

Department / Command	Assessment of levels of performance	Significant risks arising within Department / Command	Significant resourcing issues relating to current or future service delivery	Plans to review or change the service and impact for Suffolk on staffing levels, finance and service delivery
<p>Protective Services (PSC)</p>	<p>PSC are maintaining performance and the ability to flex with demand, whilst delivering a comprehensive change programme.</p> <p>Opportunities to achieve further efficiency savings continue to be identified and delivered. The PSC capability and capacity to respond to national policing requirements is considered through change processes.</p>	<p>The combined effect of local policing reviews, Job Evaluation, Athena and the ERSOU regionalisation programme are recognised. Threats to critical service continuity have been identified and mitigation plans drafted.</p> <p>Athena requires additional administration for essential management of intelligence. Staff have been recruited on a temporary basis to reduce the operational threat of intelligence backlogs. The Athena Project maintains its impetus under D/C/Supt McCullough who will report on progress to JCOT.</p> <p>Implementation of ISO 17025 for Digital Forensics is due 2015/2016. Internal structures are in place and work has commenced with existing resources based on the model used within Forensic Services. The resourcing demands are reviewed through each phase of implementation.</p>	<p>PSC Change Programme has interdependencies with other reviews across Norfolk and Suffolk. It is likely there will be compounded risks as reductions are implemented across business areas. This risk is offset by Operational Commanders and Change teams challenging each other's plans based upon their intended change programmes.</p> <p>Resourcing of administrative functions for processing intelligence in Athena will be reviewed at set periods, drawing upon the lessons learnt from Essex Constabulary.</p>	<p>Robust PSC Change Programme is in place and delivered in tranches aligned with other organisational reviews and regional change programmes.</p> <p>The Chief Constables of Eastern Region have agreed proposals to strengthen Eastern Region Special Operations Unit (ERSOU):</p> <ul style="list-style-type: none"> • Undercover Foundation (UCF) - capability to coordinate and deliver regionally. ERSOU working with Federation to agree process for officer recruitment. • TSU Level 2 & 3 – delivered regionally and a growth in capability for Norfolk/Suffolk with no proposed reductions in local establishment. • Covert Authorities Bureau (CAB), Telecom SPOC, Authorising Officer (AO) - adoption of a regional model but only when integrated workflow solution can be introduced at an acceptable cost to forces. Work ongoing with no timeframe. • Operational Surveillance and Investigation teams – no decisions have been made. <p>Engagement with Staff Associations, Federation and HR Appropriate consultation processes will commence in force.</p>

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Joint Criminal Justice (CJ)	No issues to report by exception.	<p>Implementation of Transforming Summary Justice TSJ (national programme) commenced in Norfolk and Suffolk on 13 April 2015 in conjunction with other CJ agencies. This has required significant process change for police and other agencies in Magistrates Courts cases. Risk has been managed.</p> <p>Digital Shared Suite (preparation of digital court files) went live in February 2015 and has been well received and is an interim step pending Athena implementation. It also links to TSJ implementation.</p> <p>Further development of digital working, i.e. Live Links (including SARCs) and Virtual Courts, has gone live April and May respectively with the roll out plan for virtual courts extending into July. This links to the implementation of TSJ and centralised remand courts.</p> <p>Implementation of Athena (case and custody) will present challenges and opportunities to the command in terms of process redesign and working practices. Experience from Essex implementation will help manage the risk in Norfolk and Suffolk</p>	Nothing significant to report, other than the challenge to recruit to vacancies in order to maintain business as usual, taking into account the need to accommodate the organisational change process and the impact on staff across the organisation	<p>Central Ticket Officer / Safety Camera Partnership change (Phase 2 of CJ reform) has now moved to implementation stage and was completed in June 2015.</p> <p>Phase 3 of CJ Reform is planned post Athena go-live this year to generate the further savings required in the force programme. It is also anticipated that a smaller Phase 3A will be included in Tranche 13</p>

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Estates and Facilities	No exceptions to report at this time.	Resourcing required enabling the department to cope with the volume of approved estates projects.	<p>The approval of the DCLG grant for seven more shared fire/police station projects in addition to the work to resolve the future of the HQ complex at Martlesham will place significant additional demand on the joint function over the next 2-3 years.</p> <p>At the same time the Department is progressing several major estates projects across Norfolk, hence resources are stretched.</p>	<p>Over the same period of time there are plans to reorganise this Department as part of the Target Operating Model for six business support functions, hence this will bring an amount of disruption.</p> <p>There may be a consequential risk of levels of staff turnover being too high, which could cause service delivery failings.</p>
Human Resources	No exceptions to report at this time.	There are currently risks around levels of resourcing in HR associated with the delivery of Tranche 12 of the change programme (and associated savings targets for HR) at the same time as Job Evaluation and managing the impact of the ERP Go Live.	No exceptions to report at this time.	Currently in a change Tranche 12 to meet savings target with implementation in October 2015.
Information Management	Statutory performance continues to be in a good position.	<p>The risk of non-compliance with the Statutory Code of Practice on the Management of Police Information (MoPI) and Guidance remains in respect of the Review, Retention and Disposal (RRD) of Force Information in view of the sheer volume of information held.</p> <p>Work is progressing in-house (with ICT) to develop an automated solution to support the Records Management Unit deliver RRD compliance.</p>	Increasing demands for the disclosure of information to support partnership working are being monitored.	The Department is progressing the procurement of a Joint Case Management System to improve the level of service in respect of cases that involve information disclosure, complaints/compliance and incident management cases across a joint Department.

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Transport Services	National Association of Police Fleet Managers Benchmarking results have been made available. Consultant's summary reads 'A very good set of results with Suffolk above the national averages in nearly all KPIs'.	No exceptions to report	No exceptions to report	Business case being written with Corporate Development and Change regarding future delivery of Transport Services. Likely inclusion within Tranche 13.
ICT	No exceptions to report at this time.	<p>Inability to attract suitably skilled staff in to vacant posts.</p> <p>Current constabulary rates of pay for technical staff are not commensurate with current market rates.</p> <p>Job evaluation will not resolve the issue but the implementation of the Market Supplement policy will hopefully resolve the problem.</p>	<p>Due to the issues surrounding the inability to attract skilled staff to vacant posts, the delivery of the ICT programme is at risk given the continuing extensive change programme across the two forces.</p> <p>Business as usual work has been cut back to ensure the delivery of prioritised projects but the impact of this is that equipment on the front line will not be repaired as quickly as normal due to reduced capacity.</p>	No exceptions to report at this time.

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<p>Joint Performance & Analysis</p>	<p>No exceptions to report at this time.</p>	<p>Athena data synchronisation – There still remains a risk regarding the inability to synchronise Athena data with local ibase warehouse from day 1 of Athena. This will increase the amount of time taken for analysts to do certain tasks & may prevent some tasks from being undertaken. Work continues locally and with the Athena Management Organisation to assess possible options for a solution for Suffolk and Norfolk and with the wider Athena forces. Although a solution will be developed, this will not be in place for go live on October 5th. The Athena Project Board and JOIG are aware and are tracking the issue and associated mitigations.</p> <p>Impact of not back record converting to Athena – Source systems will not be back record converted on to Athena, and in time legacy systems may be removed from service. This will place a significant burden on JPAD having to search, extract and format data to support research, analysis and data provision. Mitigations include ongoing discussions with ICT to minimise impact on legacy data access (outside of Athena) and the adaption of core products due to access difficulties.</p>	<p>If both risks identified above are not mitigated then additional resources will be needed to maintain service provision.</p>	<p>No exceptions to report at this time.</p>

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<p>Joint Procurement</p>	<p>No exceptions to report at this time.</p>	<p>The Business Case for the move of the Printing function from Media and Comms to Procurement and altering the PFI contract is progressing slowly with a target of it being completed by the end of August likely to be missed.</p>	<p>No exceptions to report at this time.</p>	<p>The Home Office led Collaborative Law Enforcement Procurement (CLEP) programme is now gearing up and is examining the future procurement strategies across a range of categories. Dependent on the outcome and future frameworks / contracts this could impact the way that goods and services are procured.</p> <p>The Commercial Team is developing its internal service delivery to have greater involvement in departmental business planning and commissioning of services rather than a traditional re-tendering process with an increasing emphasis on contract management and supplier relationship management.</p> <p>The Business Case for the move of the Printing function from Media and Comms to Procurement and altering the PFI contract is progressing slowly with a target of it being completed by the end of August likely to be missed.</p> <p>Stores and centralised uniform storage and delivery has been concentrated to a single site with self-service electronic ordering of uniform from a catalogue successfully implemented. The option to adopt a National Uniform Managed Service, the tender for which will shortly be completed, will be reviewed in early 2016.</p>

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Joint Media & Comms	No exceptions to report at this time.	<p>Suffolk intranet aged and starting to fail; poor user experience; increasing requests for fixes/service into Corporate Communications and ICT.</p> <p>Existing force website software becoming increasingly vulnerable with age and can no longer meet all mandatory requirements to feed information into www.police.uk</p>	<p>Department and Suffolk news team remain under strength. Recruitment processes on-going.</p> <p>Commencement of replacement websites project and/or intranet project will begin to impact on delivery of day to day services, particularly design/video work by digital media team as work to edit and generate fresh content begins.</p>	No exceptions.
Joint Professional Standards Department	No exceptions to report at this time.	<p>Changes to police regulations mean that officers under investigation for gross misconduct, or misconduct where there is a live final written warning, will not be allowed to resign or retire. This will result in more hearings. It is estimated that there may be as many as three times as many hearings and this will have a resource impact on PSD, superintendents and the executive. In addition to this, from 1 May 2015 hearings are to be held in public (there are none planned at this time) and from 1 Jan 2016 a legally qualified chair will replace the chief officer on the hearing panel. Further legislative changes are expected with the election of the conservative government.</p>	<p>There will be a significant resource implication for the increase in hearings and the administration of public hearings with legally qualified chairs.</p> <p>The joint PSD has taken on the managed investigation of 49 cases that have been referred to the IPCC by Essex Constabulary relating to the investigation of child abuse. There is likely to be an ongoing resource requirement for this investigation for another 12 months. Chief officers are aware of the demand and are supporting the investigation with additional resource where required.</p>	No exceptions.