

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: recruitment is now in hand but new staff will not be in post for some time.	A review of the Corporate Communications Department has been completed by the Head of the department and was considered by Chief Officers as part of the budget setting process in November/December 2016. Proposals for the department structure have been agreed and work is underway with Human Resources and Corporate Development & Change to implement the changes.
Joint Estates and Facilities	No exceptions to report at this time.	New building maintenance contracts for building fabric, electrical, air conditioning, drainage, lifts, security and fire have all commenced from November 2016. 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' – roles monitoring of the contractors.	Two temporary staff have been appointed from December 2016 to provide cover in the PHQ reception service.	Suffolk and 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	There are currently no significant risks within the department. Risks being managed are around Early Closure of the accounts (a pilot is being run for 16/17) and statutory changes connected to payroll	There continue to be pressures in the Finance Transactions team, in respect of inputting overtime forms.	The 7 Force Collaboration Programme is scoping the feasibility of sharing business support services.

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	financial transactions.	and pensions (careful planning and timetables are being developed and managed).		
Joint Human Resources	No exceptions to report at this time.	Ability to recruit the required number of student police officers to ensure that the constabulary meets its full establishment.	<p>Temporary resource within the Resourcing team has been recruited in order to run additional intakes for student police officers.</p> <p>The capacity within the HR Transactional Team continues to be stretched.</p> <p>In terms of systems, the recording of skills is currently inconsistent. There is therefore an urgent need to cleanse the data and ensure that processes are robust; to ensure that the data remains accurate.</p>	<p>The Director of Human Resources has scoped proposals to address capacity within the Service Delivery Team. The outline proposals have been agreed by Chief Officers and are being developed into a business case for further consideration by Joint Chief Officer Team.</p> <p>Work is ongoing with Corporate Development & Change to review current HR & Finance processes to develop more streamlined processes to maximise efficiency opportunities from the ERP system. The work has been risk assessed and a list of priority areas are currently being worked through.</p>
Joint ICT	No exceptions to report at this time.	ICT programme remains fully committed. Department is currently carrying a number of 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	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

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			meet the technical needs of Suffolk and Norfolk Constabularies. This approach will be re-inforced by the new governance structure that has recently been put in place via the Organisational board.	with the 7 force team. Emergency Services Mobile Communication Programme - ESMCP (National Airwave Replacement Programme) has been delayed which could 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	<p>The volume of requests for information and the breadth of information to be searched, continues to have an impact on performance which is being monitored.</p> <p>Good progress is taking place to manage and fix Athena Data Quality.</p>	<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 legacy information held.</p> <p>A project board to implement a Genie/Clearcore solution to address the above commenced 18th April 2016. A single search tool, capable of searching across multiple crime related applications has been delivered. Work is progressing to determine whether it is feasible for a data quality tool to be incorporated with Genie to provide much quicker RRD decisions.</p>	Increased demand on Information Sharing and compliance activities continue to be monitored.	<p>Records storage is being explored by the 7 Forces Collaboration Team. Physical records storage – workshops have taken place to define the business requirement following which the 7 Force Lead will be co-ordinating the development of the outline business case. Timescales are being coordinated in line with the varying contract end dates.</p> <p>Data Quality is being explored by the 7 Forces Collaboration Team. Athena Data Quality workshop took place in November to consider various issues. DCC Horne (Athena SIRO) will own the output of the workshop i.e. Athena Data Quality business action plan and actions will be</p>

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				monitored via the Athena BDA.
Joint Justice Services	No issues to report by exception.	<p>Pre charge bail management Changes to police bail are included in a Bill before Parliament and we have had confirmation of their introduction 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.</p> <p>This work, under a Gold Command Structure, is led by T/DCC Jupp. Supt Warner is</p>	<p>Virtual courts 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 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 are now in place. A phase two review of Detention Officer resourcing was scheduled for March 2017 however after initial findings from Outcome Based Budgeting a wider review encompassing the impact of the additional Sergeants, Virtual Courts, Bail Act and Athena changes will be conducted.</p> <p>An interim report will be produced by May 17, followed by a more detailed business case by October 2017.</p>

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		<p>coordinating activity for implementation of the legislation across Suffolk and Norfolk.</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 of 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>Custody Investigation Unit (CIU) Given the demand across the Joint Suffolk and Norfolk Major Investigation Teams staff from the CIU are abstracted to support these investigations. This is a short term pressure and is being managed.</p>	<p>Property A review of evidential property services is being undertaken; now linked to the Outcome Based Budgeting process and will not be completed by March 2017 as previously reported. The Term of Reference is still to be agreed and the first meeting to commence this work took place on 6th January 2017.</p> <p>This will consider the seizure, retention and review of processes for evidential property and the estate across both Norfolk and Suffolk, used for storage and is 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, e.g. with adoption of Athena. The CJS</p>

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				<p>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, e.g. training, would be developed.</p>
<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</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 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 current provision of an Athena ibase, this is a manual process and has therefore significantly</p>	<p>Continuation of the temporary additional resources that were secured for 16/17 were bid for again through the financial challenge process for 17/18, to support the increased amount of time taken to access, assess and analyse data from Athena alongside legacy and other systems. Awaiting outcome of the decision of the challenge panel as to whether these posts have continued to be funded for 17/18.</p> <p>Analytical support to multiple</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>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>Changes to the Annual Data Requirements (ADR), set by the Home Office, for 17/18 are expected and in a number of cases will require changes to how information is recorded on Athena and then gathered from the Management Information (MI) system to allow reporting. The issues posed by the current MI system means this will further impact the time required and taken by the researchers and analysts</p>	<p>increased the time taken to complete work. Work continues with the Athena Management Organisation (AMO) to develop possible options for solution through the Athena Collaborative Analytics Innovation Fund including developing an Athena ibase. Work is being undertaken to develop the Athena ibase and dates for User Acceptance Testing are awaited.</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. Discussions continue 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</p>	<p>major incidents across both Suffolk and Norfolk is further impacting on resourcing levels in the department.</p>	

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	<p>to undertake this mandatory reporting.</p>	<p>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 is being undertaken to develop new queries and methods which will support the integration of Athena data and legacy system data, in order that where possible baseline performance data can be provided and performance monitored. This is being 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 2017/18, that are due to be released soon, 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>		

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		<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>		
<p>Joint Procurement and Supplies</p>	<p>There have been some issues with the external supply chain for uniform.</p> <p>There are now long lead times for core uniform delivery, due to issues previously highlighted.</p> <p>This is manageable, with enough notice of planned recruitment/training activity. However, it is not so easy to respond to quick changes as those seen recently.</p>	<p>No exceptions to report at this time.</p>	<p>No exceptions to report at this time</p>	<p>A meeting with representatives of the Home Office and National Uniform Managed Service (NUMS) provider took place during October.</p> <p>A costed proposal is expected in June/July 2017 to allow a full business case to be completed.</p> <p>Simon Mulvey, currently Strategic Head of Procurement in BCH, will take up the new role of Head of Strategic Procurement for the 7 forces in March 2017. This is the first step to creating the largest procurement function outside of</p>

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				<p>the MPS and will be a major contribution to making savings across the forces from our contracts for goods and services.</p> <p>Upon taking up the post, Simon will prepare a Full Business Case (FBC) for the structural collaboration of the three existing procurement departments. This will involve the design of the new single procurement function including roles and responsibilities, and agreeing with the PCCs and Chief Constables the governance requirements. As yet no decisions have been made, Simon will prepare a business case with proposals for the single function having explored all options including retaining local links with forces. Once the FBC is approved, Simon will take over responsibility for implementing and leading the new single procurement function. Work continues in identifying regional contract details, coordinated by the regional project team.</p>

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				<p>Norfolk and Suffolk procurement team are involved in introducing a national uniform design, based on most common items in use across the service. This will, in time, reduce costs of uniform ownership and duplication of effort and also allow forces to assist each other with stock, to reduce the impact on long lead times.</p>
<p>Joint Professional Standards</p>	<p>The number of complaints recorded in Suffolk is in line with the rolling 12 month average.</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>Processing vetting applications in line with the levels of recruitment</p>	<p>Collaboration and the Police and Crime Bill are creating some uncertainty for the department. This is unavoidable and the SMT are working at ensuring the team are kept as briefed as possible on progress in these two areas.</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. Inspectors and chief inspectors boards have the potential to create movement within the management team which will need to be managed carefully.</p>	<p>Vetting and Anti-Corruption Units (ACUs) form part of the early collaboration work for the region. The ACU collaboration work has been suspended at this time due to capacity issues within the regional collaboration team. The Police and Crime Bill could see some significant changes to the handling of appeals and public complaints. The senior management team will be working with both Offices of Police and Crime Commissioners to support the decision making in respect of Police and Crime Commissioner involvement in the handling of appeals and public complaints. Managers are engaged in the national</p>

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	and specialist vetting requirements remains a challenge. It is evident that the team is too small to process applications and vetting renewals that are due. This is because of an increase in workload as a result of recruitment levels, open source checks as part of the vetting process and more applications for enhanced levels of vetting. The outcome of the bid to OBB is awaited.			stakeholder briefing events run by the Home Office and are gathering data to assist with the analysis of options.
Joint 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 THRIVE approach in relation to Crime Scene Investigation (CSI) tasking continues to work well with a rationalisation in workload which has not had an adverse impact on</p>	The implementation of the ISO 17025 for digital forensics approaches for the Digital Forensics Unit. The 2017 United Kingdom Accreditation Service (UKAS) initial assessment of Digital Forensics will commence on 30th January for two days. This will assess the Unit in terms of meeting the obligations as set by the forensic regulator for accreditation. Further to this, work continues at a pace to meet the timescales set by the Forensic Science Regulator to expand ISO 17025 quality accreditation in the Fingerprint Bureau and firearms classification and ISO 17020 across CSI and SCIT and this is consuming significant resources across PSC. Recruitment is	The European Court has delivered judgement in the Data Retention and Investigatory Powers Act (DRIPA) case indicating that the current arrangements for independent oversight and data retention are not compatible with European law. The Home Office have appealed this decision and no action is required until Court of Appeal has sat (will not happen before the 11th January). Cross-authorisation with Bedfordshire and Cambridgeshire is ready and both the technical solution and	<p>Senior Investigating Officer (SIO) Development Assessment process now complete – the two successful officers have been booked onto SIO course.</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</p>

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	outcomes as detailed within performance delivery.	underway for the two new Quality Officer posts which will provide support to the process across both forces.	the collaboration agreements are in place to enable this to proceed. A Memorandum of Understanding has been drafted to deal with day-to-day matters and to formalise the position of cross-authorisation for future inspection and is ready for signing.	Unit and force Special Branch resources under one command is intended to create an enhanced regional capability delivering an effective and efficient policing response to the threats from terrorism and domestic extremism. Go-live date for implementation is 1 st April 2017; formal consultation begins w/c 23 January. This is the first of three stages within a two-year organisational change plan and does not require any movement of posts or people in the short term.
Joint Transport Services	No exceptions to report	No exceptions to report	No exceptions to report	<u>National Opportunity Assessment of Current Police Fleet and Transport Operating Models</u> 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 than 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

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				sustainable up to and beyond 2020. Price Waterhouse Coopers (PWC) has now been appointed as consultants. The initial report has been provided and is initially being considered by the National Association of Police Fleet Managers.