

## Suffolk Collaboration Update Report

### Reporting Period: August 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.
- 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 Medium term financial plans have been drawn up and signed off by Suffolk OPCC for FY's 2019/20 – 2022/23. These plans include Challenge Panel savings for FY 19/20 of just under £2 m across the joint landscape. Equating to in year (FY19/20) saving for Suffolk of in excess of £700k.

Alongside this significant capital investments have been planned in areas such as Digital transformation, increases in storage capacity given our expanding digital world along with growth for areas of the business that tackle high-tech crime.

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 September 2019. A series of workshops were undertaken in July / early August to encourage a “critical – friend” review of priorities, service levels, organisational redesign along with challenges and hindrance stressors to help prepare for the actual Panels.

- 2.2 This report provides updates on the 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 Police Service continues to work hard with the Home Office to prepare for ESMCP. A new business case is expected to be signed off before the end of 2019, however the ambition to switch off Airwave by December 2022 is now deemed unrealistic and December 2026 is a more likely target date.

**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.

An options paper is being developed for the refresh of the existing Airwave terminals across Forces.

### 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 (LEA's).

**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 in quarter 1 of 2020.

Alongside this work, 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 through to October 2019. An options paper was presented to Organisational Board in July that highlighted risks and opportunities in a number of other areas of the business as a result of growth in ANPR operational activity. This paper will be considered as part of the wider Challenge Panel process that will conclude in late 2019.

### 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 national Enablers programme 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.

**Current progress at a local level –** A technical pilot is now underway with the Windows 10 deployment scheduled for completion by November 2019.

Work is ongoing with a solutions provider to understand the implications of IAM. Recruitment is underway for a temporary project manager to oversee delivery of IAM alongside the 5 Use Cases to assist with the identification of business change benefits.

### 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.

**Current Progress at a local level** – Both Suffolk and Norfolk have signed the "Statement of Intent" and a Section 22a Collaboration Agreement. 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 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** – The DAMS business case was approved by Joint Chief Officer Teams in June 2019 with the solution agreed by Chief Constables for all 7 Forces. The procurement process is expected to start in September/October 2019 with implementation commencing shortly thereafter.

### 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** – A strategic outline business case to consider how we achieve fully interoperable operational resources across all regional Forces,

## APPENDIX A

was presented to Chief Officers in June 2019. The case was approved to progress to outline business case stage.

### 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.

Following presentation to the 7 Force Strategic Procurement Governance Board, local force leads are now developing local narrative and impact on financial budgeting, evaluation of responses and clarification of bidders questions. Suffolk and Norfolk will present the outcome of any local decision making to the next 7Chiefs Meeting in mid-August.

### 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 has been agreed. Locally a business case has been developed and approved by Chief Officers to procure and train all authorised firearms officers and specifically trained officers across both Suffolk and Norfolk.

Training on the new devices commenced in in both Counties in early August as part of a 3 to 4 year rolling training programme until the existing devices are phased out.

## 4 Regional Update

- 4.1 The 7 Force 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 through the convergence of systems, processes, equipment and implementation of common standards across our organisations.

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).

### 4.2 Professional Standards Department/Vetting

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

A benefits analysis exercise has been completed and has identified 4 main opportunities. These opportunities are now being considered in more detail to assess the net cashable benefit for Forces. The development of a Strategic Delivery Group has been completed and will be chaired by DCC Rachel Kearton.

#### 4.3 **Procurement**

The 7Force Programme is working on the development of the 7Force single procurement function. The 7Force Head of Strategic Procurement and Function Leads have now been appointed. Full harmonisation of processes and procedures is scheduled to be completed by early 2020.

#### 4.4 **Forensics**

The 7Force Programme is in the early stages of exploring potential 7Force opportunities in Forensics. The Transforming Forensics (TF) prospectus has been received and an initial assessment has been completed.

### **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.

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.

#### 5.2 **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.

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.

### 5.3 Justice Services

The new custody operating model went live in May 2019 following a review to ensure resilience during peak periods of demand and to ascertain the most efficient and effective use of both Officers and Staff across the 6 custody sites.

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.

A further review has been initiated in the Custody Investigation Unit (CIU) to consider and improve the standards of investigation following arrest. This links into the investigation improvement work that is being developed by D/Ch Supt Bridger.

Within the last reporting period work has been completed in relation to previously identified Challenge Panel savings within the Criminal Justice environment.

### 5.4 Motor Risk Management

The aim of the Motor Risk Management programme is to;

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

Various workstreams are in place to ensure compliance with the above programme and the recent vehicle insurance requirements.

The 7Force Programme is delivering a joint driver skills management system to track and record skill levels across the Forces.

A further piece of work is being carried out across Suffolk and Norfolk to consider what level of training is required by rank and role to ensure training can be prioritised and be delivered as effectively as possible.

### 5.5 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 (FSR) has set a Code of Practice by which the organisation must comply. This code is aimed at all services that provide forensic science services to the Criminal Justice system.

Following a local review of ISO accreditation for the Forensic Collision Investigations Unit, this has now progressed to a national solution and a business case has been presented which proposes a lead force and regional management arrangement due to the complexities of the accreditation. Local teams should be established ahead of any planned FSR review by October 2022.

## 5.6 **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 ACC level. Within the Suffolk review an options paper was approved in June 2019 with regards to serious and complex investigations and a recruitment campaign commenced for Digital Media posts with interviews planned for late July / August. Research and benchmarking work has been undertaken with other Forces in relation to volume based investigations and an option paper is scheduled for September 2019.

## 6 **Future Plans**

- 6.1 As described in Section 2 above, key stakeholders have developed the Challenge Panel process, to ensure a more rigorous challenge takes place during the sessions.

Data provided from 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.