

Suffolk Collaboration Update Report

Reporting Period: May 2020

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 Through collaboration and planned change, Suffolk and Norfolk have saved over £35.5M (£17.6M 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 2025 Team is working to continuously improve, transform and modernise local policing 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
- 1.5 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.
- 1.6 The collaborative partnership between Suffolk and Norfolk is one of the longest running nationally and has been recognised as good practice within 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 The pandemic has presented a number of challenges and opportunities for the Constabulary to respond to.
- 2.2 A team has been established to identify and implement sustainable solutions to develop and change working practices created as a consequence of COVID-19. These solutions will start to consider; how we move to a more agile workforce with home working capacity for non-operational staff and how we can further exploit technology to improve processes such as; learning and development, criminal justice and partnership working to ensure we adhere to social distancing guidelines.
- 2.3 As we move towards the restore and recovery phases and the inevitable challenges on budgets we are preparing for the yearly Service and Financial Planning process. This process is due to take place in September 2020 and will be developed in consideration with the Force Management Statement (FMS) for Suffolk (a strategic document that examines demand and risk impact on Suffolk Constabulary services) and assessed in terms of risks and impact on outcomes using the principles contained within the FMS.

3 National Update

- 3.1 The Policing Vision 2025, set by the National Police Chiefs Council, details the plan for the next five years - detailing how the vision should shape decisions around transformation, using resources to help keep people safe and provide an effective, accessible and value for money service.
- 3.2 The National Police Technology Council has been commissioned by the National Police Chiefs Council and the Association of Police and Crime Commissioners to work on common operating standards and procurement of police technology.
- 3.3 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 was expected to be signed off in early 2020. However, delays caused by both the pandemic and resulting disruption to supply chains has meant this is delayed until the latter end of 2020. Furthermore the ambition to switch off Airwave has been further delayed to 2024.

Current progress at a local level – Regional meetings have continued during the national reset period to ensure strong relationships are maintained throughout any transition.

A refresh of Airwave terminals is in progress and will ensure Suffolk have a resilient and reliable fleet of handsets until transition to the Emergency Services Network. The refresh is progressing well although plans have had to be amended slightly to account for the recent travel restrictions and the need to get equipment ordered and distributed to frontline officers.

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

This project looks to centralise 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 – Suffolk are connected to the NAS and the project is closed locally. However, work continues to review the current joint ANPR hub to ensure it has the necessary capacity and capability to provide support to the proactive 'Op Sentinel' teams launched in Suffolk.

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. The project has grown in importance as a result of the pandemic as the standardised platform will provide greater resilience for shared knowledge and information and communication.

Current progress at a national level –The National Enabling Programme was officially launched in 2017, with design documentation released in February 2018.

To date 32 'use case' workshops have been carried out nationally, and as forces develop their adopted use cases they also develop road maps for other forces, enabling the efficient and effective sharing of benefits more widely.

In March 2018 a decision was made to align Windows 10 deployment with the NEP design. The IAM project will run alongside the Windows 10 upgrade project.

Current progress at a local level – COVID-19 has caused some initial disruption but the project has once again started to move forward and is re-building on some of the lost momentum.

Windows 10 deployment is now completed and remote migration of users to Office 365 is underway in pilot phase before wider roll out across. Office 365 technology will allow us to exploit greater communication capabilities such as Skype for Business and Microsoft Teams thus ensuring we can maintain resilience both for our own home working employees but also with wider partners/agencies.

Work continues to develop with the Identity Access Management (IAM) solution and a temporary project management resource is being secured to assist with the development and exploitation of the benefits provided by the new technology. This will allow us to enhance the process of joiners, movers and leavers throughout the organisation to ensure a more efficient and effective process aligned to the role and not the person.

3.3 Digital Policing Portfolio:

3.3.1 Digital Public Contact

The Single Online Home (SOH) will provide a common IT platform that allows the public to report, transact and self-help by utilising a common website design, enabling 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. There are currently 17 forces using the platform. At this present time, Digital Public Contact is currently focussed on providing support for operational policing’s response to COVID-19, developing a triage and response service for the public.

Current Progress at a local level – Both Suffolk (and Norfolk) have signed the “Statement of Intent” and a Section 22a Collaboration Agreement to move towards the SOH product. At a Joint Chief Officer Team meeting in January 2020, the decision was taken to delay the transition to the Single Online Home platform for Suffolk and Norfolk whilst the Constabularies work on developing the Athena Public Engagement, for which Norfolk and Suffolk are the lead force nationally. As a result of this decision we may need to upgrade existing websites in Suffolk (and Norfolk) to ensure contractual support is continued. If this is the case we will plan any move to SOH to ensure we maximise the return on investment.

3.4 Other Programmes:

3.4.1 Specialist Capabilities

The programme will look to enhance our response to new and complex threats, developing networks and the way specialist capabilities such as Intelligence, Roads Policing and Analysis are delivered, by reinforcing and connecting policing locally, nationally and beyond. The Specialist Capabilities Technology Programme closed down as of 31st March 2020 and will now continue as business as usual.

Current progress at a national level – Programme Governance and a Terms of Reference have now been set up.

Current progress at a local level –. The Regional Armed Policing Training and Governance workstream has been completed and now the priority is to re-focus on the review of Specialist Capabilities to develop a fully interoperable operational resource with the same capability, equipment and operational understanding across the Eastern Region.

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; including the definition and procurement of the services of a Higher Education Institute.

Following due diligence, a preferred Higher Education Institute has been identified. COVID-19 national lockdown has given cause to pause the contract go-live while next steps are considered around a revised implementation plan from 11th June 2020. This in turn will delay the PEQF go live to January 2022. These revised dates has been worked up in consultation with partners in the higher education sector.

Both Suffolk (and Norfolk) work towards a transition programme for current students that has been developed with stakeholders within Learning and Development. Work is ongoing to review how learning and development can be undertaken in future whilst still adhering to social distancing guidelines. At this present moment in time both Constabularies have still factored the national uplift of Police Officers into their plans.

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 at the end of the Summer as part of a 4-year rolling training programme until the existing devices are phased out. Taser training for new officers has been suspended during the pandemic but uptake prior to this had been good and refresher training continues so that trained officer numbers continues to provide resilience.

3.4.4 National Law Enforcement Data Programme (NLEDP)

National Law Enforcement Data Programme will enable a consolidated view of national and local intelligence, including the National Register of Missing Persons, ensuring efficient and intuitive access to the correct data to deliver a joined-up service, helping to prevent crime and protect the public.

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 - protecting the frontline local delivery of policing through the convergence of systems, processes, equipment and implementation of common standards across the organisations.

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

should be noted that the programme team are making every effort to keep these projects on track, remaining cognisant of the impact of the COVID-19 pandemic and the access to subject matter experts as each force responds accordingly.

4.2 Professional Standards Department/Vetting

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

Business transformation dependencies are to be addressed through the appointment of a temporary Change Lead that will develop and oversee implementation of a single case management system and common governance processes and procedures to be adopted across the region.

4.3 7F Procurement Function.

A 7Force Strategic Procurement Function was created in January 2020. Work is ongoing to recruit to the remaining vacant posts. This workstream is now effectively closed and will be maintained as business as usual.

4.4 Forensics

The Transforming Forensics programme is a National Programme that released a business case in 2017 and a prospectus in 2018 to create a Forensics Capability Network (FCN). Both of these documents have been reviewed through the governance structures that exist in the 7Forces for regional work. However, the decision made by the 7Forces was not to subscribe to the FCN at this time, but to remain open to the potential for future membership, and continue to engage with the Transforming Forensics Programme.

The 7Force Programme includes a forensics workstream, which is currently actively exploring the procurement of a replacement forensics Case Management System. Due to the impacts of COVID-19, this workstream is currently paused.

4.5 Enterprise Resource Planning (ERP)

The 7Force Programme explored the potential to adopt a common ERP solution across the region. In January 2020 agreement was reached to not progress this workstream at this time, however it may be revisited in the future. Work is ongoing locally to continue to exploit technology enablers through the development of the Shared Service Transaction Centre (SSTC).

4.6 Digital Asset Management System (DAMS)

All Forces must have a solution for sharing digital media with the Crown Prosecution Service and the 7Force Programme is currently assessing volumes of storage requirements, suppliers' capabilities to meet critical requirements, and the current state versus the future state for implementation.

5 Local (Suffolk/Norfolk) Update

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

The current Suffolk 2025 programme of work focusses on how to deliver services to 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 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 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 in such as; Finance, HR, ICT, Strategic Business and Operational Services. The review will look to enable streamlined processes, removing duplication and improving 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) has been 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.

The People Transformation function is being reviewed by a Chief Superintendent with a Chief Officer lead to oversee a number of key projects within HR, L&D, Workforce Planning, Occupational Health and Wellbeing, Professional Standards, Equality & Diversity. As a result of COVID-19, this workstream will engage with the Recovery and Reform Programme that is taking priority to review, assess and realign resources and capabilities to meet demands.

The Recruitment restructure and People Transaction Team will bring together the existing Transactional HR and Payroll Teams under a new reporting structure based upon the Shared Services Transactional Centre (SSTC) operating model. Implementation was marginally delayed due to COVID-19 and the planned recruitment into posts. The Recruitment Function will also be restructured and centralised to bring the recruitment of both Police Officers and Police Staff under one command, acting as an enabler to support the national Uplift programme.

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 locally.

The Video Enabled Justice project is of particular importance right now due to the safeguarding measures put in place due to the pandemic. A new team put in place to explore and develop opportunities for different ways of working continues to be involved in progressing this work.

On the horizon is the alignment with the National Law Enforcement Data Programme to provide a single joined up improved capability with better search and analytics on a much more modern system than the multiple systems that are currently in use.

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 to reduce insurance costs,
- Review and enforcement of driving standards through review of the telematics data

Various workstreams to ensure compliance continues with the above programme and the vehicle insurance requirements.

The installation of Telematics in Force vehicles is now complete to meet insurance requirements and monitoring is ongoing to identify where improvement in driver standards is needed.

The 7Force Programme has delivered a joint driver skills management system to track and record skill levels across the Forces and this is now in use by Learning & Development in Suffolk (and Norfolk), with a self-service element for officers and staff to access and check on the information.

A dedicated Driving for Better Business intranet page has been developed for officers and staff to access for continued learning and self-improvement, with continual updated information about the ongoing work within Force and links to the e-Learning package and external website.

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.

The use of Dashcam Footage for evidential support within the Criminal Justice process is currently work in progress with ICT to deliver a secure solution.

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 the 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. The joint Forensic Collision Investigations Unit has been implemented and commenced on 1st April 2020 to support the achievement of accreditation.

Various other reviews continue around shift patterns / designs, internal processes and command structures to ensure the most efficient and effective use of resources is in place, maximising technology solutions and provides support to local policing functions.

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. Work continues to recruit and develop the role of Digital Support Officers within the Constabulary.
- Changes to police regulations regarding the handling and management of complaints is under consideration by the Joint Professional Standards Department and the progression of change will be reviewed and managed in line with proposed changes through the OBB process.
- Intelligence Review – A review is taking place to look at streamlining processes to enhance the proactive capabilities of Area Intelligence Units and be more cost effective. An increase in Police Intelligence Reports over recent years through the delivery of systems and proactive policing has raised demand in this area.
- OPTIK – The introduction of an “app” that will deliver a mobile solution for Police Officers to update computer records without the need to return to base is due to be piloted in both Suffolk and Norfolk in July 2020. The aim is to reduce travel time as well as giving Officers access to real time information in their current location in a faster, secure manner, realising efficiency savings and improvement in service to the public.

6 Future Plans

- 6.1 The pandemic has brought unprecedented challenges to normal life as we know it and the Police Service as a whole is working hard to continue to deliver its core role as one of several key worker agencies.
- 6.2 As the country, and indeed the world, moves to restore some levels of normality and recover services the main area of focus for Suffolk will be to look at how we can develop some of the learning, through ensuring robust business continuity plans are in place and tested for event like this and ensuring key contracts are tested and back up plans in place.
- 6.3 As we move forward significant pieces of work will flow from how we look to embrace home and agile working. This will lead to some new challenges; to ensure we maintain management oversight and awareness of individuals wellbeing, but will also allow us to consider how these changes can help improve recruitment and attraction opportunities within the wider community, improvements can be made to engagement with other agencies, and to consider our carbon footprint both in terms of travel requirements and the estate footprint.