



**ORIGINATOR: CHIEF CONSTABLE**

**PAPER NO: AP24 – 16**

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –  
1 MARCH 2024**

**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 r 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 regular Project/ Programme Boards that are chaired by the Senior Responsible Owner (SRO) for that project or programme. The SRO role is normally of a rank of Chief Officer or Head of Department. The Board attendees include a range of key stakeholders to ensure that progress 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 As reflected in the collaborative agreements described in Appendix A, our strategic partnership with Norfolk is among the strongest and best established in UK Policing. It enables us to share resources in order to be more efficient and effective. But as the strategic challenges for policing change, we want to be able to continue to deliver to meet current demands and to prepare for future needs. During December 2023 and January 2024, we have undertaken consultation with Leapwise, forming a “Transformational Leadership Group” with Norfolk to identify four “demonstration” areas where we might potentially deepen (rather than broaden) the collaboration, including the opportunity for automation. We are currently putting in place an SRO and Transformation Director to lead this work. We also work closely on a range of projects with seven forces in the region.

## **1.0 Background**

- 1.1 Suffolk Constabulary work in partnership across multiple collaborations, but of particular note is the preferred partnership with Norfolk Constabulary which started in early 2009 to improve efficiency and effectiveness in business support, mid-office functions and specialist operational activities around protective services and criminal justice.
- 1.2 Through collaboration and planned change, Suffolk and Norfolk have saved a minimum of £49.3M (£23.6M Suffolk) and continue to make savings in existing collaborative spaces.
- 1.3 The annual Service & Financial Planning process continues to deliver savings from what is known as the collaborated space, although it is noted that there are now limited savings opportunities through the collaboration of new areas. Going forward work is developing to review service levels and risk appetite utilising existing products such as the Force Management Statement and Risk Registers. Further work is also beginning to develop through consultants to exploit process maturity and technology enhancements such as automation, with an underlying aim to deepen rather than broaden the existing collaboration.

## **2.0 Introduction**

- 2.1 This report provides an update on any strategic change to the ongoing collaborative work in Suffolk and Norfolk, primarily in relation to the preferred partnership between the Constabularies but also linked to wider workstreams at a regional and national level.
- 2.2 The paper includes any new requirements, progress since the last report, and any risks or challenges being experienced.
- 2.3 The report focusses on change programmes/projects that involve wider collaboration and therefore does not cover the local Suffolk only change programme.

## **3.0 Local Collaboration**

### **3.1 People Portfolio**

- 3.1.1 The People directorate has been undertaking a strategic project to move to a new Target Operating Model (TOM). The majority of this structural change took place in 2023. The final phase involves Workplace Health and will be delivered in 2024.
- 3.1.2 Since the last reporting period the Modern Workplace Programme has been closed (post implementation review pending) and this has now moved into business as usual. The programme delivered policy, estate and infrastructure changes that allowed for a more flexible and agile working environment for employees, including allowing certain roles to be hybrid or fully home workers.
- 3.1.3 The Joiners, Movers & Leavers (JML) programme continues to develop areas for improved employee and candidate experience and efficiency within the end-to-end lifecycle of employment.
  - 3.1.3.1 JML work includes a new e-recruitment system that went live for Police Officers in August 2023, Police Staff will be live on the system in March 2024. The system has streamlined processes to improve both the candidate recruitment experience and deliver wider efficiencies within the recruitment team.

- 3.1.3.2 Further work is planned within the JML programme to consider the interdependencies with the vetting processes involved with both recruitment and movement of employees across the organisation. The aim of this work is to enhance and streamline the processes allowing for greater prioritisation of workloads, more efficient recruitment timescales and enhanced communication and reporting metrics so candidates and managers alike can be kept up to date with progress.
- 3.1.3.3 The JML programme has significant links to both the People Directorate, the delivery of their new target operating model, and the Payroll section within the Finance department. A further piece of work is being scoped to review the forms associated with changes to employee contracts. This work will review the efficiencies of those processes and where possible use technology to enhance efficiency and ensure compliance.
- 3.1.3.4 The JML programme has also helped the organisation understand and roadmap the best use of existing technology known as SailPoint. This is a role-based access and provisioning solution, which has been implemented as part of a pilot for wider use on Suffolk Missing Person Application (Compact).
- 3.1.4 We are in the process of implementing a skills management project to introduce a module-based system that tracks operational skills across the organisation. The system provides enhanced reporting to help improve deployment decisions but significantly also allows tracking regarding the utilisation of the skills to ensure we do not over-train employees at a cost to the organisation. Over time it is anticipated that further benefits will be realised from the enhanced data that will help inform succession planning and hopefully reduce external training pressures. The system has been used historically for firearms and driver training. Suffolk are now also live with the Public Order module, with planned delivery of the PIP and Custody modules in Summer 2024.
- 3.1.5 A project is being scoped to ensure compliance with Public and Personal Safety Training (PPST) guidelines from the College of Policing. The latest guidance requires at least 12 hours of PPST per annum, which is more than our current training regime. This additionality requires investment in the number of training posts that we have in the joint Learning and Development department. To ensure we maximise any investment required we are reviewing the curriculum requirements to ensure that the training is delivered in the most efficient way. As part of that review, we are also considering how the training will be scheduled into existing work patterns to minimise abstraction from the front line. The project is due to go live in April 2025.
- 3.1.6 Finally, a project has been commissioned that will replace the current joint Learning Management System (LMS). The current system contract runs until the end of April 2024 and whilst the system itself has provided a platform for online/blended learning during the pandemic, the contractor is unable to renew on the same terms following a buy-out. A new contractor is in the process of being finalised with the new system planned to be live for May 2024.
- 3.1.6.1 The LMS change is a fast-paced project that has a significant internal user interface and a hard deadline for the transition, therefore this project carries an amount of risk. The project team continues to work with the business lead to ensure contingency processes are in place to ensure minimal disruption to business in all scenarios.

## 3.2 **Joint Operational Portfolio**

- 3.2.1 The Athena/Digital Case File (DFC) project seeks to digitise and rationalise the production and sharing of case files across criminal justice agencies. The project is in two phases, the first of

which is largely an improved Athena interface that helps improve data quality in the system and create efficiencies associated with any data review / correction.

- 3.2.1.1 Unfortunately due to failed user acceptance testing the go live of the Athena upgrade project, which was due for late January 2024, has had to be deferred. We are working with Athena forces and the Athena team to replan Phase 1, along with any wider interdependencies. Go live is not anticipated to be before April 2024.
- 3.2.1.2 Phase 2 of the Athena upgrade project will see a two-way interface created between the police and criminal justice partners that will generate further efficiencies. Phase 2 is currently anticipated to deliver late 2024 / early 2025 and will follow on from the Phase 1 work. It is anticipated that these provisional deadlines may move subject to the Phase 1 delays.
- 3.2.2 A review of the Criminal Justice (CJ) management structure was initiated in mid-2023 due to a number of vacancies within the structure and in line with the annual budget setting process known as Outcome Based Budgeting (OBB). The management restructure has allowed CJ to explore different operating models whilst being cognisant of the wider technology changes that are taking place such as Athena /Digital Case File (DCF), Digital Investigations and changes to digital storage (DAMS). As a result, it is anticipated that further work to review and refine processes, following these large system changes, will take place during 2024.
- 3.2.3 A new Road and Armed Policing Team (RAPT) shift pattern is due to go live in April 2024 that will take account of the training requirements for this role, improve operational deployment, and reduce overtime whilst also improving morale and wellbeing within the team.
- 3.2.4 A project has been commissioned to review the Electronic Property System as the contract is due to end in early 2025. Benchmarking work is taking place to review other force solutions and procurement colleagues are assisting with reviewing the market. As part of the initial project scoping an in-house system will be considered. An options report is due to be presented to Chief Officers in late February 2024.
- 3.2.5 Finally, a Taser review will go live in March 2024. The project was in response to College of Policing guidance known as Authorised Professional Practice (APP) regarding the training requirements of taser trained officers. The project has reviewed the governance model which saw a move of taser training from the joint Learning and Development department to the joint Protective Services Command, allowing both firearms and taser training to sit within the same area. The review also allowed Suffolk to consider its current taser capabilities aligning this to the new county policing model and its local taser Strategic Threat and Risk Assessment (STRA). There has also been additional investment in the taser training function to comply with APP and ensure continued accreditation, this has been implemented through a mix of existing officer posts and some growth in staff trainer posts to allow for a hybrid team.

### 3.3 **Pan-Organisational Portfolio**

- 3.3.1 A project is underway to ensure compliance with International Organisation for Standards (ISO) accreditation for the medical examination element of the Sexual Assault Referral Centres (SARC) located in both Suffolk and Norfolk. This work has been delivered in partnership with local health justice teams and other regional forces. A contractor has been secured for the 1<sup>st</sup> April 2024 handover; the contractor will become the accredited body responsible for compliance with the United Kingdom Accreditation Services (UKAS).
  - 3.3.1.1 However, work remains ongoing to ensure that our estate is compliant with the legislative requirements imposed by the accreditation, and that a process review is carried out to clarify roles and accountabilities between the contractor and our employees.

- 3.3.1.2 The contract and the estates modifications will come at additional cost to the force and whilst in part there is some partnership funding available from the NHS, local investment will be needed.
- 3.3.2 The review of Digital Investigations continues, and three key themes have emerged:
- 3.3.2.1 The operating model and how we may wish to consider potential efficiencies following a review of structures and roles across both Suffolk and Norfolk and their interactions with the joint space. Benchmarking has taken place with other forces to allow consideration of best practice and help inform a consistent approach. A presentation is due to take place with Chief Officers in late February providing potential options. Any options proposed will take into account the impact of the new International Organisation for Standards (ISO) requirements.
- 3.3.2.2 The increasing demand in this area of business is significant and the cost to store and back up data is high. Work is ongoing to consider different storage solutions that may provide efficiencies, including exploring cloud options. Alongside this technical work a parallel policy review is underway to consider a different approach to review, retention, and disposal (RRD) of this data and improvements to help ascertain the level of data taken at initial investigation stage.
- 3.3.2.3 Finally, ISO accreditation will also impact on this project and there is a requirement to confirm consistent processes and training within the environment of Digital Investigations. Accreditation is gained per site and therefore there is a strong dependency with this theme to the outcome of any operating model.
- 3.3.2.4 Progress with accreditation in Digital Investigation is complex and has multiple interdependencies, meaning it has been slow for the majority of Forces and as a result our risk register has been updated to accommodate this fact.

#### 3.4 **Infrastructure Portfolio**

- 3.4.1 Work continues on the development of the Information & Communication Technology (ICT) Target Operating Model (TOM). Following a review of the function a business case was produced and approved by Chief Officers in Autumn 2023. The aim of the business case was to ensure our ICT department is fit for the future, meets customer needs and is an enabler to the efficient and effectiveness of our organisation.
- 3.4.1.1 The review was in response to risks and issues raised regarding capacity and capabilities with the department which the business case aims to address. Investment has been required in this area of business to mitigate some of these risks.
- 3.4.1.2 Work was completed in late 2023/early 2024 to confirm the senior management structure for the department. Delivery of the new model is due to be completed by Spring/Summer 2024.

#### 4.0 **National Collaboration Initiatives**

- 4.1 Since Summer 2023, an integrated team consisting of members from the Home Office Capabilities Reform Unit (CRU), Policy and Innovation Lab (CoLab) and the National Police Chiefs Council (NPCC) Strategic Hub, have been assessing the needs of Police Forces to determine a consistent way forward for the National Policing Technologies Programme. Their aim is to engage with the policing community to create capacity, take on board feedback and deliver engagement in relation to national deliverables.

Whilst this work is ongoing, we continue to deliver the current national based programmes.

## 4.2 **Digital Public Contact – Single Online Home (SOH)**

- 4.2.1 Suffolk transitioned to the Single Online Home (SOH) website on the 1st of November 2023. The website makes use of a nation-wide digital platform allowing all constabularies to offer the public a consistent way of engaging with their local force and accessing police services online.
- 4.2.2 Analysis of the new digital platform indicates that benefits range from improved user experience, including less attrition in online reporting, fewer and reduced call lengths along with fewer requirements for the public to visit a station in person, through to improved data quality and more efficient data input into core systems. Work is ongoing within the Joint Digital Communications department to ensure that these benefits are maximised over the next 12 months.
- 4.2.3 The introduction of the SOH platform has helped deliver more robust solutions for; Violence Against Women and Girls (VAWG), Rape and Sexual Assault and Missing Persons, all of which can now be reported online.

## 4.3 **National Law Enforcement Data Programme (NLEDP)**

- 4.3.1 The Law Enforcement Data Service (LEDS) system is due to replace the current Police National Computer (PNC) system which will be decommissioned in 2025/2026. As this is a national system, delivering new cloud-based technologies that include identity access management (IAM) the Home Office have agreed a level of funding to assist with implementation.
- 4.3.2 Suffolk are live with all four of the currently available modules, but there remains a significant amount of work to deliver before full parity with the PNC system is achieved. This includes update modules for Property and Vehicles, implementation of the Criminal Justice, and Wanted and Missing Person modules.
- 4.3.3 Home Office funding has allowed Suffolk, in collaboration with Norfolk, to recruit specific roles to assist with the phased roll out of this sophisticated database technology.
- 4.3.4 The LEDS product has allowed the force to make considerable progress in utilisation of identity access management and SailPoint technology, receiving recognition at a national level.

## 5.0 **Regional Collaboration Initiatives**

- 5.1 In 2023 Suffolk joined the Eastern Region Innovation Network (ERIN), which has been designed as a more agile approach to future 7Force innovation. ERIN is a different structural model to the historic 7Force Collaboration, with only two permanent members of staff who rely on a network of in-force contacts. ERIN supported Suffolk's roll out of Rapid Video Response (RVR).
- 5.2 The 7Force regional network continues to have management and oversight of the following legacy projects:

## 5.3 **Emergency Services Mobile Communications Programme (ESMCP)**

- 5.3.1 Significant strands of the programme have been paused due to issues raised by the Competition and Markets Authority (CMA) and the cessation of the Motorola ESN contract. At this time, limited local resources are aligned to this programme.
- 5.3.2 Governance work continues at a national level to refresh an overarching business case for ESMCP with an estimated delivery date of 2029/2030. Given the revised timeframes a

technology refresh will take place across Suffolk in 2024/2025 to update the current Airwave radio handsets, which has been factored into the Medium Term Financial Plan.

#### 5.4 **7F Forensic – Nimbus System**

5.4.1 Go live of the new Forensic Case Management system is planned for all 7 forces in Quarter 3 of 2024/25. The system will provide a replacement for the current Socrates system and will provide benefits such as automation of processes around recording, processing, tracking, and auditing of exhibits in force.

5.4.2 Local work is running parallel to the new case management system to consider an exhibit scanning solution. This functionality will drive further automation benefits on the handling of exhibits between sites across the constabulary and with other forensic service providers. This work is due to be scoped in early 2024.

#### 5.5 **5Force Digital Asset Management System (DAMS)**

5.5.1 Suffolk went live with the DAMS solution in October 2023, to date good progress has been made in ensuring efficiencies are being delivered through the quicker retrieval of digital images such as collection of CCTV images.

5.5.2 The regional project closed in January 2024 however work will continue in force over the next 12 months to migrate legacy data over to the new system, this will further assist benefit realisation through enhanced search facilities along with cost savings through the removal of the legacy system.

### 6.0 **Corporate Governance**

6.1 A number of Section 22a Collaboration Agreements operate across Suffolk Constabulary at national, regional, and local levels.

6.2 The following agreements have been entered into / renewed in 2023:

- Eastern Region Innovation Network (ERIN) (new)
- Finance (renewal)
- Protective Services Command (PSC) (renewal)
- Strategic, Business and Operational Services (SBOS) (renewal)

6.3 The following agreements are in the process of being reviewed:

- Information, Communication and Technology (ICT) Department
- Transport Services
- Estates and Facilities
- Integrated Offender Management (IOM)
- Investigation Management Unit (IMU)
- Digital Communications

6.4 The Suffolk only drone's collaboration with Suffolk County Council (Fire and Rescue) ended in 2023.