

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
Joint Corporate Comms	No exceptions to report at this time.	No exceptions to report at this time.	Delays in recruitment to senior roles are creating potential risks at a time of increased demand.	Rationalisation of team structure/ working practices under consideration.
Joint Estates and Facilities	No exceptions to report at this time.	Nov 2016 – New building maintenance contracts for building fabric, electrical, air conditioning, drainage, lifts, security and fire have all commenced this month. Expected to take approximately four months to settle and function as business as normal. Risk monitored via ‘Senior Estate Officers’ and ‘Estates Officer – Statutory Maintenance’ – monitoring of the contractors.	No exceptions to report at this time.	Suffolk & Norfolk chaired the Seven Force Strategic Collaboration Programme for Estates and the joint 7 group is reviewing the following areas: <ul style="list-style-type: none"> ➤ ERSOU accommodation. ➤ Firearm Ranges. ➤ Public order training. ➤ Joint mapping and data.
Joint Finance	Deadlines continue to be met across Finance functions, albeit some pressures are due to the continued need to review and improve processes in financial transactions.	There are currently no significant risks within the department.	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.	The 7 Force Collaboration Programme is scoping the feasibility of sharing business support services.
Joint Human Resources	No exceptions to report at this time.	There are currently no significant risks within the department.	The capacity within the HR Transactional Team continues to be stretched. In terms of systems, skills recording is currently inconsistent. There is therefore an urgent need to cleanse the data and ensure that processes	Proposals have been drawn up for presentation at the Service & Financial Planning Challenge Panel, on 16 November, to address the issues with team capacity; both in terms of the transactional team and the work to correct our skills data.

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			are robust; to ensure that the data remains accurate.	
Joint ICT	No exceptions to report at this time.	ICT programme remains fully committed. Department is currently carrying eight vacancies in various stages of the recruitment process.	As the financial year progresses and new work requests come in to 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 Suffolk and Norfolk Constabularies.	The 7 Force Programme includes the delivery of ICT convergence. Regular Technical Design Authority meetings are underway to progress this, along with regular programme meetings with the 7 force team. ESMCP (National Airwave Replacement Programme) is almost certain to be delayed which will have a financial impact on the police service. What the costs will be and how they will be dealt with locally is unknown at this time.
Joint Information Management	The volume of requests for information and the breadth of information to be searched is having an impact on performance which is being monitored.	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 legacy information held. A project board to implement a Genie/Clearcore solution to address the above commenced 18 th April 2016.	Increased demand on Information Sharing and compliance activities is being monitored.	Records storage is being explored by the 7 Forces Collaboration Team. Data Quality is being explored by the 7 Forces Collaboration Team.

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Joint Justice Services (JJS)	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 Local Criminal Justice Board (LCJB), is assessing the impact of the anticipated changes across the Criminal Justice Services (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. A police steering group led by T/ACC Louisa Pepper has been established. A national workshop is being held at Ryton on 16 November 2016.</p>	<p>Virtual courts</p> <p>Virtual courts for remand hearings have been operating across Suffolk and Norfolk from the 6 Police Investigation Centres (PICs) since Summer 2015 feeding in to centralised remand courts in Ipswich and Norwich.</p> <p>Additionally, regional work is being developed including Hertfordshire and Kent to test the broader concept of virtual courts to be extended. The impact of virtual courts on police resources is being reviewed in advance of the renewal of the Prisoner Escort and Custody Services (PECS) contract by MOJ in 2017. The impact of the provision of a police detention officer in the PICs to manage virtual courts will be included in the review of Detention Officer resources. Alternative solutions, including a review of the police remand criteria, to potentially reduce the number of detainees remanded in custody by the police, only to be granted bail by the court are being considered.</p>	<p>Custody</p> <p>A post implementation review is being conducted to assess the impact on staffing, following the changes to custody introduced in October 2015, the introduction of Athena, changes to police bail and the further development opportunities for virtual courts. The initial report (phase 1) regarding custody sergeants was submitted to Chief Officers in June 2016. Six additional custody sergeants for Norfolk and Suffolk Police Investigation Centres were agreed and will be in place from November. Phase two of the review will consider Detention Officer resources and is scheduled for submission in March 2017.</p> <p>Property</p> <p>A review of property services is being undertaken; now linked to the Outcome Based Budgeting process and will be completed by March 2017. This will consider the seizure, retention and review of processes for property and the estate across both Norfolk and Suffolk, used for storage and is</p>

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<p>Joint Justice Services (JJS)/ cont.</p>		<p>File quality A national scheme to assess file quality was introduced on 30th 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), which include compliance with the Victim's Code. 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. First national results are expected to be reported in March 2017.</p>	<p>Joint Identification Unit (JIDU) The JIDU review was completed in 2015 and the team reduced to 5FTE but, due to significant staffing issues, the team is operating under strength, with a backlog if ID procedures being currently experienced. This has been further complicated by delays in upgrading system software from PROMAT1 to PROMAT3 (a dependency of the review changes) but this has now been allocated an ICT project manager and is due for installation before the end of the Financial Year.</p>	<p>being undertaken in conjunction with Corporate Development and Change.</p> <p>7 Counties Collaboration An outline business case, identifying options for greater collaborative opportunities in Criminal Justice Services across the region has been agreed by Chief Constables and PCCs. The preferred approach is one of alignment and convergence, to acknowledge the different stages forces are at currently, eg with adoption of Athena. The CJS areas of work being developed include case progression and management; crown court and trials; police prosecutions; traffic justice; fixed penalty processing; victim and witness care; resulting and out of court disposals; live links and virtual courts.</p> <p>7 Counties has also agreed that there are no significant benefits to a broader collaboration of custody, but further, closer working, eg training, would be developed.</p>

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<p>Joint Performance and Analysis Department (JPAD)</p>	<p>JPAD continue to work to gather data available from Athena and to merge this information with legacy system and/or non-Athena data where required.</p> <p>This continues to be a significant task due to the fact that the data isn't structured in a way that best aids research and analysis. Along with this, data captured on the system is not always accessible from a searching and reporting perspective.</p> <p>Work continues, through the Athena Management Organisation and with the supplier, to develop improved mechanisms to access data and support data analysis and provision of management information.</p>	<p>Data analysis: performance and intelligence analysis – The risk regarding the inability to synchronise Athena data with the local ibase warehouse from Day 1 of Athena continues to be realised in Norfolk and Suffolk.</p> <p>The Joint Performance and Analysis Department (JPAD) continues to face challenges in terms of searching and retrieving data from Athena to inform research, analysis, audit and data provision work and then determine how to combine this with legacy system data.</p> <p>With no link to the local ibase, or the provision of an Athena ibase, this is a manual process and has therefore significantly increased the time taken to complete work. Work continues with the Athena Management Organisation (AMO) to assess and develop possible options for solution through the Athena Collaborative Analytics Innovation Fund. An Athena ibase schema has now been developed and early User Acceptance Testing continues to be planned.</p> <p>With regards to provision of management information and undertaking of performance analysis, the current MI system on Athena is under review due to the challenges and issues it poses. Work continues to scope and develop alternates to Athena MI. Discussions continue</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. These temporary posts are likely to bid for again for the 17/18 financial year.</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>

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<p>Joint Performance and Analysis Department (JPAD)/cont.</p>		<p>through the Data Analysis User Group and with the AMO regarding progressing implementation of a new MI system.</p> <p>The Athena Strategic Board and Organisational Board are aware and are tracking these issues and associated mitigations.</p> <p>Management Information/Performance Analysis – Source systems have not been back record converted on to Athena and in time legacy systems will be removed from service. 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>With the development and roll out of new Police and Crime Objectives, work will have to be undertaken to develop new queries and methods which will support the integration of</p>		

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<p>Joint Performance and Analysis Department (JPAD)/cont.</p>		<p>Athena data and legacy system data, in order that baseline performance data can be provided and performance monitored. This will then need to be integrated into the new Performance Framework system that has been developed for Suffolk and Norfolk.</p> <p>The Annual Data Return (ADR) requirements set by the Home Office for 2017, that are due to be released in the next few months, may require new business processes to be established for recording some aspects of data, as well as determining the methods for searching and collating the data once in the system. Any impact or issues will be assessed locally and by the AMO.</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 understand and quantify the issue. This however, does place some limitations on the provision of some 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 through the Athena User Group.</p>		

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<p>Joint Professional Standards</p>	<p>The number of complaints recorded in Suffolk is in line with the rolling 12 month average. 80 allegations per 1000 employees were recorded in Q1 compared to a Most Similar Force (MSF) average of 82 allegations per 1000 employees.</p> <p>Levels of performance within the department remain good in terms of complaint handling, assessment, recording and investigation. There are no issues to report in respect of performance relating to the investigation of conduct and corruption matters.</p> <p>The vetting unit has improved its position in relation to the processing of vetting applications; however it is evident that the team is too small to process the number of higher level vetting</p>	<p>No exceptions to report at this time.</p>	<p>No new issues to report. The impact of increased vetting is outlined in the performance section. Public hearings continue to make increased demands on the department.</p>	<p>Vetting and Anti-Corruption Units form part of the early collaboration work for the region. A decision has been taken to work on the harmonisation of these units including the alignment of structure, policy and process; in advance of a decision about fully collaborated models. The PSD senior management team are fully engaged with the 7 Force collaboration lead.</p>

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	<p>applications, which has increased significantly in the last two years. A business case has been submitted as part of the OBB process.</p>			
<p>Joint Procurement and Supplies</p>	<p>There have been some issues with the external supply chain for uniform.</p> <p>This has had minor impacts on stock replenishment and, for a short period, created shortages in some sizes of uniform.</p> <p>This is linked, in part, to a move to adopt more standard uniform items across the service; leading to suppliers holding less stock, in anticipation of future procurement activity.</p> <p>This particular issue has been rectified as we have moved on to the national trouser and shirt frameworks, but careful</p>	<p>No exceptions to report at this time.</p>	<p>No exceptions to report at this time</p>	<p>The draft business case continues being developed, in respect of whether the National Uniform Managed Service (NUMS) would be a cost effective and effective option to manage uniform services for the Constabularies.</p> <p>A meeting with the Home Office and NUMS supplier took place during October; with further negotiations taking place over the coming months, to enable a costed option to be provided for the business case</p> <p>A full business case, to recruit a single Head of Discipline for the region has been supported.</p> <p>There are no additional major regional procurement activities in addition to those reported in the last report.</p>

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	<p>planning will still be required for the intended recruitment for next year for some other items.</p> <p>The gradual move to a standard uniform for “patrol officer” across the service will bring with it advantages in stock security and reduced delivery times.</p>			<p>A business analyst has been recruited by the region to assist with the identification of the contractual landscape and allow for better planning of contract replacement.</p>
<p>Joint Protective Services Command (PSC)</p>	<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 THRIVE approach, in relation to Crime Scene Investigation (CSI) tasking, continues to work well with a rationalisation in workload, which has not impacted on outcomes as detailed within performance delivery. Further training is taking</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 scheduled for January 2017.</p> <p>Work to expand quality accreditation to ISO 17025, in the Fingerprint Bureau (and in Digital Forensics), firearms classification and ISO 17020 across other departments within the Constabularies, continues at a pace to meet the timescales set by the Forensic Science Regulator. Approval has now been granted for the creation of two Quality Officer posts (from a vacant management post in Forensic Services) which will provide support to the process across both forces.</p>	<p>Reports have been compiled and work is ongoing, in relation to cross force authorisations with Cambridgeshire and Bedfordshire, as a result of a ruling in the European Court regarding Communications Data Acquisition. All four National Police Chiefs’ Council (NPCC) teams have now ratified the proposal and work progresses, in anticipation of the final ruling. A memorandum of understanding has been drafted. Ruling is now expected middle of November.</p>	<p>Senior Investigating Officer (SIO) Development Assessment process now complete - Two of the successful candidates should be beginning their secondments to the Major Investigation Team before the end of the year.</p> <p>Chief Officers have agreed, subject to a formal consultation processes, to the development of a single regional Counter Terrorism (CT) structure, overseen by Bedfordshire as the regional lead force for CT and Organised Crime. Bringing together existing Counter Terrorism Intelligence Unit and force Special Branch resources, under one command, will create</p>

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	place across both Contact and Control Rooms to ensure that forensic opportunities continue to be maximised, whilst deploying limited resources as efficiently as possible.			an enhanced regional capability; delivering an effective and efficient policing response to the threats from terrorism and domestic extremism.
Joint Transport Services	No exceptions to report	No exceptions to report	No exceptions to report	<p><u>National Opportunity Assessment of Current Police Fleet and Transport Operating Models</u></p> <p>The purpose is to identify a range of operating model options for future fleet services for police forces, that ensure operational requirements and assure the same or better standards as are currently achieved, but at a lower overall cost; that is fit for purpose; efficient and cost effective; safe, reliable and sufficiently flexible to be responsive to the dynamic nature of policing; innovative and sustainable up to and beyond 2020. Price Waterhouse Coopers (PWC) has now been appointed as consultants. The initial data gathering phase has commenced. The initial report is expected during November 2016.</p>