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Corporate Comms	No exceptions to report at this time.	Changes to the management structure within Corporate Communications.	Delays in recruitment to a senior role continues to create potential risks at a time of increased demand: recruitment is now underway but new member of staff will not be in post for some time.	Changes to the departmental structure were presented during the Service and Financial Planning rounds. The agreed changes are now being implemented.
Estates	No exceptions to report at this time.	<p>New electrical maintenance contract with Kershaws, commencing from November 2016, is being closely monitored via 'Senior Estate Officers' and 'Estates Officer – Statutory Maintenance' – roles due to problems of site attendance and workmanship.</p> <p>Asbestos Management and Fire Risk Assessment Management services to be re-tendered during 2017.</p>	Facilities Officer appointed subject to vetting, to fill existing vacant post to supervise PHQ reception staff and assist with delivery of local Facilities Management services.	<p>Suffolk and Norfolk chaired the Seven Force Strategic Collaboration Programme for Estates and the joint 7 group is reviewing the following areas:</p> <ul style="list-style-type: none"> ➤ ERSOU accommodation. ➤ Firearm Ranges. ➤ Public order training. ➤ Joint mapping and data.
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.	Risks being managed are around Early Closure of the accounts (a pilot is being run for 16/17) and statutory changes connected to payroll and pensions (careful planning and timetables are being developed and managed).	There continue to be pressures in the Finance Transactions team, in respect of inputting overtime forms.	CD&C are progressing a business case for the development of a Shared Services Transactions Centre and are linking in with the regional work on this.
Human Resources	Some pressures are due to the continued need to review and improve HR transactional processes and the capacity within HR.	Ability to recruit the required number of student police officers to ensure that the constabulary meets its full establishment.	Temporary resource within the Resourcing team has been recruited in order to run additional intakes for student police officers.	The recruitment campaign for student police officers has been refreshed in order to attract greater numbers of applications to meet demand. During the last campaign, 247 applications were received.

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Human Resources cont...		ERP has still not been fully exploited within HR. There remains a large number of workarounds which increase pressures within the HR transactional team, and may be having a detrimental effect upon the stability of the system.	The capacity within the HR Transactional Team continues to be stretched.	Consultation has begun on proposals which have been drawn up to address the issues with team capacity.
ICT	No exceptions to report at this time.	<p>2 high risks currently exist on the department risk register for note, these are;</p> <ul style="list-style-type: none"> • Financial implications to the delayed roll out of the Emergency Services Mobile Communications Programme (ESMCP). These implications are closely monitored and managed- locally by ICT, the Constabulary CFO and Finance department, but also on a Regional level in response to regular updates from the ESMCP. • Loss of CAG Token Remote Access solution. A work around solution is in place currently, whilst a new (already procured) solution is expected to be in place by Summer 2017. 	ICT programme remains fully committed. Department is currently recruiting to 3FTE vacancies.	<p>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.</p> <p>Body Worn Video Update: The required infrastructure to support is now in place. Training for Suffolk Constabulary frontline officers (as part of phase 1 rollout) is almost complete whilst backend support department training (such as CIU, CJ & PSD) is progressing. Phase 1 rollout is due at the end of May 2017.</p>

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Information Management	<p>The volume of statutory requests and Court Orders seeking access to police information continue to rise, together with the breadth and complexity of requests. This is being monitored by the Information Compliance Manager.</p> <p>There is also a growing demand on the necessity to implement and review information sharing & data processing agreements, which is affecting the timeliness of the reviews.</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 information held.</p> <p>A project board to implement a Genie/Clearcore solution to address the above commenced 18 April 2016 and a single search tool, capable of searching across multiple crime related applications has been delivered (Phase 1). Phases 1.1, 2 and 3 are outstanding which will determine whether it is feasible for a data quality tool to be incorporated with Genie to improve the volume of RRD decisions and remove the data from applications, thus ensuring compliance with the Data Protection Act 1998. Plans to resource this within ICT are being progressed.</p> <p>The General Data Protection Regulation (GDPR) and Directive will change the UK data protection regime with effect from May 2018. Whilst the detail of the Directive and its impact on policing is currently unknown the Dept are preparing for the forth-coming changes. There is a risk the impact on policing could be</p>	<p>Requests for access to Police Information and information sharing have been monitored and to assist manage the increase in demand a temporary post is being funded until 31 March 2018. Recruitment in is progress.</p> <p>Temporary posts are funded until March 2018 to support the GDPR and Directive Implementation and Audit function and recruitment is in progress.</p>	<p>Requests for access to Police Information are being monitored.</p> <p>The Outline Business Case for the 7 Force Physical Records, Data Storage Project has been finalised.</p>

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		significant and require additional resources, however the detail is unknown.		
Joint Justice Services	No issues to report by exception.	<p>Pre charge bail management Changes to police bail have now been enacted in the Policing and Crime Act 2017 and were introduced on 3 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> <ul 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>A Gold and Silver Command Structure, led by T/DCC Jupp and Supt Warner continues to meet to assess the effect of the legislation. There has been insufficient time for ICT systems, including Athena, to be</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 into 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 being extended. The impact of virtual courts on police resources such as Custody Detention Officers is being considered as part of a broader custody review and in advance of the renewal of the Prisoner Escort and Custody Services (PECS) contract by MOJ in 2018. 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 Investigation Unit (CIU) CIU are currently experiencing a number of abstractions (supporting</p>	<p>Custody A post implementation review is being conducted to assess the impact on staffing. This is 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.</p> <p>A phase two review of Detention Officer resourcing was scheduled with an interim report in May 2017, followed by a more detailed business case by October 2017. A self-sufficiency review of the six additional Sgt's will be carried out to ensure the outcomes of phase 1 were met.</p> <p>Property A review of evidential property services is being undertaken which is linked to the Outcome Based</p>

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<p>Joint Justice Services Cont..</p>		<p>upgraded for the new provisions ahead of April but a bail management app has been introduced to assist the police management of pre charge cases.</p> <p>The impact for the police was expected to be on custody staff; the role of inspectors and superintendents; but this has been found to be less than expected and has not impacted on service delivery.</p> <p>The Bail Management Team is ensuring the compliance of Applicable Bail Periods (APB's) and ensuring appropriate bail is considered.</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 are reported to the Prosecution Team Performance Management meetings</p>	<p>secondments and ongoing sickness management) which has required team moves to continue to manage operational demand.</p> <p>The Joint Identification Unit (JIDU), which is part of CIU, are currently awaiting the introduction of PROMAT 3. The system upgrade has been allocated an ICT project manager. The system will assist in operational demand based on current staffing levels.</p>	<p>Budgeting process and will be completed before the next OBB process in the autumn. The Terms of Reference have recently been finalised.</p> <p>The review will consider the seizure, retention and review of processes for evidential property and the estate used for storage across both Norfolk and Suffolk. The review 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 the 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>

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<p>Joint Justice Services Cont...</p>		<p>locally and discussed. Police performance on file quality will continue to be under scrutiny as this is a key component of an effective court case. First national results for the first quarter are expected to be reported soon.</p>		<p>These have been formed into 8 work streams and work on Phase 1 of the project (mapping and data collection) is due for completion by May 2017, with Phase 2 (May 17 to April 18) and Phase 3 (April 18 to Nov 18) to follow. Norfolk and Suffolk lead on 3 of the work streams and contribute to all work streams. Updates are reported to the 7 Chiefs / 7 PCCs meetings.</p> <p>CIU Senior Leadership Team is aware of the changes in terms and conditions as outlined in the Police Staff Council handbook. No significant issues have been experienced; however there is constant oversight for any operational impact.</p>
<p>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.</p>	<p>Data analysis: performance and intelligence analysis 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, nor the delivery of an Athena ibase to</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>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>Changes to the Annual Data Requirements (ADR), set by the Home Office, for 17/18 have been received and in a number of cases require changes to how information is recorded on Athena and then gathered from the Management Information (MI) system to allow reporting. Not all the required changes are yet in place as delivery of some Change control Notices continues by the supplier. The issues posed by the current MI system also mean this will further impact the time required and taken by the researchers and</p>	<p>date, 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 develop possible options for a solution through the Athena Collaborative Analytics Innovation Fund including developing an Athena ibase. Work continues to be undertaken to develop the Athena ibase.</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 AMO with the supplier regarding MI. 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</p>		

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<p>Performance and Analysis Department (JPAD) cont...</p>	<p>analysts to undertake this mandatory reporting.</p>	<p>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 discussions around MI are also considering 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 has and continues to be 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 has been 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 were released in late February. These require new</p>		

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Performance and Analysis Department (JPAD) cont...		<p>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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Procurement and Supplies	There are no areas of concern	There are no areas of concern	Issues raised previously are being rectified	<p>A costed proposal for NUMS is still expected in June/July 2017 to allow a full business case to be completed. -</p> <p>Work continues in identifying regional contract details, coordinated by the regional project team.</p> <p>The Strategic Head of Procurement for the region is in post and developing the full business case for the provision of procurement services to the region</p>
Professional Standards	<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 and specialist vetting requirements remains a challenge.</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.	The temporary loss of a member of management within the Complaints Management Unit is a challenge to the current service delivery in this area. It is unavoidable and SMT have put in temporary measures to alleviate the situation which will be effective from next month. Public hearings continue to make increased demands on the department.	<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. Some vetting streams of work continue.</p> <p>The Police and Crime Bill could see some significant changes to the handling of appeals and public complaints. The senior management team are currently working with both Offices of Police and Crime Commissioners to support the decision making in respect of Police and Crime Commissioner involvement in the</p>

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Professional Standards cont...				handling of appeals and public complaints. Managers are engaged in the national stakeholder briefing events run by the Home Office and are gathering data to assist with the analysis of options.
Protective Services Command (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>THRIVE tasking for CSI continues to see improved levels of forensic results achieved from scenes examined.</p> <p>The Cyber, Intelligence and Serious Crime Directorate received accreditation within the DFU from the Forensic Regulator and Data SPOC Communications has been commended by the IOCCO Commissioner post inspection.</p>	<p>The ISO17025 inspection has taken place for validation of hard drives. The validation of mobile devices is a significant piece of work within the department and is recognised as risk across the command for a number of directorates.</p>	<p>The European Court has delivered judgement in the DRIPA case indicating that the current arrangements for independent oversight and data retention are not compatible with European law. Final judgement from court of appeal, which will determine whether and for how long forces can authorise their own activity, is still awaited and no date yet set (Court of Appeal sat 11 January). Agreements and access remain in place to enable cross-authorisation at the point that it becomes necessary, and relevant managers all sighted on issues.</p> <p>As a result of support to Major Investigation Team and Counter Terrorism Intelligence Unit, as well as a number of vacancies held pending the result of staff consultation over regionalisation, Special Branch is operating at just over 50% effective strength. Resources have been weighted to ensure intelligence management</p>	<p>Senior Investigating Officer (SIO) Development Programme (DP) is now complete for 2016 – the two successful officers have been allocated their SIO courses. SIO DP is currently being reviewed for 2017 with a view to selecting two further candidates. It is anticipated this will become a yearly process to ensure future succession planning.</p> <p>Staff consultation for collaboration of Special Branch activity and staff to be collaborated under 'Regional Counter Terrorism Policing' has concluded with new go-live date of 1 July 2017. Most police staff have indicated an intention to seek alternative employment and a number have moved or are moving to other roles. Discussions continue with both operational managers and organisational support services (HR, Finance, Change Management) to ensure a smooth transition of all activities. Postings for officers not seeking</p>

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			function is at or near full strength therefore any emerging risk will be identified and resources can be recalled if necessary.	secondment will all be in place prior to 1 July albeit a small number of officers may be asked to remain in post beyond then if vacancies cannot be carried by the region.
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 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 sustainable up to and beyond 2020. Price Waterhouse Coopers (PWC) has now been appointed as consultants.</p> <p>A copy of the final report has been provided to the Seven Force Strategic Collaboration Programme Team. Final output by Richard Elkin, Director of Enabling Services, West Mercia and Warwickshire Police project lead to be presented to the NPCC.</p>