



ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP23/17

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
17 MARCH 2023**

SUBJECT: COLLABORATION UPDATE REPORT (SUFFOLK)

SUMMARY:

1. The attached report (Appendix A) provides an overview of the strategic aspects of collaboration and the impact on Suffolk Constabulary. It reports on national, regional and local future change plans for collaborated functions by exception

RECOMMENDATION:

1. The Police and Crime Commissioner (PCC) is asked to consider the progress made by the Constabulary and raise issues with the Chief Constable as appropriate to the PCC's role in holding the Chief Constable to account.

DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION

- 1.1 This report provides an update on critical and strategic changes across all of the collaborated units, be they local, regional or national. The information contained in the report is by exception.
- 1.2 Governance of the overarching programme was reviewed in 2022.
- 1.3 New projects and significant changes to the overarching programme plan are reviewed and discussed through the Strategic Planning and Monitoring Meeting which is also chaired by a Deputy Chief Constable. The Board attendees includes the Assistant Chief Officer role so that an early impact assessment can be made as to the resource implications from any proposed changes.
- 1.4 Implementation of the overarching change programme is monitored through a regular Organisational Board that is chaired by a Deputy Chief Constable. The Board attendees include Department Heads to ensure that the progress of projects is communicated throughout the organisation(s).

2. FINANCIAL IMPLICATIONS

- 2.1 None, other than those outlined in Appendix A.

3. OTHER IMPLICATIONS AND RISKS

- 3.1 None, other than those outlined in Appendix A.

4. CHIEF OFFICER CONCLUSION

- 4.1 The report reflects the wide range of projects being undertaken collaboratively at the moment and the overall strength and benefit for Suffolk of this partnership.
- 4.2 There are a number of key technology projects described within this paper that will make the service more efficient and effective when they are delivered. These affect all areas of our service. Resource to do all this is tightly and responsibly managed to ensure we can deliver and do so in sequence.
- 4.3 Overall, good progress is being made with the local and regional projects and the next report will share details of the new ICT Strategy and Target Operating Model, which will ensure our plans are fit for the future including issues like cloud storage.
- 4.4 The progress of national Home Office projects like the Emergency Services Mobile Communications Programme is more problematic but being engaged with to ensure Suffolk is prepared for the changes.

1. Background

- 1.0.1 Suffolk and Norfolk Constabularies have been collaborating on the delivery of policing functions since 2009 and have implemented an ambitious business transformation plans for Business Support, Justice Services and Protective Services through an agreed preferred police partnership collaboration strategy.
- 1.0.2 Through collaboration and planned change, Suffolk and Norfolk have saved a minimum of £46.6M (£22.6M Suffolk) and continue to make savings in existing collaborative spaces.
- 1.0.3 All support services 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 and NHS services). Work continues to progress these partnerships to ensure value for money and the shared use of assets.

1.1 Introduction

- 1.1.1 This report provides an update on the ongoing collaborative work in Suffolk and Norfolk, primarily in relation to the preferred partnership between Norfolk and Suffolk Constabularies but also linked to wider workstreams at a regional and national level.
- 1.1.2 As an introduction, noted below are some of the key organisational wide strategic pieces of work that are in place in relation to the Portfolio Management Office, including Force Management Statements (FMS), Outcome Based Budgeting (OBB), Programme Management and the Digital Strategy.
- 1.1.3 Work has been completed to refresh and update FMS across Suffolk and Norfolk. A document has been produced for each Force and is used to examine demand and risk impact on FMS outcomes. The document is templated and overseen by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) who use the information to help inform their inspection programme. This document was completed for 2022 and has also been used to develop the Service and Financial Planning (OBB) process for FY2023-24 and FY2024-25; planning is underway for the next iteration of FMS and due for publication in May 2023.
- 1.1.4 The Norfolk and Suffolk Change Programme has recently been reviewed and refreshed by the Portfolio Management Office and senior leads. As well as an audit of the change planned and underway, it has refined the way in which change is prioritised and how this fits with the capacity available to manage change. In addition, further measures have been introduced to strengthen the approach to benefits realisation and accountability for change.
- 1.1.5 A refined local Digital Strategy 2021–2026 was presented to Chief Officers in September 2021. The digital landscape and the current acceleration in the use, adoption, and evolution of digital applications across policing and wider society has had a profound impact on public expectations, deliverables, and engagement.
- 1.1.6 The Digital Strategy will ensure alignment with the wider National Police Chiefs Council (NPCC) National Digital Policing Strategy and ensure that the investments made consider the benefits to improve service, create efficiencies and deliver on improved outcomes for victims of crime. Updates on progress and improvements are provided via the joint Digital Board to Chief Officer meetings and the wider organisation through regular internal communications.

1.2 **Norfolk and Suffolk Collaboration Update**

1.2.1 Work continues with the joint (Norfolk/Suffolk) change programme, some of the key programmes/ projects are noted below. 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.

1.2.2 Detailed below are a selection of the key projects which are being progressed jointly:

1.2.3 **Business Support**

The aim of this work is to consider wider re-organisation of the joint business support functions across both Suffolk and Norfolk. The aims of the review are to streamline processes, remove duplication and improve demand management through the use of enabling technology and structural change. Key changes include:

1.2.3.1 The Modern Workplace Programme (MWP)

Governance boards chaired by the Assistant Chief Officers oversee the implementation of the programme and over the duration of the programme, there has been an improvement in flexibility and agility in the way we work. Work is progressing in stages, including role and person categories for all staff and provision for hybrid working where it meets the needs of the business.

Further iterations of the programme are currently underway including changes to the estate along with ensuring the continued development of technology to meet both the demands now and into the future.

Alongside the introduction of technology such as Office365 and the introduction of MS Teams we are anticipating an increased efficiency due to a decreased need to travel between sites, reduced sickness and improved business continuity capability.

1.2.3.2 The JML (Joiners, Movers, Leavers) Programme

The JML programme continues to develop areas for improved employee and candidate experience and efficiency within the end-to-end lifecycle of employment. Having delivered a number of improvements, the programme is now entering a phase of review and refresh to define the on-going priorities.

The Programme continues to deliver on the following primary projects:

- The implementation of an 'e-Recruitment' system – estimated implementation date is mid-2023.
- The implementation of role-based access for key operational systems.

In addition, there has been a recent realignment of staff in the People and Finance departments; work is underway to review and improve processes in line with the new technology and realigned functions.

1.2.3.3 Skills Management

Following the successful delivery of some initial modules, a business case is in progress to consider further options for other operational skills. The aims include a more centralised approach to linking training competencies with operational use; to improve data integrity, skill accreditation and training efficiencies whilst demonstrating national compliance. This project is planned for wider roll out over the next two years. A business case was presented to Chief

Officers in Spring 2023. There is a new Suffolk Chief Officer lead for this project and greater collaborative links with other forces across the Eastern region have been introduced.

1.2.4 **Joint Justice Services**

There are several projects currently in progress across the Joint Justice Services Command. Work continues locally to consider the adaptation of justice services and reviews continue across Suffolk and Norfolk regarding the use of technology to continue delivering these services across several of our criminal justice service partners.

1.2.4.1 **National Digital Case File (DCF)**

This project seeks to digitise and rationalise the production and sharing of case files across agencies, which should improve file quality and reduce the time currently taken to share documents. Locally this requires a substantial upgrade and redesign of the Athena system allowing for direct interaction with Crown Prosecution Service (CPS). An initial phase of Athena Case Express is scheduled in 2023 but is subject to current User Acceptance Testing. When implemented, Case Express will meet 75% of the DCF requirements and provide significant benefits to the user with Phase 2, the full Digital Case File, following a minimum of six months after Express go live.

An internal governance board has been established and a project team is developing this workstream to ensure readiness for go-live and realisation of benefits which include more intuitive case file preparation; improved compliance with Director's Guidance; reduced rejection rates for files and an improvement in the timeliness of completion.

1.2.4.2 **Out of Court Disposals**

This project has been rolled out in phases in both Suffolk and Norfolk and has rationalised the number of out of court disposals used down to just two: community resolutions and cautions. The critical success factors include better outcomes for victims, reduced reoffending and a greater focus on offender rehabilitation and victim reparation. A further pilot is underway to centralise decision making to ensure consistency and fairness.

1.2.4.3 **Common Platform**

HM Courts and Tribunals Service (HMCTS) has continued to roll out its new IT system 'Common Platform' to all Magistrates' and Crown Courts with policing being a key stakeholder. The 'crime' component of the system went live in Suffolk and Norfolk courts at the end of August 2022 and, consistent with experience in other areas, has created a number of workarounds for policing, particularly the Police National Computer (PNC) team. These are being addressed at a local and national level and some priority 'fixes' are due to be implemented in Q1 2023. The second component, Single Justice Procedure (SJP) mostly relates to traffic cases and is scheduled to go live during 2023 once a pilot phase has been conducted in Essex (as an Athena Force).

1.2.5 **Joint Protective Services**

Several projects and internal reviews are being undertaken within the command, some of the more developed projects are noted below:

1.2.5.1 **ISO accreditation**

The mandatory requirement to achieve accreditation to ISO 17020 and ISO 17025, together with application of the Forensic Service Regulator (FSR) Codes of Practice, continues to require significant resources across Forensic Services units. Good progress has been made with

recent re-accreditation of all fingerprinting and laboratory activities and recommendation for accreditation at the first Crime Scene Investigators (CSI) base (Bury St Edmunds).

A project is underway to ensure compliance with ISO accreditation for the medical examination element of the Sexual Assault Referral Centres located in both Suffolk and Norfolk. This work is being delivered in partnership with local health justice teams.

1.2.5.2 Digital Forensics

A review of Digital Forensics is currently taking place and has identified a number of areas that need to be worked through over the next few years. This includes capacity and capabilities with regards to the seizure, storage, extraction, analysis, and retention of digital devices and data. It will also explore technological advances to ensure that the best level of service is given to victims of crime. In addition, a recent report by HMICFRS has recommended changes, nationally; and these will be considered within the scope of the review.

1.2.5.3 Taser Review

In response to national decisions, a strategic review of Conducted Energy Devices (aka Taser) has been agreed to consider the future governance, budget, management of devices, training, and qualifications. The Business Case will ensure that new licencing requirements are met and that scrutiny of Taser deployments are managed alongside broader Police Use of Powers.

1.2.6 **Other joint projects of note**

Other reviews being conducted across the joint space in the following areas:

1.2.6.1 Optik

Over the last six months the Digital Delivery team have made several usability enhancements to our frontline policing mobile application "OPTIK", enabling officers to react faster to incidents and record information at the first point of contact.

Our current development includes supporting the management of risk in domestic abuse offences, new frontline real-time access to International Law Enforcement Alerts from INTERPOL (International Criminal Police Organisation) and supporting investigations and risk managements for Missing Persons

1.2.6.2 Data Quality

A review of Data Quality across both organisations is being progressed and a dedicated programme has been established to provide and improve confidence and assurance that information is created, handled, and managed appropriately. Organisational wide options for provision of improved data quality standards (accuracy, appropriateness, relevance and timeliness) are being scoped to maximise compliance.

1.2.6.3 Process Maturity

A significant piece of work in relation to the maturity of our key processes (including automation and continuous improvement reviews) is in the early stages of discovery and scoping. This work will cross reference existing thematic reviews.

1.3 **National Collaboration Initiatives**

The Policing Vision 2025, set by the NPCC, details the plan for the next four years - in terms of 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.

The National Police Technology Council has been commissioned by the NPCC and the Association of Police and Crime Commissioners (APCC) 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.

1.3.1 Digital Policing Portfolio

1.3.1.1 National Policing Digital Strategy

Police Digital Services (PDS) is driving delivery of the National Policing Digital Strategy working with forces and national partners, with an aspiration that by 2030 the PDS will deliver the capabilities to fully exploit data and technology to create a more digitally enhanced police service. It's aims are around exploiting data for informed and improved decision making, stronger operational effectiveness, better safeguarding and protecting the public.

1.3.1.2 Digital Public Contact

The Single Online Home (SOH) provides a new public facing website that follows a national framework that offers a range of nationally consistent online services, will be locally branded and act as a 'digital front counter'.

Nationally, Digital Public Contact has seen significant delivery including the rollout of SOH with new planned and responsive services for the public and policing such as: Online Crime Reporting, Anti-Social Behaviour Reporting, Road Traffic Incident reporting and general online process improvement resulting in a better online customer experience.

Agreement to move towards the SOH product for Suffolk and Norfolk has been confirmed with Chief Officers and work is underway to understand the scope, costs, benefits and timeline.

Other national programmes that Suffolk and Norfolk are directly involved in are noted below.

1.3.2 Policing Education Qualifications Framework (PEQF)

42 out of 43 Police forces are now fully live with PEQF. Suffolk and Norfolk commenced two of the PEQF entry routes, the Police Constable Degree Apprenticeship (PCDA) and the Degree Holder Entry Route (DHEP), in partnership with Anglia Ruskin University, in April 2022. Both forces are also linked into two local colleges who are progressing the Professional Police Degree within the Higher Education environment, these students are working towards a career in policing and are supported by the forces to migrate into a policing career at the end of the programme.

Suffolk and Norfolk are nine months into the PEQF delivery with six cohorts live in each force. Early evidence indicates that students are feeling more confident and better prepared for the tutoring phase and operational deployment. The forces have introduced investigations and community development hub to further develop operational competence with a focus on supporting victims and investigations.

Nationally, College of Policing have been directed by the Home Secretary, to scope options for a fourth entry route, this is intended to widen access and choice with a non-degree entry option added to the existing PEQF entry routes.

The Police Uplift programme is set to enter a maintaining phase which would indicate that recruiting high numbers of student officers will continue to be an area of focus.

1.3.3 National Law Enforcement Data Programme (NLEDP)

The Law Enforcement Data Service (LEDS) is the replacement of the PNC which is planned to be implemented by the end of 2024. The system provides a consolidated view of national and local intelligence, ensuring officers have up to date and efficient access to accurate data to help prevent crime and protect the public.

Following a reset of the Home Office's National Law Enforcement Data Programme (NLEDP) a new modular/iterative migration approach has been developed, with the emphasis on collaborative working. Home Office adoption teams have been established to work with Police Forces, and other user organisations to plan their transition to LEDS and provide a framework for carrying out the required technical and business changes that are needed to successfully adopt LEDS.

Local work has delivered the Early Adopter modules. Alongside this ICT have successfully delivered connection to the National Identity Access Management (NIAM) platform which is the connectivity tool for all nationally hosted police systems, including LEDS.

A presentation was provided to Chief Officers in December 2022, highlighting the delivery roadmap for systems change and the wider transformation that should follow.

1.4 Regional collaboration initiatives

From April 2022, a new 7 Force Network was formed from the historical 7 Force Collaboration Programme; this network continues to manage the following projects:

1.4.1 Emergency Services Mobile Communications Programme (ESMCP)

The aim of the programme is to replace the existing Airwave radio and deliver a flexible communication system that can be used by all emergency services.

The Police Service nationally continues to work in conjunction with the Home Office and other emergency services to prepare for ESMCP, to ensure delivery of a safe and secure critical communication solution. There will be dual running of the current Airwave product alongside ESMCP services to ensure, above all, that the technology continues to provide a safe environment for our staff to work.

Whilst this is a national replacement programme, a regional team continues to support the local force change leads and manage the transfer from legacy Airwave technology to the new Emergency Services Network (ESN). Work continues at a local and regional level regarding coverage and testing related activities.

1.4.2 Forensics

The 7 Force Network continues to oversee the replacement Forensics Case Management System (Nimbus); User Acceptance Testing is continuing across all 7 forces. There is a planned phased roll-out of the live system which will see Suffolk and Norfolk commence using the system operationally in late 2023.

1.4.3 Digital Asset Management System – 5 Force (DAMS)

All Forces must have a solution for sharing digital media with the CPS. Following agreement for the move forward as a 5-force project in November 2021, implementation is ongoing with an anticipated delivery date of Autumn 2023.

1.5 Corporate Governance

There are a number of Section22a Collaboration Agreements that operate across Suffolk Constabulary operating at national, regional and local levels.

At a local level the following agreements are due to be reviewed before their renewal dates in 2024, reports and decision papers will be prepared and circulated for sign-off:

- Athena Investigation Hub
- Corporate Communications
- ICT
- Transport Services
- Estates and Facilities
- Strategic, Business & Operational Services