

Suffolk Collaboration Update Report

Reporting Period: March 2018

Local

1 Evidential Property

- 1.1 **Description:** Work on aligning property processes and structures across both Forces is underway. This business case looks to review estates/stores, introduce changes to policies and procedures, with the aim to reduce the volume of property held and reduce any associated risk. A business case has been drafted and was approved by JCOT December 2017 with implementation planned for April 2018. This is currently going through Joint Collective Consultation.
- 1.2 **Why are we doing this:** The business case will rationalise the estates and review where staff are located to ensure a more streamlined service, with the aim to reduce the volume of property held.
- 1.3 **What are the benefits/resource requirements:** Reduction in estates and efficiencies in service and processes. Savings estimated at £94k (£40k to Suffolk).
- 1.4 **Timeline:** April 2018
- 1.5 **What does this mean for Suffolk:** Savings from the reduction in estates/capital costs and efficiencies in service and processes.

2 Business Support Review (BSR)

- 2.1 **Description:** Work is ongoing to consider:
- ERP project – work ongoing to maximise the efficiency of the system, including business process re-engineering to ensure processes are streamlined and effective and enable management information reporting to create more accurate and effective reporting.
 - Virtual Shared Service Transactional Centre (SSTC) – The move to an SSTC is particularly prevalent to Finance and HR departments following on from any ERP development work. Phase 1 has now been completed to move to virtual SSTC.
 - Scoping work for Phase 2 is being progressed. This phase will include streamlining processes for “Recruit to Exit” activities and “Procure to Pay” activities. This work will ensure alignment with the ERP improvements.
 - Future work with Strategic Back Office considers the non-transactional roles within back office functions. This work has commenced with the review of Corporate Communications and the CD&C / JPAD review. The new Head of department has been appointed with effect, 4 December 2017. Estimated savings of £250k (£107k to Suffolk). Phase 2 is now under way with a review of the SMT due to be completed by June / July 2018
 - Future work with wider organisational restructure through a review of job families, in particular administration resource across the organisation, trying to maximise agility and

flexibility in roles. Estimated savings of £75k (£32k to Suffolk) planned in for FY 19/20 and 20/21.

- 2.2 **Why are we doing this:** to ensure we maximise the benefits of the ERP system, which will enable a tiered approach within the SSTC to be put in place, enabling more efficient and effective working practices.
- 2.3 **What are the benefits/resource requirements:** maximising the benefits of the ERP system, which will enable a tiered approach within the SSTC to be put in place, enabling more efficient and effective working practices. Alongside this work will be considered the Strategic Back Office and maximising of structures and looking at spans of control and activity alignment. Estimated savings of £150K (£65k to Suffolk).
- 2.4 **Timeline:** This is being done in a phased approach, and Phase 1 was the move of HR and Finance to enable the virtual SSTC so they are located together, which is now complete. Phase 2 which is looking at “Recruit to Exit” and “Procure to Pay” activities is due for completion by April 18.
- 2.5 **What does this mean for Suffolk:** More efficient and effective working practices.

3 Custody

- 3.1 **Description:** An interim business case was presented in October 2017 to the Organisational Board regarding the self-sufficiency of the current operating model within Custody given the ongoing reviews of both County Policing Commands (CPC’s). The meeting agreed that the Custody Detention Officer Role, Custody Sergeant Role, operating model, and Resource and Shift pattern are reviewed. An options paper is expected to be presented at the Organisational Board and JCOT in June 2018 with the full business case now going to Organisational Board and JCOT in August 2018. This date has been extended from March 2018, to enable full analysis of data to inform the new shift pattern model.
- 3.2 **Why are we doing this:** The review of the Custody Detention Officer and Sergeant Roles are being reviewed to minimise the use of the overtime budget and ensure resilience and correct staffing with Custody due to the high risk nature of this area of the business and impact this can have on abstractions with local CPCs.
- 3.3 **What are the benefits/resource requirements:** More effective shift pattern and better use of staff and officers, and ensuring resilience and reduction in the use of overtime. No cashable savings are expected from this, and any changes need to fall within the current budget, in addition bail management is to be included within the finished product.
- 3.4 **Timeline:** June 2018 for the options paper to be presented with full business case ready for August 2018 and delivery in November 2018.
- 3.5 **What does this mean for Suffolk:** More effective shift pattern, better use of staff and officers and ensuring resilience and reduction in the use of overtime.

4 Athena

- 4.1 **Description:** Work continues on the Athena development plan and restructure review. An options paper will be presented to the Joint Chief Officer Team (JCOT) on 16 April 2018.

- 4.2 Why are we doing this:** The purpose of the Athena Restructure Review is to ‘examine the need to restructure existing ‘silo teams’ into a more joined up and efficient structure that will bring benefits in terms of streamlined resourcing’.
- 4.3 What are the benefits/resource requirements:** The review of processes, resources and structures aims to make sure the Constabularies implement the optimum operating model for Athena and that the system is embedded into the Constabularies structures.
- 4.4 Timeline:** Options paper to be presented to JCOT in April 2018, and once the option has been agreed a business case will be drafted. Exact timelines are yet to be determined, as it will be dependant on which option is agreed. Likely implementation in April 2019.
- 4.5 What does this mean for Suffolk:** More joined up working practices and streamlined processes, and to ensure a more efficient and effective use of resources.

5 Enablers

- 5.1 Description:** Work is ongoing around ICT application rationalisation. A larger project is also underway to review the introduction of Fleet Telematics. Vehicle telematics is a proven enabler to assist Police vehicle fleets to achieve the level of savings required to meet budgetary pressures and maintain the optimum fleet establishment and mix to meet operational requirements. Options were presented at the Organisational Board in January 2018 and stakeholders are meeting to assess the payback available within each option, before this is progressed further and brought back to JCOT for sign off.
- 5.2 Why are we doing this:** Telematics is an enabler to assist our Transport department to achieve the level of savings required to meet budgetary pressures and maintain the optimum fleet establishment and mix to meet operational requirements. Telematics is widely used both regionally and nationally and considered best practice. From October 2018 this has become a requirement of our insurers for all vehicles. Work is now being progressed to ensure this timeline is met.
- 5.3 What are the benefits/resource requirements:** Reduction in fleet requirement, maintenance costs and fuel usage. Estimated savings of £160k over 3 ½ years (£69k to Suffolk).
- 5.4 Timeline:** Business case signed off by the Organisational Board on 5 February 2018, with estimated delivery in October 2018. This project has been expedited due to changes in requirements from our insurance company to have telematics in place for operational vehicles.
- 5.5 What does this mean for Suffolk:** Savings in fleet, maintenance and fuel costs.

6 Section 22a Agreements

- 6.1** Section 22a Agreements enable us to work jointly under this collaboration agreement as part of the ongoing preferred partnership agreement between Norfolk and Suffolk. These agreements include designation of powers, transfer of powers between forces and RIPA.
- 6.2 Corporate Development and Change (CD&C) and Joint Performance and Analysis Department (JPAD)** – work is being progressed following the appointment of a new Strategic Business Operational Services head on 4 December 2017 on a new overarching agreement.

6.3 Information Management – this agreement expires on 1 August 2018 and it is proposed that a variation agreement is put in place to enable the GDPR processes to be implemented before a full agreement is drafted and put in place.

6.4 Agreements recently re-signed:

Department	Start date	End date
HR	June 2017	June 2022
ICT	June 2017	June 2022
VIP and Royalty Protection	September 2017	September 2022
Joint Justice Services	September 2017	September 2022
Corporate Comms – Digital Media	September 2017	September 2022
Joint Protective Services Command	April 2018	March 2023
Joint Finance Department	February 2018	January 2023
Joint Estates Department	February 2018	January 2023
Joint Transport Department	February 2018	January 2023

6.5 One and three year reviews are undertaken for all agreements, and whenever any change is being planned in, Section 22a Agreements will be reviewed as part of the change process. After five years the Agreements are reviewed and resigned including a review of the template.

6.6 Designated Powers - Due to the changes in legislation, work is being progressed to review the Designated Powers within agreements to ensure the schedules are updated. Work is ongoing with HR to ensure data is captured at post level and then powers given to people in these posts.

Regional

7 Professional Standards Department / Vetting

7.1 Description: The 7F Programme and Vetting Heads are working to review the impact that the recently published Vetting Code of Practice and Authorised Professional Practice will have on current vetting processes across the 7 Forces.

7.2 Why are we doing this: The 7F Programme is focussing its efforts on working with Vetting Managers to scope technological solutions to help support the efficiency and effectiveness of the four Vetting units.

7.3 What are the benefits/resource requirements: This is being scoped and will be included in future reporting.

7.4 Timeline: This is yet to be determined and will be clarified in future reporting.

7.5 What does this mean for Suffolk: This is being scoped and will be included in future reporting.

8 Procurement

- 8.1 Description:** In October 2016 PCCs and Chief Constables approved the full business case for the appointment of a Head of Strategic Procurement for the seven forces and an appointment to this post was made in March 2017.
- 8.2 Why are we doing this:** The 7 Force Head of Strategic Procurement has been progressing towards delivering the 7 Force Procurement Pipeline, as well as the full business case for Procurement.

A business case was presented to the summit meeting on 12 October 2017 where the following recommendations were approved:

- approval of the procurement contracts pipeline business case as the first stage of the 7 Force collaborative procurement plan.
- approval of the first stage resource plan
- approval of the formation of a Procurement Delivery Board to maintain strategic oversight of the plan and support the 7 Force Head of Strategic Procurement
- Approval of the timeline for implementation

- 8.3 What are the benefits/resource requirements:** This is being scoped and will be included in future reporting.

- 8.4 Timeline:** This is yet to be determined and will be clarified in future reporting.

- 8.5 What does this mean for Suffolk:** This is being scoped and will be included in future reporting.

9 Physical Records Storage

- 9.1 Description:** A Full Business Case is currently being developed by the 7F Programme and was due to be presented in November 2017. This has been delayed as there are ongoing discussions around standardising the specification and whether this needs to be at different levels.

- 9.2 Why are we doing this:** The Regional Records Managers are working in parallel on the implementation of a Records Management strategy to harmonise working practices and improve service delivery.

- 9.3 What are the benefits/resource requirements:** harmonised working practices and improved service delivery; Management of Police Information (MOPI) compliance, focusing on data quality, better records management, digitisation and education.

- 9.4 Timeline:** This has been delayed as there are ongoing discussions around standardising the specification, and whether this needs to be at different levels.

- 9.5 What does this mean for Suffolk:** The focus is on data quality, better records management, digitisation and education. This will lead to harmonised working practices and improve service delivery.

10 National Specialist Capabilities Review

- 10.1 Description:** The 7 Force programme are working with key stakeholders from across the 7 Forces to scope, analyse and collate recommendations following recent publication of papers by the Specialist Capabilities Programme.

These papers focus on how capabilities could be co-ordinated and delivered jointly in order to improve policing, especially in relation to responses to threats and how the public are protected. The 7 Force team are holding a workshop with key stakeholders, including Chief Constables and Police and Crime Commissioners in January 2018 to discuss how to approach the capabilities and how they can be delivered. The key units being considered in this review are: Cyber dependant crime, Open Source, Intelligence, Surveillance, Technical Support Unit (TSU), Armed Policing, Major Investigations, Collision investigation and Roads intelligence.

- 10.2 Why are we doing this:** This review is taking place due to the publication of papers by the Specialist Capabilities Programme.
- 10.3 What are the benefits/resource requirements:** The full detail is not yet known and workshops are being held in early 2018.
- 10.4 Timeline:** The timeline is yet to be determined.
- 10.5 What does this mean for Suffolk:** Improved specialist capability co-ordination and delivered jointly in order to improve policing, especially in relation to responses to threats and how the public are protected.

11 Armed Policing

- 11.1 Description:** Following approval of a Full Business Case relating to “Firearms Training (Chief Firearms Instructure and Governance Structure)” a 7F Chief Firearms Instructor (CFI) and Deputy Chief Firearms Officer (DCFI) were appointed in July 2017.
- 11.2 Why are we doing this:** These key roles are the first step in developing a 7 force approach that will lead to standardisation of the firearms training product across all 7 forces and enhance interoperability. This is closely aligned to the National Specialist Capabilities Review as detailed in this report at item 11.
- 11.3 What are the benefits/resource requirements:** There was a requirement to upgrade the Chronicle system.
- 11.4 Timeline:** This is envisaged during the 2018/19 financial year.
- 11.5 What does this mean for Suffolk:** This is being scoped and will be included in future reporting.

12 Criminal Justice

- 12.1 Description:** The Heads of CJ from across the 7 forces are leading a series of work strands that will deliver a range of benefits over the next three years, in alignment with the National Digital First programme and ongoing roll out of Athena.
- 12.2 Why are we doing this:** The 7F Programme is represented on the National Police Chiefs’ Council Digital First Steering Group, (the planning and co-ordination programme charged with delivering the national Criminal Justice digital

transformation strategy). The design and delivery of a Digital Case File (DCF) system is a core element of the strategy to improve the efficiency and accuracy of prosecution files and reduce the cost of the associated administrative burden throughout the CJ system. As a result, in March 2017 the 7 Force Team engaged with 12 police forces nationally in order to propose the design and implementation of a DCF system. This led to a Police Transformation Fund (PTF) bid for £3M over three years. On 4 September 2017 the Home Office published the successful PTF applicants, which included the 12 force consortium.

12.3 What are the benefits/resource requirements: This is being scoped and will be included in future reporting.

12.4 Timeline: This is yet to be determined and will be clarified in future reporting.

12.5 What does this mean for Suffolk: This is being scoped and will be included in future reporting.

National

13 Police ICT

13.1 Description: This is a Home Office led initiative. The National Police Technology Council (NPTC) and Police ICT developed three national bids through the Police Transformation Fund (PTF). These were; Productivity Services, IAM, and Police SOC. A further two are planned for 2017 which are;

- Enterprise Resource Planning (ERP), and
- Data Storage and Network Strategy

13.2 Objectives in 2017/18 include commercial work to drive out further savings. Work is ongoing with PriceWaterhouseCooper to review IT spend across Police Forces.

13.3 Why are we doing this: The full impact on forces is as yet unknown. A conference was held in January 2018 to look at delivering transformational reform together. The main focus being on how technology can and will be used to enable transformational reform in policing and other blue light services and how this can be achieved by doing things differently.

13.3 What are the benefits/resource requirements: This will be very resource intensive (especially ICT) as we look to develop a National and Regional ICT infrastructure.

13.4 Timeline: The timeline is unclear at the current time.

13.5 What does this mean for Suffolk: Due to unknown timescales, it is unclear what this will mean for individual forces at the current time. The National Programme has 17 workstreams and more work is required to assess the benefits and what is going to be mandated.

14 Emergency Services Network (ESN)

14.1 Description: Led by the Home Office, the Emergency Services Mobile Communications Programme (ESMCP) has been set up by the Government to replace the existing mobile radio system used by the three emergency services (Airwave) with a new national integrated network using 4G LTE mobile technology called the Emergency Services Network (ESN).

- 14.2 Why are we doing this:** ESN will share EE's existing commercial 4G mobile data network, which is being enhanced, to provide the safety features, coverage and resilience that the three emergency services require.
- 14.3 What are the benefits/resource requirements:** In delivering mission critical voice communication, ESN will also provide broadband speed data services that will enable emergency services to fully utilise other technology available to them such as body worn video. ESN will also significantly reduce future levels of government spending on emergency services mobile communications. The current Airwave service costs the Government approximately £1m per day. Following transition to ESN, the operating costs are expected to be half the cost to the taxpayer of Airwave across the Government as a whole.
- 14.4 Timeline:** The National Programme is still to confirm the revised timeframes from Home Office.
- 14.5 What does this mean for Suffolk:** Better use of technology which will provide efficiencies and better use of systems.

15 Digital First

- 15.1 Description:** Digital First is part of the National Police Chiefs' Council (NPCC) Digital Policing portfolio, with a vision of integrating digitised policing into the reformed Criminal Justice System, delivering the best service to the public. The programme comprises three main workstreams – Digital Evidence Transfer System (DETS), Video Enabled Justice (VEJ) and Case File Information (CFI) – previously called Digital Case File (DCF).
- 15.2 Why are we doing this:** To ensure we have an integrated digitised Criminal Justice System, and provide the best service to the public. This will also link in with Regional work within Criminal Justice (see section 13 above), and the proof of concept work in Kent to develop a Digital Asset Management System (DAMS).
- 15.3 What are the benefits/resource requirements:** This is being scoped by the national team
- 15.4 Timeline:** DETS is to be piloted in 5 forces (including Kent) and is currently out to tender with a preferred supplier to be appointed in May 2017. Depending on how the pilots work, it is intended to make DETS available nationally in Spring 2020.
- 15.5** VEJ is being piloted in Kent, Surrey, Sussex and London and is due to run for 2 years until 2020 before further roll out nationally link in to the HMCTS new Crime service Model.
- 15.6** CFI (previously DCF) is under discussion regarding timeline but could be delayed as a result of CPS CMS system 'freeze' from June 2018 until Spring 2019. This is subject to a summit meeting in March 2018 between police and CPS.
- 15.7 What does this mean for Suffolk:** This is being scoped. The proposed charging model for DETS is being discussed with NPCC Finance Committee and will be subject of a paper to NPCC Council. APCC will also be involved in discussions.