix A provides an update on the Norfolk and Suffolk Change Programme. The report details the progress with implementation of the Programme, the savings position to date, progress in terms of delivery against the business cases and any subsequent changes, and timescales for delivery of the business cases.

### **2. FINANCIAL IMPLICATIONS:**

- 2.1 Appendix A provides details of the financial impact of the Change Programme against each of the Change Portfolios in terms of expected benefits.
- 2.2 There are no further financial implications from this report.

### **3. OTHER IMPLICATIONS AND RISKS:**

- 3.1 There are no other implications or risks arising from this report.

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>PLEASE STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	<b>NO</b>
Has financial advice been sought on this submission?	<b>NO</b>
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	<b>NO</b>
Have human resource implications been considered?	<b>YES</b>
Is the recommendation consistent with the objectives in the Police and Crime Plans?	<b>YES</b>
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	<b>N/A</b>
Has communications advice been sought on areas of likely media interest and how they might be managed?	<b>NO</b>
Have all relevant ethical factors been taken into consideration in developing this submission?	<b>N/A</b>

<b>Subject:</b>	Norfolk and Suffolk Change Programme Progress Report
<b>Date:</b>	November 2014
<b>Prepared by:</b>	DCC Hall and DCC Wilson
<b>Commissioned by:</b>	Joint Chief Officer Team

### Executive Summary

This report provides a detailed account of the on-going change programme.

For completeness a summary of the final savings realised under CSR 1 is shown below. The reporting period for CSR 1 was 01<sup>st</sup> April 2011 – 31<sup>st</sup> March 2014.

<b>Business Area</b>	<b>Savings Achieved (£m)</b>	<b>Re-investments made (£m)</b>	<b>Net Savings (£m)</b>
Business Support	8.6	-0.1	8.5
Operational Collaboration	1.2	0.0	1.2
Protective Services	7.5	-0.1	7.4
<b>Total</b>	<b>17.3</b>	<b>-0.2</b>	<b>17.1</b>

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, which commenced on the 01<sup>st</sup> April 2014. Included within the CSR 2 plans are the carry forward of projects identified above.

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

# 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.

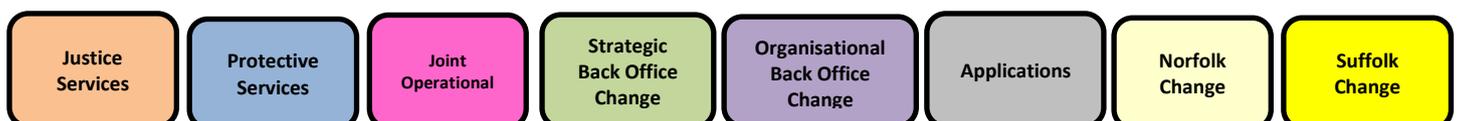
2.2 Performance information for collaborated departments is not included as these are reported by the Departmental Heads to the PCCs' Performance Panel meetings.

2.3 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.

2.4 The Corporate Development and 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.

2.5 Corporate Development and 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.

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



### **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.

#### **3.2 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.

#### **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.m 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. A proposal is being developed for changes to the operating model of the Joint Identification Unit which sits under the command of the CIU; this is in response to some service delivery issues identified following a review of the 2012 business case and the need to introduce a smarter working model. This is cost neutral.

## **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.

4.1.2 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.

4.1.3 *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)

- 4.1.4 *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.
- 4.1.5 *Location:* Delivery of services is through joint bases located across both Constabularies.
- 4.1.6 *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.
- 4.1.7 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).
- 4.1.8 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.
- 4.1.9 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.
- 4.1.10 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.

- 4.1.11 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.
- 4.1.12 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.
- 4.1.13 The initial tranche of savings and growth proposals identified from the Protective Services Review and progressed through the Norfolk & Suffolk Change Programme, has realised overall savings of £258k. Work is underway on the next change tranche, with further savings in the region of £670k anticipated for the Command.
- 4.1.14 Alongside this, the Programme Team are continuing to scope other areas within Protective Services for potential savings opportunities and to determine feasibility. Any subsequent proposals are submitted to JCOT for consideration, prior to being progressed to full business cases.
- 4.1.15 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.
- 4.1.16 In respect of the new Regional Economic Crime and Confidential Units, the consultation period for Norfolk and Suffolk staff directly affected by the ERSOU proposals has now ended. A total of 6 staff (3 from each Force) will have their employment with Norfolk and Suffolk terminated on 30th September, prior to their TUPE transfer to Bedfordshire Police on 1st October. Appointments are also progressing ahead of that date for those staff in the new JFIU and JFFFIT functions.
- 4.1.17 For those staff who have not taken up a position in ERSOU or either of the new local functions, their employment with Norfolk and Suffolk will also terminate on 30<sup>th</sup> September prior to their transfer to Bedfordshire on 1<sup>st</sup> October. However, agreement has been reached between both Forces and ERSOU that those staff will still remain in their present Norfolk and Suffolk locations for up to a further 6 months but as Bedfordshire employees. This will help ease the transition from local to regional capability.

- 4.1.18 Of the remaining capability areas, business cases have now been received from ERSOU for regional Undercover Foundation and Business Support functions. Feedback on both documents has been submitted to ERSOU by Force practitioners and we await revised papers. The business case for regional Technical Surveillance has been delayed indefinitely.
- 4.1.19 The final section 22a agreements for ERSOU+ have now been signed-off by regional Chief Officers.
- 4.1.20 A recent bid to the Home Office Innovation Fund to support the development of a Joint Cybercrime 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 still being considered.
- 4.1.21 A programme of work to enhance our joint ANPR capability continues to progress following a successful bid to the same fund earlier this year. A new joint Back Office Facility (BOF) has now been purchased with a proposed go-live date of February 2015. The roll out of new static/blue pole cameras and the procurement of additional mobile cameras are both underway.
- 4.1.22 Alongside the recently established joint ANPR Intelligence Hub, provision has also been made for additional dedicated ANPR resource to be based in both Forces' CCRs. These posts will be key to establishing an effective and sustainable operating model that will fully exploit the new ANPR technologies, the resulting improvements in the quality of ANPR intelligence and the increase in potential investigative opportunities across both Counties.

## **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.
- 5.2.3 *Benefits expected;* The project will increase the effectiveness and efficiency with which offenders are rehabilitated.
- 5.2.4 *Delivery plans;* All proposed physical relocations have now completed for all sites with the move to Gorleston police station 23/09/14. Access to the internet via broadband is being scoped for probation by ICT. Work is continuing to finalise the Section 22a agreement.

5.2.5 *Finances*; Norfolk 1 FTE Sergeant post offset. 2 FTE Suffolk Sergeant offset agreed.

ICT capital costs have been allocated to the IOM budget. Final ICT project costs to be provided by ICT once solution to Gorleston probation needs known.

## **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 and Change

### **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 C/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 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 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 have been delivered in 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.
- 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.
- 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.

## **6.6 Corporate Development & Change**

- 6.6.1 *Delivery model:* Collaboration through a police preferred partnership arrangement. A section 22a agreement is in place.
- 6.6.2 *Management:* A head of joint function has been in place since December 2011.
- 6.6.3 *Location:* Delivery through bases in Martlesham and Wymondham.
- 6.6.4 *Benefits expected:* Overall savings target of £1,633k. £935k realised up to September 2014. Further £186k planned to be achieved as part of Tranche 10. £512k remaining savings target to be achieved as part of CSR2 change programme.
- 6.6.5 *Current status:* Joint structure has been in place since December 2010.

## **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. The departments listed below are now the subject of the Organisational Change element of the ERP project. These workstreams include;

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

7.1.2 In order to realise the envisaged benefits that will be enabled by the new ERP technology it is necessary to transform the business support functions and how they operate. Since April, further thoughts have been developed by Chief Officers and Department Heads and the project is underway to develop a new target operating model (TOM).

### **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 is outstanding. 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.

7.2.5 *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 Davy

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:* 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 is outstanding. 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.

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:* Savings of £0.5m are outstanding, 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:* Savings of £0.2m are outstanding, along with an additional CSR 2 target of £0.5m related to the go live of the ERP solution.

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 small savings target of <£0.1 m is outstanding and assumed to be realised post ERP go live.

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.

## **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 planning to “go Live” with Athena operationally in February 2015 and have commenced their training schedule. 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. The project

sponsor DCC Hall has also assigned Superintendents across both forces to lead the key work streams of change (Crime Investigation, Intelligence, Custody & Case and general users)

- 8.1.3 Back Record Conversion for all founder forces remains a major challenge with the possible options still 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 and is on track to go-live in April 2015.
- 8.2.2 The project familiarisation, install and test phase, was completed on time in August 2014. This included completion of the build of t-Police for Norfolk & Suffolk, finalising technical testing of the system and reviewing the first round of migrated data and testing interfaces to other systems.
- 8.2.5 Intense data migration activity in readiness for the start of User Acceptance Testing on 6<sup>th</sup> October, is nearing completion. Preparation for User Acceptance Testing also includes setting up of test suites in Norfolk and Suffolk, preparation of test plans, scenarios and test scripts by business leads and the project team.
- 8.2.6 The Organisational Change Workshops, which will design streamlined joint business processes to make best use of t-Police, will commence mid–November 2014.

## **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 pilot was then extended to also trial a setup currently used in Hertfordshire police, which gave officers greater connectivity and received positive feedback for the pilot group.
- 8.3.5 The evaluation was therefore postponed to enable gathering of feedback from officers who had taken part in the extended trial. The evaluation session, facilitated

by Corporate Development and Change, took place on 28 September. The output of the review and recommendations will be the subject of a Joint Chief Officer meeting paper in October 2014.

## **9 Norfolk Change**

### **9.1 Norfolk Fire Service**

- 9.1.1 Delivery Model: To be Determined
- 9.1.2 Management: Norfolk Challenge Team/Norfolk Fire Service
- 9.1.3 Location: Various
- 9.1.4 Benefits expected: Non-cashable efficiencies
- 9.1.5 Delivery Plans: Co-location of resources, Shared premises, other areas being scoped.

### **9.2 Norfolk Policing Review**

- 9.2.1 Delivery Model: Norfolk Policing Model
- 9.2.2 Management: Norfolk Challenge Team/Local Policing Command
- 9.2.3 Location: Countywide
- 9.2.4 Benefits expected: £7.3m by 31 March 2018
- 9.2.5 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 reduction continuing. Year 2 planning underway.

### **9.3 Mental Health**

- 9.3.1 Delivery Model: Co-located Multi-agency team in the Contact and Control Room.
- 9.3.2 Management: No changes in organisation management proposed.
- 9.3.3 Location: OCC Wymondham
- 9.3.4 Benefits expected: Demand reduction. Improved customer service.
- 9.3.5 Delivery Plans: PID and Operating Model being created by project manager following pilot and successful bid for funds.

### **9.4 Family Focus**

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

9.4.3 Location: Countywide

9.4.4 Benefits expected: Demand Reduction

9.4.5 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.

## **9.5 CCR(Norfolk)**

9.5.1 Delivery Model: Reduced additional capability within CCR

9.5.2 Management: Norfolk Challenge Team

9.5.3 Location: OCC, Wymondham

9.5.4 Benefits expected: £562k

9.5.5 Delivery Plans: Tranche 10 Collective Consultation ongoing.

## **9.6 PEOs**

9.6.1 Delivery Model: To be determined

9.6.2 Management: Norfolk Challenge Team

9.6.3 Location: Countywide

9.6.4 Benefits expected: £360k

9.6.5 Delivery Plans: Detailed design, business case and HR Change Plan to be completed by the end of October.

## **9.7 Norfolk Admin Review**

9.7.1 Delivery Model: Reduced Administration Support Countywide

9.7.2 Management: Norfolk Challenge Team

9.7.3 Location: Countywide

9.7.4 Benefits expected: £213k

9.7.5 Delivery Plans: Tranche 10 Collective Consultation ongoing.

## **9.8 Norfolk Exec Support Review**

9.8.1 Delivery Model: Reduced Executive Support

9.8.2 Management: Norfolk Challenge Team

9.8.3 Location: OCC, Wymondham

9.8.4 Benefits expected: £128k

9.8.5 Delivery Plans: Tranche 10 Collective Consultation ongoing

## **10 Suffolk Change**

### **10.1 Suffolk Policing Review-**

10.1.5 The Review entered the Option Appraisal Phase for four of its workstreams: Contact and Control Room; Partnerships and Safer Neighbourhoods; Neighbourhood Response; and Criminal Investigation and Proactivity. For each of them, a range of options for post reductions has been considered by the Suffolk Local Policing Review Project Board and the Suffolk Change Programme Board.

10.1.6 As a result, two of the workstreams: Safer Neighbourhoods and Neighbourhood Response have also now entered the Business Case Phase, with finance and establishment baselines having been agreed and business cases drafted ready for consideration and possible approval.

10.1.7 The Project Board also decided that three further business cases from these same two workstreams and Criminal Investigation and Proactivity would also be scheduled for consideration during the current tranche of changes. These options together will achieve the required reduction of 63 posts from local policing.

10.1.8 Two additional business changes have also been scheduled for consideration during a subsequent tranche of change in the new year. One will be from the existing Contact and Control Room workstream and the other, regarding Student Support Officers, from a separate Learning & Development workstream, which is still in the Option Identification Phase.

10.1.9 To enable the business transformation element of these changes, three supervisory officers from the County Policing Command and a support staff manager have been seconded onto the Review. They will work, within the existing workstreams, with senior officers, business leads, partner organisations and project teams to assist in the successful delivery of change initiatives.

### **10.2 Community Safety and Partnerships**

10.2.1 Work is being progressed through the Partnerships and Safer Neighbourhoods workstream of the Suffolk Local Policing Review to develop options with partners for the creation of a single multi-agency Community Safety Unit. A Chief Inspector, in her role as Transformation Team Lead, has been appointed to carry out this work.

### **10.3 Suffolk Fire Service**

10.3.2 The successful bid to the Home Office Innovation fund has resulted in an award being made of £413k for a fourth joint fire / police station at Woodbridge. A Further bid to support the wider police and fire programme has been made to the Department of Communities and Local Government Innovation Fund.

## 11 Profile of Joint Units

11.1 The following table shows the proportion of officers and staff in Joint Departments and Commands, both currently and the projected position once the Tranche 11 business cases are implemented (if approved).

Police Officers			Police Staff		
Joint Unit Establishment			Joint Unit Establishment		
	Current Position (October 2014)	Position after Implementation of Tranche 11 Business Cases		Current Position (October 2014)	Position after Implementation of Tranche 11 Business Cases
Norfolk (FTE)	397.5	387.5	Norfolk (FTE)	510.3	550.61
%	56.95%	55.84%	%	52.85%	53.55%
Suffolk (FTE)	300.5	306.5	Suffolk (FTE)	455.22	477.52
%	43.05%	44.16%	%	47.15%	46.45%

# Change Programme Governance Structure

