

## Suffolk Collaboration Update Report

### Reporting Period: August/September 2018

Further to the report submitted to the 22 June 2018 Accountability and Performance Panel meeting, this report provides updates on each project focussing on progress against the original scope and detailing, as necessary, where changes have been made.

### Local (Norfolk/Suffolk) Updates

#### 1 Business Support

**1.1 Aim:** The aim of this work is to consider wider reorganisation of the business support functions. Business Support functions include areas such as; Finance, HR, IT, Corporate Development and Change, Performance & Analysis, Communications etc. Any review will aim to ensure governance structures are fit for purpose and reduce duplication of activity.

**1.2 What are we doing:** work is being progressed in the following areas;

- Terms of Reference for phase 2 of the Shared Services Transaction Centre (SSTC) have now been agreed and work is underway. Phase 2 will consider whether further efficiencies can be made through the continued refinement of processes and exploitation of existing technology. No other phases are planned at present.
- Work to align Corporate Development and Change (CDC) and the Performance and Analysis department (JPAD) continues. All 3 Senior Management Team (SMT) posts are now in place. Work on the next phase of change is progressing and data gathering continues through consultation with customers and a series of staff focus groups has been undertaken to help inform the next phase of change.

**1.3 Timeline:** Completion of Phase 2 of the SSTC is due in late October 2019 and the work to merge CDC and JPAD is due for completion by April 2019.

#### 2 Custody

**2.1 Aim:** The aim of this work is to consider the operating models and associated shift patterns to ensure resilience during peak periods of demand, efficient and effective use of staff and a reduction in the use of overtime.

**2.2 What are we doing:** An options paper was presented at the July Custody Project Board to consider greater self-sufficiency, the benefits of which include: less abstraction from local policing; a reduction in overtime; and improved resource planning within the Resource Management Unit (RMU).

**2.3 Timeline:** An options paper is due to be presented to Joint Chief Officer Team meeting on the 20<sup>th</sup> August.

#### 3 Athena

**3.1 Aim:** The aim of this work is to consider the business processes and determine the optimum model / utilisation of resources to realise system efficiencies and improve effectiveness across both Suffolk and Norfolk Constabularies.

**3.2 What are we doing:** Detailed information gathering and modelling work is ongoing on the options for inclusion in the Athena Restructure Business Case, with work initially focussed on the creation of an Athena Hub and the possible alignment of Criminal Justice and Athena within the same command. Engagement with other

forces has being undertaken and identified a number of processes and procedures that could potentially be adopted by Norfolk and Suffolk which are currently under investigation. A number of stakeholder meetings have also been held across the business to review proposals and provide feedback with follow up sessions ongoing.

A discussion panel is due to take place in early September with key stakeholders involved from local policing, Justice Services and Protective Services to consider proposals for a new model before presentation to Chief Officers later in the year.

- 3.3 Timeline:** The Athena Restructure business case is currently part of Phase 6 of the change process which is due for implementation in July 2019. The Business Case is targeting early delivery to JCOT in October/November 2018. If agreed a phased implementation is likely to be adopted.

#### **4 Telematics Project**

- 4.1 Aim:** The aim of the vehicle telematics project is, through investment in technology, to improve and enhance processes and practices in order to realise efficiencies through: the better utilisation of our vehicle fleet; savings in maintenance and fuel costs; and enhanced management information to inform driver behaviour.

- 4.2 What are we doing:** A pilot is currently underway so that a thorough evaluation can be undertaken before choosing the preferred supplier. The pilot is due to end in mid-August at which point it will be assessed against the pre-determined evaluation criteria and the business case documentation updated accordingly and a preferred supplier chosen.

Ongoing liaison continues with our insurance brokers and key internal stakeholders such as Finance, ICT, Procurement and Fleet to pull together a plan for delivery and installation of the kit.

A policy, for the use and monitoring of the system, has been drafted and is currently being consulted on. A post has been created, from within existing departmental budgets, to monitor and analyse system information.

- 4.3 Timeline:** A high level implementation plan has been drafted and will be finalised once the preferred supplier has been agreed. The plan currently assumes vehicle fit out would be complete during January 2019.

#### **5 Protective Services**

- 5.1 Aim:** Implementation of the Outcome Based Budgeting (OBB) savings continues to improve efficiency within the Command against Medium Term Financial Plan (MTFP) targets. In addition a project to upgrade the current XRY system, which enables the download of mobile devices, is underway alongside a National Taser implementation project.

- 5.2 What are we doing:** Various smaller structural change projects are taking place within the Protective Services portfolio to implement OBB savings, these include part civilianisation of some roles within the Serious Collision and Investigation Unit (SCIU) and within the Major Incident Team (MIT) to increase the efficiency and effectiveness of the unit.

The work to upgrade the XRY system (a data extraction system) will replace standalone terminals to a networked solution, which will help address data management and current performance issues.

A national project to upgrade Tasers is currently being scoped throughout Norfolk and Suffolk and will replace the current technology, based on latest Government advice.

**5.3 Timeline:** The work to secure the XRY upgrade will be complete mid-December 2018. Once scoped, a high level plan for the upgrade of Tasers will be produced.

## **6 Justice Services**

**6.1 Aim** Implementation of the OBB savings continues to improve efficiency within the Command against Medium Term Financial Plan (MTFP) targets. Alongside this work continue at a national level on the National Law Enforcement Data Service (NLEDS), which is the Police National Computer (PNC) and Police National Database (PND) replacement.

**6.2 What are we doing:** : Various smaller structural change projects are taking place within the Justice Services portfolio to implement OBB savings, these include: a review of the custody provision (as highlighted above) and a review of the Custody Investigation Unit (CIU) to increase the efficiency and effectiveness.

**6.3 Timeline:** OBB savings relating to structural change are planned and monitored through the phased change plan. Key stakeholders include: HR and Staff Associations.

## **7 Governance of Change**

**7.1** The Strategic Planning and Monitoring (SP&M) meeting maintains oversight of the whole programme of change. It reviews and assesses project delivery, changes to projects and any new work requests (nationally, regionally and locally) and prioritises and considers these against the MTFP and Establishment / Workforce plans in order to assess risk, interdependencies and ensure both Suffolk and Norfolk remain on track with financial savings and spend.

**7.2** The following new work requests have been approved for further scoping work and production of a Project Initiation Document (PID's) and/or Business Case. All of these proposals will come back to the SP&M meeting for formal sign off and resource allocation. Once approved they will be included in future reporting;

**7.2.1 Introduction of Webforms** – Approval was given to implement an automated solution to update the vetting system with new forms. At present information is re-keyed into the vetting system so the enhancement will improve the efficiency and effectiveness of the unit. Demand continues to increase in this area of business due to recent legislation changes to the Vetting Code of Practice. This is in line with regional strategy.

**7.2.3 Introduction of Taleo** (I recruitment) – Approval was given to proceed with the additional module as part of the overall ERP development work and the interdependency with the move towards a Shared Service Transaction Centre (SSTC). The system will provide a platform for the constabularies to more effectively manage the recruitment process for police officers and police staff.

**7.2.4 Upgrade to CRASH** – Work undertaken to complete a nationally mandated project to upgrade the CRASH system, used within the Justice Service portfolio. The national upgrade to the system took place during a transfer of ownership which moved the product from the Home Office to the Department of Transport.

**7.2.5 Introduction of Salto Cards** – Approval was given to provide project management oversight and support to the introduction of a single SALTO security card to be in operation across both Forces.

**7.2.6 Interim Athena Management Information Solution** – Agreement approved to develop an interim solution to ensure that both Constabularies can still access key Athena information following the removal of the current solution in 15 months-time. Liaison with colleagues in

Hertfordshire, Bedfordshire and Cambridgeshire has assisted with the design and specification requirements of the interim solution.

## **8 Section 22A Agreements**

**8.1** Work is ongoing to undertake a 12 month review of the following agreements;

- Digital Communications;
- Joint Justice Services;
- HR;
- Finance.

**8.2** A new Section 22a Agreement has recently been signed for Strategic Business and Operational Services (SBOS) which resulted in the termination of the existing individual agreements for Corporate Development and Change (CD&C) and the Joint Performance and Analysis Department (JPAD).

**8.3** A template to record the outcomes of these reviews has recently been agreed with the OPCC.

## **Regional Updates**

### **9 Professional Standards Department/Vetting**

**9.1 Aim:** The 7Force team are considering how they can adopt a standardised approach, together with exploring how changes to systems can support great efficiencies in the wider PSD arena.

**9.2 What are we doing:** The 7F team continue to work with the four vetting units across the region to ensure a comprehensive understanding is gathered of the challenges in this area of business. This work is still in the early stages of development and a Strategic Outline Paper is currently being prepared. The updated contractor charging protocol has been agreed at DCC level across the region.

**9.3 Timeline:** It is anticipated that the Strategic Outline paper will be presented to Chief Officers in September 2018.

### **10 Procurement**

**10.1 Aim:** To consider greater efficiencies through regional procurement opportunities and contract convergence.

**10.2 What are we doing:** At the July summit the Chief Constables and Police and Crime Commissioners agreed to progress the proposals and recommendations presented in relation to the Procurement Full Business Case. An update was only given at the July summit in relation to the procurement pipeline work and the alignment of up to 10 contracts.

**10.3 Timeline:** The work required to implement the Procurement business case will now be progressed under the new 7F procurement function.

### **11 Policing Education Qualifications Framework (PEQF)**

**11.1 Aim:** The PEQF aims to bring consistent practice in terms of implementation, assessment and accreditation of initial police training across all 43 Forces in England and Wales.

**11.2 What are we doing:** This project remains a significant focus for all forces. At the July summit it was proposed that the 7F programme lead on the procurement aspects of this

change, through defining and procuring the services of a Higher Educational Institution to deliver police apprenticeships.

- 11.3 Timeline:** Monthly meetings have now been established and further plans will be drawn up to work around the national timeframe for delivery of 2020.

## **12 Armed Policing**

- 12.1 Aim:** The project is closely aligned to the National Specialist Capabilities Programme and is exploring opportunities under Armed Policing for a networked capability across 7 Forces.

- 12.2 What are we doing:** Work to develop the outline business in now at a consultation phase with key stakeholders on the preferred approach and options being presented. The key principles of this business case highlight the development of a 'network approach' to Armed Policing with the ownership and governance structures remaining at home Force level.

Oversight of the training and governance work has passed to ACC Ayling (Kent Police). The process of standardisation continues across the region. A new Training and Delivery Manager (Ch. Insp Julie Hands) started in July 2018 and is now leading on a gap analysis project to establish further work required to conclude the transition to a single firearms licence across the region.

- 12.3 Timescales:** Work continues to work towards a single firearms licence position.

## **13 Criminal Justice**

- 13.1 Aim:** To align processes and practice to the national Digital First programme and gives consideration to the impact following the roll out of the Athena system at a regional level.

- 13.2 What are we doing:** The agreed priority workstreams in this area remain as Out of Court Disposals, Case and File Quality and the Digital Interview project (previously referred to as Preparation of Record of Interview). Two workshops took place in July 2018 to discuss the Digital Interview Project and consider options for the Strategic Outline case. The Regional team are now assessing these options

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

## **14 Landscape Analysis**

- 14.1 Aim:** The Strategic Change Landscape Analysis will consider National, 7F Strategic Collaboration and preferred partnerships and Local Change requirements to allow better understanding of the change landscape, clarify the vision of the 7F Collaboration and enable better links between financial and change planning.

- 14.2 What are we doing:** The 7F programme have been commissioned by the 7Chief Constables to develop a whole change landscape picture to 2025 to help inform the development of a clear vision for 7F Strategic Landscape.

- 14.3 Timeline:** The final Strategic Change Landscape Analysis product is anticipated to be presented at the January 2019 Summit meeting. Further details will be provided on this review as this work progresses.

## National Updates

### 15 National Specialist Capabilities Review

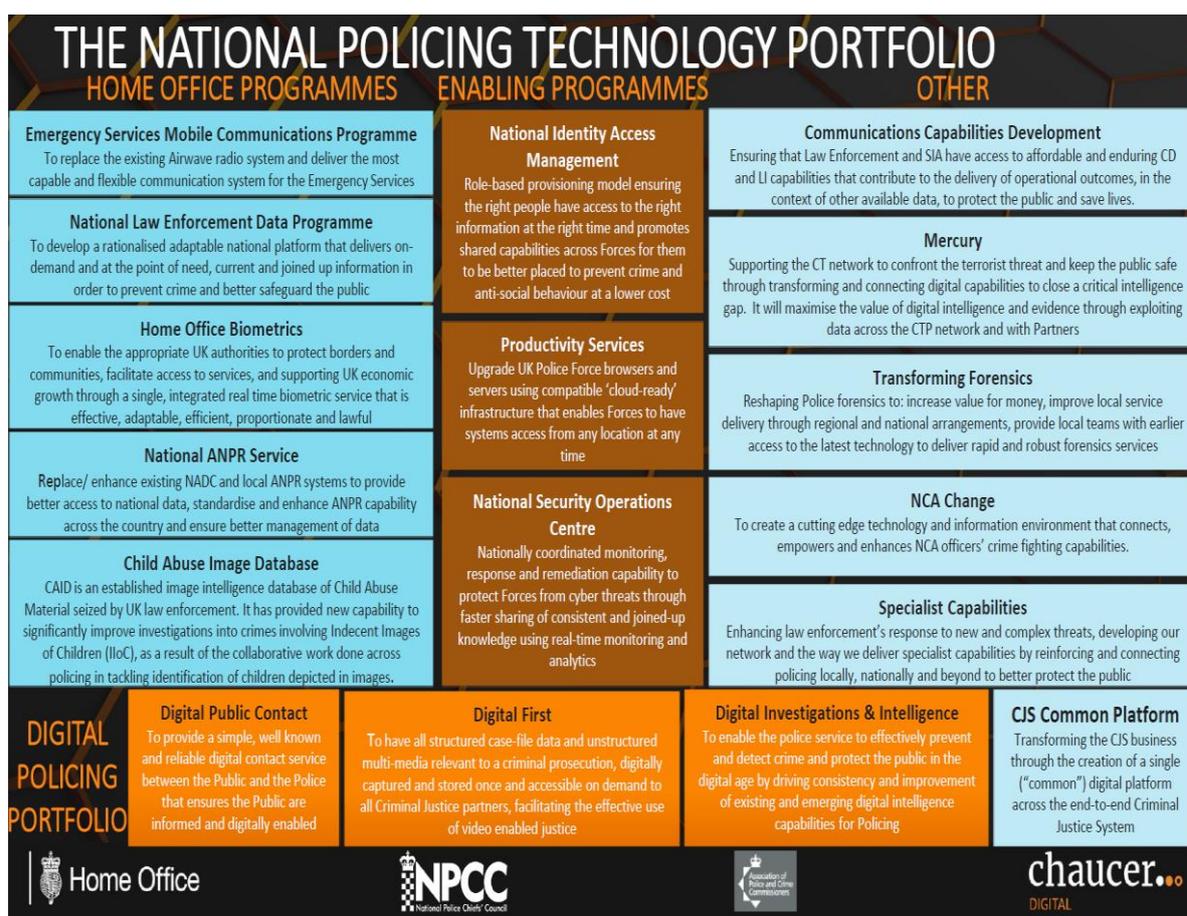
**15.1 Aim:** To enhance our response to new and complex threats, developing our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond.

**15.2 What are we doing:** A briefing document produced in July 2018 indicates that the scope of the specialist capabilities programme covers 9 key areas: Major Investigations, Analysis, Internet Intelligence and Investigation, Roads, Receipt & Access, Cyber, Armed, Technical Surveillance Unit (TSU) and Surveillance. Each of the 9 areas has an agreed strategy and an annual plan for key deliverables.

**15.3 Timeline:** Work will continue into 2019

### 16 National Policing Technology Portfolio

**16.1 Aim:** The policing vision 2025 sets out how digital policing will support the evolution of policing, enabling forces to respond and adapt to the increasingly digital world we live in. 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.



**16.2 What are we doing:** A conference was held in January 2018 and more recently in May 2018, roadshows were held across the country to look at delivering transformational reform together. Engagement is taking place with the national programme team to ensure greater clarity on implications and benefits are discussed at local force level.

**16.3 Timeline:** The timeline is unclear at present.

**16.4** Within the above programme progress and updates on some of the more developed projects are noted below;

**17** **Digital Public Contact** – the aim of which is to provide a single well known and reliable digital contact service between the public and the police through the Single Online Home. Single Online Home will provide a common IT platform that allows the public to report, transact and self-help by utilising a familiar website design

**17.1 Current Progress;**

At a national level;

- National procurement work is ongoing and the platform build is expected to be completed for October 2018;
- All 43 Forces have been asked to sign up to a Statement of Intent. Norfolk and Suffolk have signed and returned their statement of intent;
- Live test sites will be up and running in June for; Metropolitan Police Service, Thames Valley Police and Hampshire;
- Other Forces who planning to move to this single platform will start the transition from April 2019;
- Planning for Norfolk and Suffolk's transition are currently being worked up.

**18** **Digital First** – the aim of which is to have all case file and multi-media data digitally captured, stored and accessible by the wider Criminal Justice family.

**18.1 Current Progress;**

At a national level;

- Work on Digital Evidence Transfer Service (DETS) has commenced and procurement for a 5 force pilot began in March 2018 and is due to run until mid 2019.

At a local level;

- A review of how DETS will link to the digital evidence management software (DEMS) solution is underway
- Digital Asset management system (DAMS) project has been running for a number of months. Whilst delivering a short term tactical solution to store drone, digital interview, CCTV and ID parade footage the project will also be delivering a business case for the adoption of the seven force solution being developed by Kent.
- Video Enabled Justice equipment is currently available in all 6 PICs. The equipment has been upgraded, tested and is fully operational. Usage is reported and monitored.

**19** **Digital Investigations and Intelligence (DII)** – the aim of which is to enable the police to prevent and detect crime and protect the public in this digital age.

**19.1 Current Progress;**

At a national level;

- The national DII Target Operating Model is under development,
- The Information Handling Model is under development,
- The DII Self-Assessment Tools design development commences in May 2018 with it being available to forces from October 2018.

At a local level;

- Early engagement with the national programme has begun to understand the scope of the work.

**20** **Emergency Services Network (ESN)** - The aim of which is to replace the existing airwave radio system and deliver the most capable and flexible communication system for Emergency Services.

**20.1 Current Progress;**

At a national level;

- A revised National Programme timeline was released in July 2018. Work is ongoing with the National Programme to test the validity of the current assumptions of the plan and timeline. The plan presents a National Airwave Shutdown planned for Quarter 4 2022. This would require a transition to ESN before this date. A further national full business case is being progressed by the National Programme to validate the decision to continue with ESN. This is likely to take until the end of the calendar year.

At a local (Suffolk / Norfolk) level;

- The project teams have been working with Regional and National colleagues in preparing for the implications of the revised timeline. This covers: coverage, risks, issues and integration of both CCR's into the new communications infrastructure.
- In addition the project team have been reviewing the sustainability of Airwave up to the proposed 2022 shutdown date. A procurement framework for handsets has been agreed nationally which would allow Forces to supplement handset numbers if necessary.