

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
Protective Services (PSC)	<p>PSC continues to adapt to service the demands of a shift in policing priorities. The Command is versed in managing threat issues and seeking opportunity to mitigate and interdict.</p> <p>The Road Casualty Reduction Team (RCRT) continues to perform at a high standard concentrating on the 'fatal four': Drink Driving, Speeding, Mobile Phone offences, Seatbelt offences.</p>	<p>The implementation of the ISO 17025 for digital forensics approaches for the Digital Forensics Unit. A pre-assessment has taken place by United Kingdom Accreditation Service (UKAS) which has identified 60 actions for resolution by full inspection which is anticipated January 2017.</p> <p>HOLMES version 16 has been implemented across Suffolk and Norfolk. The new system continues to present some challenges.</p> <p>Work to expand quality accreditation to ISO 17025 in the Fingerprint Bureau (and in Digital Forensics) and ISO 17020 across CSI continues at a pace to meet the time scales set by the Forensic Science Regulator. This is a significant overhead for managers and supervisors and may require additional support going forward.</p>	<p>Four potential future Senior Investigating Officers (SIO) have been identified through an in-house Development Assessment Programme. Development plans have been agreed with each and attachments to JMIT are envisaged early Autumn.</p> <p>The Intelligence directorate are working with the College of Policing to implement the Intelligence Professionalisation Programme (IPP).</p>	<p>The recommendation from the HMIC national thematic inspection of Firearms Licencing, regarding the completion of a Risk assessment by GPs, is being actioned nationally. This has caused issues as no additional funding has been made available to GPs or the Police to facilitate this work. The Constabulary are meeting with the GPs to resolve the issue.</p>

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Justice Services (JS)	No issues to report by exception.	<p>Pre charge bail management</p> <p>Changes to police bail are included in a Bill before Parliament and are expected to be enacted in April 2017. The significant element of change is judicial oversight for pre charge bail periods beyond a short basic period. These reforms will tighten controls on the use of bail:</p> <ol style="list-style-type: none"> (1) A presumption that there would be a release without bail (2) Any pre charge bail would be limited to 28 days and be authorised by an inspector; (3) Beyond this period would require a Superintendent's authority; (4) Beyond three months would require judicial oversight from the Magistrates' Court. <p>Inter-agency work led by the LCJB is assessing the impact of the anticipated changes across the CJS. For the police it is expected to have an impact on custody staff; the role of inspectors and superintendents; and the resourcing and management of investigations.</p>	<p>Better Case Management (BCM)</p> <p>This is a judiciary-led programme for more efficient and effective case management for the Crown Court.</p> <p>BCM was introduced in January 2016 and has been successful, with an increase seen in guilty pleas at first hearing in the Crown Court. However, the police are required to undertake more work earlier in the investigation process and there may be significant impact on the resource required for more serious and complex investigations to file submission in the time required. We are continuing to review progress.</p>	<p>A post implementation review is being conducted following the custody review (introduced in October 2015). An initial report regarding custody sergeants was submitted to Chief Officers in June 2016 and a full review report is being undertaken for completion by the end of the year.</p> <p>A review of property services is being scoped, now linked to the Outcome Based Budgeting process and will be completed by March 2017.</p>

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Justice Services (JS) cont'd		<p>File quality A national scheme to assess file quality is planned for introduction in September 2016. A quality assured police file is a basic requirement of Transforming Summary Justice (Magistrates') and Better Case Management (Crown) therefore CPS will assess police files on receipt against agreed criteria (compliance with National File Standard) and results will be reported to Prosecution Team Performance Management meetings locally and to the National Criminal Justice Board (NCJB). Police performance on file quality will be under scrutiny.</p>	<p>Police prosecutions The Single Justice Procedure (SJP) was adopted in May 2016 and means that police prosecutors no longer have to present cases in person, this will be followed by on line pleas. It is likely that costs awarded to the police may reduce and as the police prosecution team is income funded there may be a risk to income from reduced costs awarded.</p> <p>Additionally work continues nationally towards proposals to adopt Police Led Prosecutions in other crime cases and not guilty cases in Magistrates' Courts. However the business case for the police adopting these responsibilities is not clear cut. No further update since December 2015.</p>	

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Estates Department	No exceptions to report at this time.	<p>July 2016:-Awaiting installation of new 3i estates database/terrier/helpdesk to enable estates service centre to operate with consistent data across Suffolk and Norfolk. Now part of ICT digital strategy works for 2016.</p> <p>-‘Joint’ staff at Norfolk (Wymondham OCC) are being relocated to new offices from B8 to B1 in August 2016.</p> <p>-‘Assistant’ post job descriptions within the estates service centre are being re-formatted to ensure consistent and clear roles across all staff.</p>	No exceptions to report at this time.	No exceptions to report at this time.
Human Resources	No exceptions to report at this time.	No exceptions to report at this time.	No exceptions to report at this time.	No exceptions to report at this time.
Information Management	No exceptions to report at this time.	No exceptions to report at this time.	No exceptions to report at this time.	No exceptions to report at this time.
Transport Services	Recent audit by TIAA for service and maintenance reported reasonable assurance. Action plan in place for recommendations.	No exceptions to report.	No exceptions to report.	No exceptions to report

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ICT		<p>ICT has published the programme of works for the new financial year and resources are fully committed to meet the challenges of the programme.</p> <p>There are a number of National IT enabled work streams which have now been consolidated under the NPCC Police Reform and Transformation Board and in turn governed by the Digital Policing Board. The three areas are:</p> <ul style="list-style-type: none"> • Public Contact • Digital Intelligence and Investigation • Digital First <p>These projects are also supported by a number of Home Office and Police ICT Company initiatives.</p> <p>On a regional basis there are a number of Police Innovation Funds that are in place for the Athena product (£8.1m across the Athena consortium).</p>	<p>As the financial year progresses and new work requests come into ICT, there will be a need to reprioritise projects to re-allocate resources or alternatively employ additional ICT staff to meet the technical needs of Norfolk and Suffolk Constabularies.</p>	<p>No exceptions to report at this time.</p>

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ICT Contd.		<p>Kent Police has also been successful in securing PIF funding for a Digital Asset Management Platform which seeks to deliver a solution to manage all digital assets (BWV, CCTV, Images etc.) for the Eastern Region with integration with the Athena product. Essex and Kent are about to go to tender for a “mobile Apps” provider which Norfolk and Suffolk are named on the procurement process, the intention again is convergence of mobile solutions to provide a single set of Apps to mobile devices. This is in addition to the seven force collaboration where ICT convergence and infrastructure support is being explored to support the business cases being developed for Regional Vetting, Procurement, Anti-Corruption and Criminal Justice.</p> <p>Work is still on-going to resolve a small number of configuration issues with the Virtual Private Network (VPN) but it is hoped that the product will be able to roll out from July 2016 onwards.</p> <p>The current tender for the Contact and Control Room telephony system has now concluded and the budget provision is adequate to complete the 3 phases of the project which is due to be delivered October 2016.</p>	<p>This is a very complex environment. The outputs, which are due over the coming months, will enable ICT to plot a course to deliver these national/regional digital capabilities in line with current technical refresh programme and local Norfolk and Suffolk technical and digital strategies.</p> <p>There is a growing pressure for digital delivery locally but there is a need for some patience in this area, as the national and regional picture should drive the local force activity.</p> <p>The risk to ICT is that of retaining staff and attracting new staff to vacant posts in ICT. ICT Senior Management Team are working closely with the Human Resources Rewards Team to progress strategies to overcome these continuing challenges.</p>	

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Professional Standards Department	No exceptions to report at this time.	No exceptions to report at this time.	The Anti-Corruption Unit (ACU) is currently short staffed. 2 x Det Sgt and 1 x Analyst. 1 x DS on secondment secured from August. Advert out for analyst post.	The 7 Force collaboration project includes ACUs and Vetting Units. Any change in structure could impact staffing levels and service delivery. Both are at the 'outline business case' stage.
Procurement & Supplies	No exceptions to report at this time.	No exceptions to report at this time.	No exceptions to report at this time.	No exceptions to report at this time.
Corporate Comms	No exceptions to report at this time.	Work is progressing to replace the Websites and intranets for Norfolk and Suffolk and the project is progressing to plan. The new websites will be available in early September 2016.	No exceptions to report at this time.	Recruitment to vacant posts in hand and rationalisation of team structure/ working practices under consideration.

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<p>Performance & Analysis</p>	<p>With the transition to Athena, JPAD continue to work to try and gather data from Athena (where possible) and to merge this information with legacy system data where required.</p> <p>This continues to be a significant task as the system is fundamentally different to any used in the past. Information is not captured in the same manner. Data captured on the system is not always accessible from a searching and reporting perspective and data quality issues have also been noted.</p> <p>Significant work continues to identify, assess and resolve the data quality issues to ensure accurate data and performance information.</p>	<p>Athena data synchronisation – The risk regarding the inability to synchronise Athena data with local ibase warehouse from Day 1 of Athena continues to be realised with Athena live in Norfolk and Suffolk.</p> <p>The Joint Performance and Analysis Department (JPAD) continues to face challenges in terms of identifying how to search and retrieve data from Athena to inform research, analysis, audit and data provision work (and if it is possible), and then determine how to combine this with legacy system data.</p> <p>With no link to ibase, this is a manual process and has therefore significantly increased the time taken to complete work.</p> <p>Work continues with the Athena Management Organisation to assess possible options for solution through the Athena Data Analytics Innovation Fund. Proof of concept work is underway looking at alternates to Athena MI and proof of concept demos of alternate systems and models have begun to take place with the data analysis community.</p>	<p>Some temporary additional resources were bid for through the financial scrutiny process to support the increased amount of time taken to access, assess and analyse data from Athena alongside legacy and other systems. These posts are now filled.</p>	<p>Some delays on what data can currently be provided due to differences in how Athena records information in comparison to legacy systems and therefore the ability to combine this or access it.</p>

<p>Performance & Analysis (Cont)</p>	<p>Work also continues through the Athena Management Organisation and with the supplier to develop improved data analytics and management information system.</p>	<p>The Athena Project Board and Organisational Board are aware and are tracking the issue and associated mitigations.</p> <p>Impact of not back record converting to Athena – Source systems have not been back record converted on to Athena, and in time legacy systems will be removed from service.</p> <p>This continues to impact on JPAD as there is a need to search, extract and format data to support research, analysis and data provision across legacy systems and Athena and manually combine this. 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>The MI alternate options are also looking at how legacy system data and non-Athena system data could be accessed and searched through the models being discussed.</p> <p>Data Quality – Issues regarding the quality of some data in Athena have been recognised. This is primarily due to differences in some business processes and/or how information is recorded on the system in comparison to legacy system and processes. Where possible, work is being undertaken to try and understand and quantify the issue. This however, does place some limitations on the provision of performance information locally and nationally. In order to mitigate this, the Force has undertaken significant work to resolve the issues being highlighted and continues to monitor data quality.</p>		
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Finance	Deadlines continue to be met across Finance functions albeit some pressures due to new processes being embedded.	Internal audit identified an issue in respect of payroll pay overs to HMRC. The issue relates predominately to Norfolk, but work is underway with Capgemini to resolve these issues and eliminate the risk across all payroll payovers.	There continue to be pressures in the Finance Transactions team in respect of inputting overtime forms, and also in respect of finalising the full move of payroll to Suffolk.	No exceptions to report at this time.