

Department / Command	Assessment of levels of performance	Significant risks arising within Department / Command	Significant resourcing issues relating to current or future service delivery	Plans to review or change the service and impact for Suffolk on staffing levels, finance and service delivery
<p>Protective Services (PSC)</p>	<p>PSC are maintaining performance with the reductions already achieved and built in to the Change Programme are re-investing some savings into developing growth areas such as the Cyber & Serious Crime Directorate.</p>	<p>CSR2 and any potential future reviews yet to be identified will have an impact on Protective Services ability to continue to maintain current service delivery.</p> <p>If the national counter terrorism threat level is increased from Severe to Critical, Specialist Operations have concerns about the ability to respond to low risk roads policing incidents.</p>	<p>PSC Change Programme has interdependencies with other reviews across Norfolk and Suffolk, in particular local policing review and it is likely there will be risks around resources as both areas of business make necessary reductions.</p> <p>Additional resources are required to administer Athena which is to be resourced from within Protective Services.</p> <p>This will have an impact on current resource capacity and will be considered as part of the PSC Change Programme.</p>	<p>Robust PSC Transformational Change Programme in place delivered in tranches aligned with other reviews organisationally and regionally.</p> <p>Regional collaboration with the Eastern Region Special Operations Unit (ERSOU) in the following areas of business is already complete – Prison Intelligence, Government Agency Intelligence Network Post (GAIN), Operational Security Risk Advisor (OPSY), regional Confidential Unit, Regional Economic Crime Unit.</p> <p>Scoping now commenced for Covert Authorities Bureau (CAB), Serious Organised Crime (SOC) Operational investigative teams and Authorising Officer (AO) function.</p> <p>Business cases to be developed by ERSOU and considered by six Chief Constables.</p>

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Joint Criminal Justice (CJ)	No issues to report by exception.	<p>Implementation of Transforming Summary Justice (TSJ) by May 2015 is a national requirement – commenced in Norfolk and Suffolk on 13 April 2015 in conjunction with other CJ agencies. This has required significant process change for police and other agencies in Magistrates Courts cases. Risk has been managed.</p> <p>Digital Shared Suite (preparation of digital court files) went live in February 2015 and has been well received and is an interim step pending Athena implementation. It also links to TSJ implementation.</p> <p>Further development of digital working, i.e. Live Links (including SARCs) and Virtual Courts, is in final stage of development for go live in April and May respectively. This links to the implementation of TSJ and centralised remand courts and presents a risk to police and other CJs agencies if not implemented on time.</p> <p>Implementation of Athena (case and custody) will present challenges and opportunities to the command in terms of process redesign and working practices.</p>	Nothing significant to report, other than the challenge to recruit to vacancies in order to maintain business as usual, taking into account the need to accommodate the organisational change process and the impact on staff across the organisation	<p>Central Ticket Office/ Safety Camera Partnership change (Phase 2 of CJ reform) has now moved to implementation stage and will be completed in 3 months.</p> <p>Phase 3 of CJ Reform is planned post Athena go-live this year to generate further savings where possible.</p>

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Joint Custody Services	Custody Services provided the Accountability and Performance Panel with an update on 24 th October 2014	No exceptions to report at this time.	<p>Business Case Change Plan has been signed off by JCOT. This shows current and future resourcing levels maintaining safer detention for each force.</p> <p>Virtual Remand Courts with detainees appearing from the Police Investigation Centre (PIC) by video link is due to go live in May 2015</p>	<p>Change Plan signed off by JCOT on 24th November 2014 to meet £1.29 M savings requirement.</p> <p>Implementation in October 2014 as part of Tranche 12.</p>
Estates and Facilities	No exceptions to report at this time.	Resourcing required enabling the department to cope with the volume of approved estates projects.	<p>The approval of the Department for Communities and Local Government (DCLG) grant for seven more shared fire/police station projects in addition to the work to resolve the future of the HQ complex at Martlesham will place significant additional demand on the joint function over the next 2-3 years.</p> <p>At the same time the Department is progressing several major estates projects across Norfolk, hence resources are stretched.</p>	<p>Over the same period of time there are plans to reorganise this Department as part of the Target Operating Model for six business support functions, hence this will bring an amount of disruption.</p> <p>There may be a consequential risk of levels of staff turnover being too high, which could cause service delivery failings.</p>

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Human Resources	No exceptions to report at this time.	There are currently risks around levels of resourcing in HR associated with the delivery of Tranche 12 of the change programme (and associated savings targets for HR) at the same time as implementation of Job Evaluation and managing the impact of the immediate aftermath of Enterprise Resources Planning (ERP) Go Live.	No exceptions to report at this time.	No exceptions to report at this time.
Information Management	Statutory performance continues to be in a good position.	<p>The risk of non-compliance with the Statutory Code of Practice on the Management of Police Information (MoPI) and Guidance remains in respect of the Review, Retention and Disposal (RRD) of Force Information in view of the sheer volume of information held.</p> <p>Work is progressing in-house (with ICT) to develop an automated solution to support the Records Management Unit deliver RRD compliance.</p>	Increasing demands for the disclosure of information to support partnership working are being monitored.	The Department is currently involved in the procurement of a Joint Case Management System to improve the level of service in respect of cases that involve information disclosure, complaints/compliance and incident management cases across a joint Department.

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Transport Services	<p>Latest National Association of Police Fleet Managers benchmarking data will be available for reporting May 2015.</p> <p>Data includes key performance indicators for whole life costs, vehicle utilisation, vehicle downtime, and so on. The information compares police forces by region, most similar forces and nationally.</p>	No exceptions to report at this time.	No exceptions to report at this time.	Early phase discussions taking place with West Suffolk (Forest Heath DC/St Edmundsbury BC) regarding a possible joint workshop facilities.
ICT	No exceptions to report at this time.	<p>Inability to attract suitably skilled staff in to vacant posts.</p> <p>Current constabulary rates of pay for technical staff are not commensurate with current market rates.</p> <p>Job evaluation will not resolve the issue but the implementation of the Market Supplement policy will hopefully resolve the problem.</p>	<p>Due to the issues surrounding the inability to attract skilled staff to vacant posts, the delivery of the ICT programme is at risk given the continuing extensive change programme across the two forces.</p> <p>Business as usual work has been cut back to ensure the delivery of prioritised projects but the impact of this is that equipment on the front line will not be repaired as quickly as normal due to reduced capacity.</p>	No exceptions to report at this time.

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Joint Performance & Analysis Department (JPAD)	No exceptions to report at this time.	<p>Athena data synchronisation - Potential inability to synchronise Athena data with local ibase warehouse from day 1 of Athena. This will increase the amount of time taken for analysts to do certain tasks & may prevent some tasks from being undertaken. Work is underway with the Athena Management Organisation to overcome this as it will impact on all seven forces. Although a solution is likely, it is unlikely that it will be implemented and integrated into local systems for the 1 October. The Athena Project Board is aware and is tracking the issue and associated mitigations.</p> <p>Impact of not back record converting to Athena - It is unlikely that we will back record convert source systems on to Athena, and legacy systems may be removed from service. This will place a significant burden on JPAD, with potentially three times the estimated work needed to prepare for Athena go live now anticipated. Mitigations include ongoing discussions with ICT to minimise impact on legacy data access (outside of Athena) and the adaption of core products due to access difficulties.</p>	If both risks identified above are not mitigated then additional resources will be needed to maintain service provision.	No exceptions to report at this time.
Joint Procurement	No exceptions to report at this time	The Business Case for the move of the Printing function from Media and Comms to Procurement has been put on hold temporarily.	No exceptions to report at this time.	No exceptions to report at this time.

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Joint Media & Comms	No exceptions to report at this time.	<p>Suffolk intranet aged and starting to fail; poor user experience; increasing requests for fixes/service into Corporate Communications and ICT.</p> <p>Existing force website software becoming increasingly vulnerable with age and can no longer meet all mandatory requirements to feed information into www.police.uk</p>	<p>Department and Suffolk news team remain under strength. Recruitment processes on-going.</p> <p>Commencement of replacement websites project and/or intranet project will begin to impact on delivery of day to day services, particularly design/video work by digital media team as work to edit and generate fresh content begins.</p>	No exceptions