

Suffolk Collaboration Update Report

Reporting Period: April 2019

1 Background

- 1.1 Suffolk and Norfolk Constabularies have been collaborating on the delivery of policing functions since 2009 and have implemented very ambitious business transformation plans for Business Support, Justice Services and Protective Services through an agreed preferred police partnership collaboration strategy.
- 1.2 Over the last 4 years, through collaboration and planned change, Suffolk and Norfolk have saved over £34.5M (£17.1M for Suffolk). All back office and operational departments are now working jointly with the exception of Local County Policing Commands (which includes Force Control rooms and Safeguarding units, which have many links to other locally based emergency services such as Fire, NHS and Ambulance services). Work continues to progress these partnerships to ensure value for money and the shared use of assets. One such example is the work being undertaken with Suffolk Fire and Rescue Service regarding the use of drone technology to assist with major incidents.
- 1.3 Additionally, the work of the 2025 Team will work to continuously improve transform and modernise to ensure it delivers a highly effective service now and in the future.
- 1.4 The Strategic, Business and Operational Services (SBOS) Department manage the programme of change through the joint Programme Management Office, which seeks to enable delivery of:
 - Cashable savings
 - Improved services
 - Enabling technology
 - Wider benefits such as non-cashable efficiency savings and risk mitigation

This will lead to transformational change and assist in the delivery of the objectives of the Police and Crime Plans for both Suffolk and Norfolk.

- 1.5 The collaborative partnership between Suffolk and Norfolk is one of the longest running nationally and has been recognised as good practice within recent Home Office Inspections:

“Suffolk Constabulary has impressive joint working practices with other police forces and external organisations to help save money and improve the services it provides. For example, it has collaborated with Norfolk Constabulary on a revised ICT strategy and is sharing a number of premises with Suffolk Fire and Rescue Service. The Force has a culture of innovation and continuous improvement and encourages its workforce to suggest new ideas.”

Source: HMICFRS 2017 PEEL Assessment - HMIC Zoe Billingham

2 Introduction

- 2.1 Suffolk and Norfolk Constabularies are in the process of year-end close down for financial year 2018/19. Programme savings for the financial year 2018/19 have been identified and tracked against the plans and have resulted in a small surplus of £13k.

Medium term financial plans were drawn up and signed off by the Police and Crime Commissioner (PCC) for financial years 2019/20 – 2022/23. These plans include significant capital investments in Digital transformation, ICT investments in storage capacity given our expanding digital world, along with growth for areas of the business that tackle high-tech crime. Alongside this run our standard replacement programmes for equipment, vehicles and estates work.

Key stakeholders from within the finance and programme/project management and strategic service disciplines are now preparing for the annual Financial Challenge and Scrutiny Panels which will commence with Department Heads in July. The Force Management Statements (FMS) will be used to assess risks, capacity and capability in key areas determined by Her Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS) to allow us to develop the programme of change for the next 4 years

- 2.2 This report provides updates on current, national, regional and local collaborative projects and gives consideration as to the impact on Suffolk Constabulary.

3 National Update

- 3.1 The Policing Vision 2025, set by the National Police Chiefs Council, details the plan for the next six years and how the vision will shape decisions around transformation, how we use resources to help keep people safe and provide an effective, accessible and value for money service.

The National Police Technology Council has been commissioned by the National Police Chiefs Council and Police and Crime Commissioners to work on common operating standards and procurement of police technology.

Several projects have been initiated within the National Policing Technology programme updates on some of the more developed projects are noted below, highlighting any impact on Suffolk Constabulary.

3.2 Home Office Programmes:

3.2.1 Emergency Services Mobile Communications Programme (ESMCP)

The aim of which is to replace the existing airwave radio system and deliver a flexible communication system that can be used by all Emergency Services.

Current progress at a national level – The revised full business case for the Emergency Services Network (ESN) is due to be signed off imminently. It is expected that the national programme will move swiftly into delivery mode with the expectation that all Forces will have moved to the new product by 2022.

Current progress at a local level – Regional meetings have continued during the national reset period to ensure strong relationships are maintained throughout any transition period. The use of 'Connect', a separate terminal that will reside in vehicles allowing for a fast secure and reliable data connection, has been considered to maintain the regional approach to ESN. However, Suffolk and Norfolk see no advantage in taking this product above 'Prime'. Prime will provide public safety communication through a smart phone and is designed for users who are ready to move away from Airwave.

Discussions have been held regarding trial sites and whilst we do not have capacity to resource a trial we have offered support for observation of the trial process in other forces so that we can assist and prepare for further roll out plans wherever possible.

3.2.2 National Automatic Number Plate Recognition (ANPR) Service (NAS)

This project looks to replace all current locally held ANPR information and provide a national solution with proportional shared access, without boundaries, for all Law Enforcement Agencies (LEAs).

Current progress at a national level –All Forces will be provided with direct access to the National ANPR data set along with new tools, analytics and alerting functions, enabling forces and other LEAs to work together efficiently and effectively by sharing data and common methods of tackling crime.

Current progress at a local level – Work is ongoing with local ANPR teams. Connectivity in Suffolk and Norfolk is expected late 2019 / early 2020.

Alongside there is a review of the current joint ANPR hub to ensure it has the necessary capacity and capability to provide support to the Sentinel teams that will be launched in Suffolk from May 2019 through to January 2020.

3.2.3 National Enabling Programme (NEP)

This is a Home Office led project that will build on current collaboration to provide a national and standardised technology platform that delivers applications at a reduced cost. Additionally the Identity Access Management (IAM) work will enable the secure access and sharing of information across all Emergency Services.

Current progress at a national level –The NEP was officially launched in 2017. Design documentation was released in February 2018 and in March 2018 a decision was made to align Windows 10 deployment with the NEP design. The identity access management project will run alongside the Windows 10 upgrade project to ensure an integrated approach.

Current progress at a local level – A pilot is due to run in June / July 2019 with the transition to Windows 10 planned for November 2019.

'Use Cases' are now being developed to identify the business change benefits following the technology upgrades. The joint Digital Portfolio Board has identified 5 use cases, 4 local and 1 regional, these are:

- External Surveys
- Digital Forensics
- Intelligence Briefing and Taskings
- Team collaboration and communications
- Specialist Operations collaboration

3.3 Digital Policing Portfolio:

3.3.1 Digital Public Contact

The Single Online Home will provide a common IT platform that allows the public to report, transact and self-help by utilising a common website design to enable a consistent way of engaging with their local force and accessing police services online

Current Progress at a national level - All 43 Forces have been asked to sign up to a "Statement of Intent", 41 Forces have confirmed their intent to do so. Recent dialogue from Senior User Chief Constable Cole states that ten Forces are now fully or partially live on the platform with a further seven starting transition.

Current Progress at a local level – Both Suffolk and Norfolk have signed the "Statement of Intent" and initial scoping has begun to understand what capabilities the national product has to offer and how this would map to existing functionality. A recent roadmap from the national programme indicates that Suffolk (and Norfolk) is planned to on-board with the product in February / March 2021, with preparation needing to start in July 2020.

3.3.2 Digital First

The aim is to have all data that is digitally captured (such as body worn video, drones footage and seized mobile devices), stored and accessible by the wider Criminal Justice family.

Current Progress at a national level - Work on the Digital Evidence Transfer Service (DETS) has commenced and procurement for a 5-force pilot (Cheshire, Kent, Northumbria, Cumbria and Merseyside Police) began in March 2018. All force 5 forces are contributing to a Risk and Issues Log to ensure that all pilots are working and to benefit from across the board learning opportunities. The system will be adopted jointly by both Suffolk and Norfolk by March 2020.

Current Progress at a local level – Preparation on the Digital Asset Management System (DAMS) business case is ongoing, two of the main work packages being considered are:

- Storage metrics based upon the size of files in the system. These metrics will inform the costs within the business case.
- Benefits profiles for allocation to department to refine and agree commitments

3.4 Other Programmes:

3.4.1 Specialist Capabilities

The programme will look to enhance our response to new and complex threats, developing our network and the way we deliver specialist capabilities, such as Intelligence, Roads Policing and Analysis by reinforcing and connecting policing locally, nationally and beyond.

Current progress at a national level – Programme Governance and a Terms of Reference have now been set up. Work will continue into 2019.

Current progress at a local level – From the 1 April the 7Force Firearms Licence structure comes into place for armed police training. Finalisation of the business case requirements for a single IT platform is now complete and will be hosted from Norfolk. Migration to the system will be undertaken by the supplier and ICT colleagues.

3.4.2 Policing Education Qualifications Framework (PEQF)

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. The 7Force Programme are leading on the procurement aspects of PEQF; defining and procuring the services of a Higher Education Institute.

A PEQF event took place on the 6th March where the Chief Constable opened the event on behalf of the 7Force programme to set out priorities, culture and demographic challenges. The event provided the opportunity for suppliers to ask questions prior to the tender period closing in early April. Tenders are now being evaluated by finance and key business leads with final decision and award of contract expected midsummer.

3.4.3 Tasers

Tasers were introduced in the UK in 2003 to all firearms trained police officers. The device currently in use is being updated and a national programme to procure and roll out the device at a national level is underway. Locally a business case has been signed off by Chief Officers to procure and train all authorised firearms officers across Suffolk over a three year period.

4 Regional Update

4.1 The 7Force Strategic Collaboration Programme is working across the seven Eastern counties (Suffolk, Norfolk, Bedfordshire, Cambridgeshire, Hertfordshire, Essex and Kent) to develop and implement successful collaborative solutions to protect the frontline local delivery of policing.

4.2 The 7Force programme, is exploring more efficient ways of working and the programme is looking to transform the delivery of police services across the forces.

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The 7Force programme work commenced in 2015 and is one of the most ambitious police partnership programmes to date.

4.3 The overarching aims of the programme are to deliver enhanced:

- Public Services
- Efficiency
- Effectiveness
- Value for Money
- Savings

4.4 Additionally, the programme will deliver benefits through the convergence of systems, processes, equipment and implementation of common standards across our organisations.

4.5 Detailed below are some of the more developed regional projects which are currently being progressed (some of which are linked to national projects as noted above).

4.5.1 **Professional Standards Department/Vetting**

The 7Force Programme is exploring opportunities for Vetting across the region.

An automation proof of concept project has commenced and engagement activity started to identify potential suppliers. The project will look to explore opportunities that can be delivered through the use of Artificial Intelligence (AI) technology in the Vetting function.

4.5.2 **Procurement**

The 7Force Programme is now working on the development of a single regional function following the appointment of the Regional Head. The appointment is subject to the normal protocols and formal communication will follow once this has been completed. In the meantime regular communication is taking place with the Home Office lead in this area to ensure they are briefed on the latest structure iterations.

5 **Local (Suffolk/Norfolk) Update**

5.1 Work continues on both the joint (Suffolk / Norfolk) change projects and on any Suffolk only change projects.

The current Suffolk 2025 programme of work focusses on how we deliver services to our communities over the next few years and beyond. The programme will build on the Suffolk Local Policing Review which focused on re-designing services, being more efficient and responding to current and future policing challenges. It will also support the National Police Chief Councils vision for policing and will also help to deliver the PCC's Police and Crime Plan and the Chief Constable's Mission and Vision.

APPENDIX A

However, due to the interdependencies across policing functions it remains important to have a clear oversight of the overall programme of work and the capacity to be able to deliver.

Detailed below are a number of the key joint projects which are being progressed jointly.

5.1.1 Business Support

The aim of this work is to consider wider re-organisation of the joint business support functions across both Suffolk and Norfolk (areas such as Finance, HR, ICT, Corporate Development and Change and Performance and Analysis). The review will look to enable streamlined processes, removing duplication and improved demand management through the use of enabling technology and structural change. This change will be delivered during 2019 and early 2020.

The recent merger of Corporate Development and Change and Performance and Analysis departments took place with effect from 1 April 2019. The merger delivered savings of approximately £400k (joint).

As part of this work a review into the core business support IT system (Enterprise Resource planning – ERP) is being carried out to ensure that the system is being maximised and that it remains fit for purpose. Work includes improving the management information, looking at longer term regional strategies and enhancing the HR functionality of the system to enable online access to new recruits to better manage demand.

5.1.2 Custody

A review of the current joint operating model within custody has taken place. The review was carried out to ensure resilience during peak periods of demand and to confirm the most efficient and effective use of both Officers and Staff across the 6 custody sites. The new model goes live in late May 2019.

Alongside this the national Video Enabled Justice (VEJ) programme is being implemented in Norfolk and Suffolk to improve the way evidence is provided at court and further streamline the custody process. It is anticipated in the longer term that this will reach to other justice partners to deliver further benefits.

5.1.3 Athena

Athena is the single regional system for crime, intelligence, custody and case management.

The aim of this project 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. A business case was agreed as part of the Medium Term Financial Planning (MTFP) process and has resulted in a change to shift patterns within the joint Athena Investigation Management Unit, whose principal purpose is to ensure the quality of recording and investigation on crimes and incidents is maintained. This change in shift patterns will allow for the more efficient use of the system by streamlining processes and ensuring bottlenecks do not occur.

5.1.4 Telematics Project

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. The installation schedule is now complete and all 888 vehicles have been fitted with the telematics system, with an additional 13 having dash cam only.

The initial Telematics Project Board had since morphed into a Motor Risk Management Board, chaired at Assistant Chief Officer (ACO) level, and terms of reference for the group include:

- Implementing a Driving for Better Business (Department of Transport) campaign
- Collision and reduction improvement plan
- Review and enforcement of driving standards through review of the telematics data

5.1.5 Protective Services

Implementation of the Outcome Based Budgeting (OBB) savings continues to improve efficiency within the Command against medium term financial plan targets.

Alongside this a project has also been set up to consider impact coming from the International Organisation for Standardisation (ISO) accreditation. The Forensic Service regulator has set a Code of Practice by which we must comply. This code is aimed at all services that provide forensic science services to the Criminal Justice system.

A key deadline has been set with regard to collision investigation work of October 2019 with an accreditation review set for October 2020.

5.1.6 Other joint reviews

There are some other reviews being conducted across the joint space to consider the operating models and skillsets required. These reviews are taking place in the following areas:

- Investigation Reviews – Investigations reviews are taking place locally in both Suffolk and Norfolk with overall oversight being fed into a joint Board chaired at Assistant Chief Constable (ACC) level. Within the Suffolk review initial scoping & fact finding has been completed along with national benchmarking. Engagement with key stakeholders is now underway to understand joint space interdependencies and sharing of information. Scoping of training and equipment required along with any software pilots will be provided in an options paper tabled for July 2019.

6 Future Plans

- 6.1 As described in Section 2 above, key stakeholders will now look to develop the Challenge and Financial Scrutiny process. Data provided from Force Management Statements (FMS) will be used to assist in assessing risk and areas of growing demand. Assuming that the current austerity measures remain in place at Home Office level, an Outcome Focussed Risk Assessment (OFRA) will be applied to budgets across both Constabularies to assess the viability and impact of savings being offered up by Department Heads. This information will then be used to inform and review future change programmes.

- 6.2 As part of the new Strategic, Business and Operational Services Department, a new post has been created to review and consider a more robust benefits management strategy and approach to ensure business benefits are maximised and embedded throughout the organisations.