

**ORIGINATOR: CHIEF CONSTABLE**

**PAPER NO: AP15/85**

**SUBMITTED TO: ACCOUNTABILITY & PERFORMANCE PANEL –  
15 DECEMBER 2015**

**SUBJECT: PROGRESS UPDATE SUFFOLK ONLY CHANGE PORTFOLIO  
(PCC DECISION 31-2014)**

**SUMMARY:**

1. This report provides a progress update in respect of the Suffolk only change portfolio.

**RECOMMENDATION:**

1. The Accountability and Performance Panel is asked to note the progress outlined in this report.

## 1. EXECUTIVE SUMMARY

- 1.1 Suffolk Constabulary has been on a journey of considerable change to meet financial constraints through collaboration with Norfolk Constabulary and other local, regional and national partners. In addition to the financial challenges Suffolk Constabulary (together with other forces) has to address significant new emerging demands placed on the organisation, much of this falls within Local Policing.
- 1.2 As outlined in the previous report to the Accountability and Performance Panel on 16 June 2015 (Paper AP15/31), the Constabulary has extended the financial planning period until 2020. Taking account of inflation, tax base changes and growth pressures, the savings requirement over this five year period is now £20.5m. The Constabulary has already identified £15m further savings, narrowing the funding gap to £5.5m by 2020.
- 1.3 These savings have been identified by developing the existing Change Programme, which has considered the requirements of policing in Suffolk in 2020 and reviewed approaches to various savings programmes including Collaboration; Targeted Change Options and the Local Policing Review, each of which will be explored in turn.

## 2. POLICING IN SUFFOLK IN 2020

- 2.1 Policing has gone through significant change in the last five years and needs to undergo further change in the next five years in order to provide an efficient and effective service with the capacity and capability to deal with new emerging challenges with significantly reduced funding. As noted in the Police and Crime Plan; *“...These are turbulent times for all public sector organisations and as we move forward we must adapt and the force must transform into a modern, fit for purpose organisation capable of meeting the demands of 21st century policing.”* (Page 8)
- 2.2 While reported crime rates have fallen, there is evidence to suggest that the level of demand on Police Resources has grown in others ways.<sup>1</sup>
- 2.3 The future policing model for Suffolk Constabulary will ensure that the organisation focuses its resources on protecting people, on areas of vulnerability, threat, risk and harm creating a capacity to concentrate on areas where real impact can be made in preventative work to reduce crime and disorder.
- 2.4 The demand on Suffolk Constabulary is changing and addressing these new and emerging demands predominantly falls to Local Policing. While reported crime rates have fallen, there is evidence to suggest that the level of demand on Police Resources has grown in others ways.<sup>2</sup>
- 2.5 With increased levels of public confidence to report crimes and incidents to the police, together with a better understanding of the threat, harm and risk involved it presents a need to prevent, manage and investigate complex crimes and also protect society’s most vulnerable people. Much of this work is done through partnership working in accordance with statutory regulations.

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<sup>1</sup> College of policing analysis : Estimating Demand on the Police Service ‘ College of policing January 2015 [www.college.police.uk/news/college-news/pages/first-analysis-of-national-demand.aspx](http://www.college.police.uk/news/college-news/pages/first-analysis-of-national-demand.aspx)

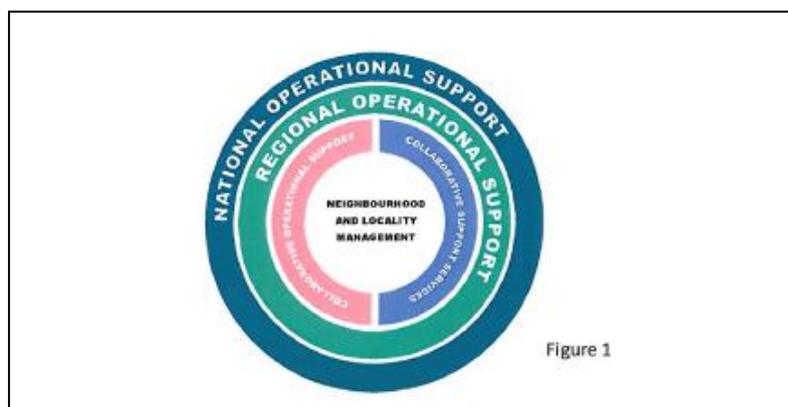
<sup>2</sup> College of policing analysis : Estimating Demand on the Police Service ‘ College of policing January 2015 [www.college.police.uk/news/college-news/pages/first-analysis-of-national-demand.aspx](http://www.college.police.uk/news/college-news/pages/first-analysis-of-national-demand.aspx)

- 2.6 Crimes, as reflected in statistics represent only part of the police workload. Not only are new crime types emerging and these are growing in number; non-crime demand has increased and now makes up a much greater share of what the Police do.
- 2.7 Crimes, as reflected in statistics represent only part of the police workload. Not only are new crime types emerging and these are growing in number; non-crime demand has increased and now makes up a much greater share of what the Police do.
- 2.8 Suffolk Constabulary will focus its resources on protecting people, on areas of vulnerability, threat, risk and harm creating a capacity to concentrate on areas where real impact can be made in preventative work to reduce crime and disorder. Equally, it is important to determine the appropriate workforce mix to respond to and investigate these areas of business and consider how these are resourced alongside traditional neighbourhood policing approaches.
- 2.9 As articulated within the Joint Operational Policing Strategy, innovation, partnerships and demand reduction are critical business planning considerations.

### 3 REGIONAL AND NATIONAL COLLABORATION

- 3.1 It is important that the new Suffolk Local Policing Model is seen in a much wider context, with a range of partner organisations and agencies working to protect people and businesses in Suffolk.
- 3.2 Diagram 1 below continues to drive the approach to developing links between local operational policing and Regional and National Operating Support. (This has previously been presented in earlier reports).

**Diagram 1**



- 3.3 Neighbourhood and Locality management remains at the core of the Constabulary’s strategic delivery model. The new Suffolk Local Policing model preserves this. This approach has proven its worth in the past and it therefore forms the foundation of the future policing model for Suffolk. Centred on neighbourhoods and locality management, policing in Suffolk is supported through close collaborative working with other public sector services.
- 3.4 Collaborative Operational support – this involves Policing and Public sector operational delivery through our partnership with Norfolk Constabulary and other public sector partners such as the National Offender Management Service, UK Border Force and Immigration. The Transformational Challenge Award is further strengthening the Constabulary’s work with Suffolk County Council, Local Authorities and Clinical Commissioning Groups to deliver more cost effective joined up services to the communities we serve.

- 3.5 Collaborative Support Services – Those services that support operational delivery to the communities we serve such as Human Resources, ICT, Estates and Finance. The vision is to develop the current collaborative approach to identify further solutions that give value for money amongst police partners and the broader public sector.
- 3.6 Regional Operational Support – Those operational services that are delivered through a collaborative approach within the Eastern Region Specialist Operations Unit.
- 3.7 National Operational Support – Local Policing is both supported by and supports national government agencies such as the National Crime Agency.

#### 4. NORFOLK AND SUFFOLK CHANGE PROGRAMME

- 4.1 The following section provides a summary of the on-going change programme across Norfolk and Suffolk Constabularies.
- 4.2 For completeness a summary of the final savings realised under the first Comprehensive Spending Review (CSR 1) is shown below. The reporting period for CSR 1 was 1 April 2011 – 31 March 2015.

**Table 1**

<b>Business Area</b>	<b>Savings Achieved (£m)</b>	<b>Re-investments made (£m)</b>	<b>Net Savings (£m)</b>
Business Support	10.1	-0.1	10.0
Operational Collaboration	2.0	-0.0	2.0
Protective Services	8.5	-0.1	8.4
<b>TOTAL - Collaboration</b>	<b>20.6</b>	<b>-0.2</b>	<b>20.4</b>
Norfolk Only	3.4	-0.0	3.4
Suffolk Only	4.9	-0.4	4.5
<b>TOTAL - All</b>	<b>28.9</b>	<b>-0.6</b>	<b>28.3</b>

- 4.3 As well as providing significant levels of cashable savings to both constabularies through achieving economies of scale, collaboration has also provided each force with an increased level of resilience in major crime and specialist operations business areas.
- 4.4 CSR 2 plans have now been developed and aim to deliver significant budget reductions over the next reporting period, which commenced on 1 April 2015. Included within the CSR 2 plans are the carry forward of projects identified above.

**Table 2**

<b>Business Area</b>	<b>Target (£m)</b>
Justice Services	1.5
Protective Services	3.6
Business Support	3.0
<b>Total - Collaboration</b>	<b>8.1</b>
Norfolk	8.1
Suffolk	6.6
<b>Total – All</b>	<b>22.8</b>

- 4.5 Overall the programme status is green (on track for delivery against cost, time & risks/issues). However, there is a level of risk associated with the Athena project due to the operational impact associated with this large-scale system and process

change and ensuring its smooth transition. Athena was implemented on 16 October 2015 and has run relatively well since then.

- 4.6 Savings associated with the Change Programme remain on track, although a change request needs to be factored into the Roads Policing and Firearms Unit (RPFU). This has the potential to reduce joint savings of approximately £1m (i.e. £1m split by the 56/44 cost share apportionment to Norfolk and Suffolk respectively).
- 4.7 The impact of the Outcome Based Budgeting (OBB) work also needs to be planned into the programme both in terms of any delay to delivering the current tranches of change and associated savings along with any shift in the prioritisation of projects that OBB may highlight.

## **5. TARGETED CHANGE**

- 5.1 A number of change initiatives have the potential to reduce the savings requirements and mitigate the need to reduce front line posts from local policing have been identified. These have previously been referred to as Targeted Change Options and include;

- Civilianisation Programme
- National Police Air Service
- National negotiations regarding terms and conditions e.g. mileage rates
- Outcome based budgets (OBB)
- Workforce modernisation

- 5.2 These options continue to be prioritised based on benefits, risk, degree of difficulty and capacity within the overall change programme. Using this criterion, subject matter leads assess each option against a high, medium or low probability of achieving the saving identified. To ensure financial prudence only options assessed as 'high' will be included in the savings plan and developed into business cases for consideration. Options assessed as 'medium' or 'low' will still be included in the range of options and progressed until either raised to 'high' or discharged from the targeted change options.

- 5.3 The Programme Board has oversight of assessments and status of options. While workforce modernisation has been a feature of the current review and OBB is in the early stages of development, the intention is to review these early in the New Year in preparation for future savings opportunities.

## **6. LOCAL POLICING REVIEW**

- 6.1 To summarise the earlier position reported on in June 2015, the Suffolk Local Policing Review is being conducted in three phases. In Phase 1, Local Policing made the required £3.3m savings, which was achieved predominantly from a reduction in police officer posts. As previously outlined, in total 71 posts were removed from uniform and CID roles within County Policing Command (CPC) and these reductions allowed 8 new posts to be created in the Protecting Vulnerable People (PVP) directorate to respond to the significant growth of demand in this area, resulting in an overall reduction of 63 posts. An additional 12 new police staff posts were also added to the PVP directorate, funded through the increase in council tax precept agreed at the meeting of the Police and Crime Panel on 30th January 2015.
- 6.2 The current phase of the Suffolk Local Policing Review was commissioned to make savings of £5m from the overall aforementioned £20.5m. This £5m savings is to be made through savings of £2.7m in 2016/17 (Phase 2a) and £2.3m in 2017/18 (Phase 2b).

6.3 The Suffolk Local Policing review is designed to;

- Maintain the delivery of the local policing outcomes set out in the Police and Crime Plan as well as meeting national policing requirements; and
- Maximise the use of available resources to reduce cost whilst protecting the frontline.

6.4 The strategic intent of the review is as follows;

*To develop an effective and efficient local policing model that underpins the Police and Crime Plan. Working jointly with partners, we will seek to reduce the demand on our services and prioritise threat, harm and risk within available financial resources.*

6.5 In June 2015, the paper outlined the approach that would be taken to the review and the scoping of savings that had been identified for the work streams within the review;

- Community Contact
- Emergency Response
- Neighbourhood Teams (SNT's/OPT's and Community Safety)
- Investigations (all crime and non-crime investigations)

6.6 In October 2015 four business cases were submitted by the Suffolk Local Policing Review to the Suffolk Change Board; Community Contact, Public Access, Neighbourhood Teams (SNT's/OPT's), Investigations, including Emergency Response and Community Safety.

6.7 The key findings of these business cases were as follows;

#### Neighbourhood Teams (SNTs / OPTs)

Analysing findings from various sources, SNTs were considered to be carrying out too many different functions and lacked strategic oversight. SNTs have not previously been placed in areas of demand across the county and analysis of high demand areas identified that these could be re-located and reduced in number. There was a need to ensure that the SNTs are focused on partnership problem solving activities and focused on driving down demand, taking responsibility for the work that the OPTs have previously been undertaking. Consideration has been given to the right mix of multi-skilled police officers and PCSOs.

#### Community Contact: Public Access

An analysis of the demand carried out on front counters has been carried out and this has shown a significant decrease in number of people using these facilities. It has also shown a marked difference in the amount of people who visit front counters in larger towns and the amount who use them in villages. There is a need to develop new approaches to managing lost and found property and immigration bail. Future developments include making better use of technology and developing joint access points with partners.

#### Investigations and Emergency Response

Resources need to be better aligned to respond to demand and that there is a need for a better management of volume crime investigations and Grade C and Grade D CADs. Research identified that the current system of the Service Desk, Desk Based Investigation and Investigation Response Teams could be strengthened and developed to ensure that as many incidents and crimes are resolved at the first point of contact and that investigations are managed proportionately. There was a need to better standardise investigations across the county.

### Community Safety

The current department is a combination of strategic and tactical functions. As partnerships across the county are developing with the Transformational Challenge Funding (TCA) and the development of the Hidden Harm Agenda, there is a need to re-define roles and remits. This ensures that the department is in a position to explore the development of a joint countywide community safety function with the County Council and Fire Service.

- 6.8 Taking into account the above findings, the new model is designed to prevent and detect today's crimes and be flexible enough to adapt to future demands rather than stick with an outdated model that no longer reflects the demands placed upon us.
- 6.9 An implementation plan is in place to deliver the changes to the operating model by April 2016, the key changes include;

### **Public Access**

- To reduce the front counter provision across the county by 15 access points, leaving 3 front counters across the county.
- Changing opening days/times as follows; Mon-Fri 9-5pm, Sat 10am-6pm. Bank holidays front counters will be closed.
- Line management of station clerks will be the Locality Inspectors, RMU will take on management of duties.
- Adoption of required process changes, including no longer managing lost and found property and adopting a new approach to managing immigration enquiries.

### **Neighbourhood Policing**

- To align the county policing map into 3 area-based commands, with the potential to reduce to 2 policing areas by 202.
- To reduce the number of Neighbourhood Teams from 29 to 18 in 9 localities across the county.
- To refocus the remit and functions of Safer Neighbourhood Teams and to remove the Operational Partnership teams (OPT's) and embed their functions within Neighbourhood Teams, focused on 4 overarching roles;
  - Community Engagement
  - Demand Reduction
  - Vulnerability and Safeguarding
  - Crime Reduction
- To make reductions in establishment numbers in Neighbourhood Policing teams (reducing by, 2 Inspectors, 8 Sergeants, 15 PCs<sup>3</sup> and 68 PCSOs). Change the working hours of PCSOs to Monday-Sunday between 08:00 and 18:00.
- To discontinue with the current match funding arrangements and re-design roles to match the new operating model.

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<sup>3</sup> Note that the costs for 15 PCs have been moved to Investigations to help fund the new model.

### **Investigations (including Emergency Response - NRT)**

- To develop a centralised investigations team, the Incident and Crime Management Hub (ICMH) skilled to deal with the majority of high volume, low risk crime.
- To create 3 area based Neighbourhood Support Teams – NSTs at Ipswich, BSE, and Lowestoft to deal with local enquiries on behalf of the ICMH and Neighbourhood Response Team (NRT).
- Staffing in these new units will be based on 65 PCs, 5 DCs and 20 support investigators, with a view to continually refining the workforce mix as the model is embedded.
- To change the focus of Neighbourhood Response Teams towards emergency response with less long term investigative responsibility and non-urgent attendance.
- To reduce response numbers to 310, a reduction of 40 police officers, to create additional roles in the ICMH and NSTs.

### **Community Safety**

- Combine the Crime Reduction Officer (CRO) and Architectural Liaison Officer (ALO) functions and create a new role, a Design Out Crime Officer.
- Reduce by 3 FTE CROs, 3 FTE Community Watch Liaison Officers (CWLOs), 0.59 FTE Licensing Officer and 1 FTE Community Safety Officer.
- Create dedicated police staff roles for Mental Health and Rural Crime.
- Create a Prevent Police officer post.
- Re-define the remits of roles focused on Hate Crime and Community Partnerships.
- Remove 2 Sergeants and 2 Inspectors and create re-defined police staff management roles.
- Move the Police Cadet post to the supervision of the Force Volunteer Manager in HR.
- Proactive Night time economy policing will be carried out by the Scorpion Team rather than retaining dedicated resources in the central Licensing function.

6.10 The forward Project Plan outlines the next projects that need to be developed and of significance, they include; a review of the Contact and Control Room (CCR) in terms of remit, function and location, a re-design of Safeguarding and CID, process improvements in Investigations, focused on proportionality and in Neighbourhood Teams, in relation to no longer dealing with Civil Parking Enforcement. In addition, there progressing partnership work in relation to the Connect Projects (see Section 7.5 below) and in conjunction with the Digital Strategy, continuing to explore technological solutions, include a review of tough books, the usage of biometric bail and 'skype' based communication products and virtual opportunities in terms of front counters and neighbourhood teams.

- 6.11 As previously reported in June 2015, within the plans that are being developed, the required estate is under continual review. The needs of estate continue to take account of the Digital Strategy, mobile working and embracing opportunities for more agile working.
- 6.12 Work also remains in progress with the fire and ambulance service through bluelight integration. It is anticipated that within the new operating model, the following revenue savings could be achieved, both from our own estate and joint estate programme with fire and ambulance service; (see table below)

**Table 3**

<b>Current estates not in future plans</b>	<b>Revenue costs*</b>
Needham Market (for potential closure)	£9071
Bungay	£10359
Kessingland	£7414
Southwold	£15660
Aldeburgh	£5320
Ipswich NW SNT	£29861
Ipswich SE SNT	£22494
Ipswich SW SNT	£15161
Kesgrave	£26170
<b>TOTAL</b>	<b>£141510</b>
<b>Future Joint estates</b>	<b>Current revenue costs</b>
Mildenhall (fire) SNT and response base	£49037
Stowmarket (fire/amb) SNT and response base	£48405
Beccles (joint fire and ambulance) SNT Base	£65710
Saxmundham (joint fire / ambulance) Response satellite	£11693

*\*Please note that these are indicative costs only at this stage*

## **7. SUFFOLK PARTNERSHIP CHANGE; TCA and Integrated Teams**

- 7.1 All public sector organisations in Suffolk now face long term and major financial challenges. All have been restructured and shifted their focus over the last 2 years. All expect further change as organisations work in a more integrated fashion with fewer overall resources.
- 7.2 At the Suffolk Health and Well Being Board in July 2015 the decision was taken to create a Suffolk Safer and Stronger Communities Board to recognise these new demands and ensure partners are jointly working together. Some of the key aims include;
- Prevent vulnerability, therefore decreasing demand for services
  - Join up between agencies to improve efficiency and effectiveness
  - Use intelligence to identify and respond to changing needs
  - Work within the governance of the Health & Wellbeing Board

- 7.3 The focus of the countywide work is connected with the Hidden Harm agenda (i.e. domestic abuse, honour based violence, sexual exploitation, hate crime, human trafficking, gangs and youth violence, substance misuse, radicalisation, cyber-crime and internet fraud).
- 7.4 Once the re-design of Community Safety has taken place, work with the Fire Service and County Council to develop a joint integrated central team will be progressed.
- 7.5 All Borough and District Councils, the County Council, Suffolk Constabulary, the Police and Crime Commissioner (PCC) and Suffolk's Clinical Commissioning Groups are working on the Transformational Challenge Award (TCA) project, (funding from the DCLG for £3.3m). Jointly progressing this programme is a key component of the future operating model. Alongside Lowestoft Rising, discussions are in the early stages to develop an Integrated Team for the Mildenhall/Newmarket and there are two early adopter partnership programmes in progress as outlined below;

### **Sudbury Connect**

- Early successes have included linking partners together and networking, which is providing results in tackling some long term problems. Information sharing has also improved and it is felt that the 'structure' gives opportunities to run partner meetings and multi-agency tasking projects.
- To date there has been no formal analysis on the lines of cost/benefits service improvement or demand reduction, these needs to be incorporated as the programme develops.

### **Ipswich Connect**

- The Ipswich project has recently started and is at the very early stages in terms of police engagement. Plans are still being developed about how this can support the work of the local SNT, who are linked to the programme.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 The following table provides a summary of the overall SLPR savings, including the proposed recommendations from this decision paper:

**Table 4**

	<b>£m</b>
SLPR Phase 1 2015/16: 63 Police Officers and 3 PCSOs	3.3
SLPR Phase 2a: 2016/17: PCSOs, Public Access, Community Safety, SNT / NRT / Investigations	2.7
SLPR Phase 2a: PCSO turnover assumed in 2015/16-2019/20 MTFP	0.5
SLPR Phase 2b Scoping	1.5
<b>Total</b>	<b>8.0</b>

- 8.2 The current phase of the Local Policing Review (Phase 2a) has identified £4.1m gross savings for 2016/2017 (see Table 5).
- 8.3 While the gross savings deliver in excess of the £2.1m savings required for 2016/2017, there has been some additional areas that the savings have had to support;
- The existing requirements in the MTFP, previously reported, for Public Access (£265k) and PCSO predicted turnover (£528k);
  - £152k to establish the Crime Integrity Group; and
  - £412k for loss of match funded PCSO income.
- 8.4 The impact of all of the above is a total of £1.4m which has to be covered from the gross savings identified, and results in a net saving for Phase 2a of £2.7m as shown in the table below.
- 8.5 In relation to the match funded PCSO income, the planned intention is for 6 posts to be retained, so the loss of income shown as £412k should improve. In the future, different funding opportunities will be sought with partners that are linked to the core functions of neighbourhood teams, and further income should be achieved.
- 8.6 The table below provides the summary of the current position;

**Table 5**

<b>SUFFOLK LOCAL POLICING REVIEW - PHASE 2a (2016/17)</b>	<b>Excluding JE</b>	<b>Excluding JE</b>	<b>Cost/(Saving)</b>
	<b>Current Baseline</b>	<b>New Baseline</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>PCSO</b>	<b>5.724</b>	<b>2.717</b>	<b>(3.007)</b>
<b>Public Access</b>	<b>1.089</b>	<b>0.326</b>	<b>(0.763)</b>
<b>Community Safety</b>	<b>1.090</b>	<b>0.781</b>	<b>(0.309)</b>
SNT	7.533	6.016	(1.517)
NRT	18.438	16.998	(1.440)
Investigations	8.681	11.642	2.961
<b>Total SNT / NRT / Investigations</b>	<b>34.652</b>	<b>34.656</b>	<b>0.004</b>
<b>Gross Savings</b>	<b>42.555</b>	<b>38.480</b>	<b>(4.075)</b>
<b>MTFP Saving - PCSO</b>			0.528
<b>MTFP Saving - Public Access</b>			0.265
<b>Savings after MTFP requirements</b>			<b>(3.282)</b>
PCSO Match funding income target			0.412
Crime Integrity Unit			0.152
<b>Savings including PCSO income and CIU</b>			<b>(2.718)</b>

- 8.7 At this stage the associated ICT costs to facilitate the changes to the structure have yet to be calculated and will be factored into the savings as shown above once available.
- 8.8 The initial scoping work for Phase 2b has identified that approximately £1.5m can be further reduced from the model in 2017/2018. Should all this be achievable, the future work combined with the £2.7m achieved for 2016/2017 would bring a total of

£4.2m savings for the whole project by 2017/2018 leaving a further £0.8m to be identified.

- 8.9 This also has to be considered alongside the financial planning that will take place following the November Spending Review announcement, a decision on precept and the implementation of the new funding formula now due to be implemented in 2017/18.
- 8.10 In addition, in Phase 2b, planned reviews of CID and Safeguarding are to be carried out, as well as a combined Community Safety team with the County Council and Fire and Rescue Service. These may offer additional savings opportunities.
- 8.11 Outcome Based Budgeting (OBB) will assist with identifying further efficiencies that can be made across the whole organisation.

## **9. OTHER IMPLICATIONS AND RISKS**

- 9.1 A full appraisal of risks for each business case is provided in each separate paper and these are reviewed by the Project and Programme Board and mitigation is in place. The key overarching risks in terms of the implementation of the changes for SLPR by April 2016 are as follows;

### Red Risks

- Managing the reduction in police officer numbers
- Change in Culture required to embed the new principles and practices of the operating model
- ICT systems may not be able to carry out the work required to enable the new structure and operating platform to operate

### Amber risks

- Making the savings for 2017/2018
  - Potential for negative impact on public confidence as a result of reducing resources and traditional visibility
  - Phasing in change – risk from interdependencies with other parts of the new model which could impact on operational effectiveness
  - Launch of Athena may increase the staffing requirements for ICMH and NST
- 9.2 An EIA has been completed for each business case and there are no anticipated concerns with these.
- 9.3 Full consideration has been given to Human Resource implications. This is detailed within the business cases when consideration is given to the workforce reductions and appropriate workforce mix in the different areas of the Local Policing model. HR are fully supporting the process and plans.
- 9.4 The Police and Crime Plan has been considered within all the proposals that have been outlined within the business cases, along with the current Strategic Assessment.
- 9.5 The business cases outline the extensive range of consultation that has taken place both internally and externally in the development of the proposals.
- 9.6 A Communications Strategy has been prepared and a plan developed to oversee the changes.

## **10. CONCLUSION**

- 10.1 This paper has outlined the progress that Suffolk Constabulary has made to identify and realise the savings requirements of the Comprehensive Spending Review.
- 10.2 The re-design of the Local Policing Model is significant and to realise the benefits that this model affords, it will require strong leadership and cultural change to embed. While there are future savings that can be achieved through further re-design, it is important to undertake this in a proportionate and phased approach, or there is a strong risk that the delivery of local policing services will be affected.
- 10.3 The scale of the changes will necessitate refinement of the model and continuous review. Accelerating the opportunities with partners and exploiting new technology are fundamental areas for focused development in the coming months to develop the foundations for the policing model that can deliver services for local communities in 2020 and beyond.
- 10.4 Alongside the recent introduction of two new ICT systems, ERP and Athena, the workforce are currently coping with a high volume of change and the scale of these changes and workforce reductions will impact on staff morale. This is why it is recognised that strong leadership is fundamental to deliver new working practices and welfare and support and being fully integrated at all stages with the changes.
- 10.5 Further planning in relation to future savings opportunities will be considered alongside the financial planning that will take place following the November spending review announcement, the implementation of the new funding formula and a decision on precept. Outcome Based Budgeting (OBB) may assist with identifying further efficiencies that can be made from Local Policing and across the rest of the organisation.
- 10.6 Further development of collaboration ventures more broadly within the region will continue to develop to support the local policing model of the future.

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>PLEASE STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	NO
Has the PCC's Chief Finance Officer been consulted?	YES
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	YES
Have human resource implications been considered?	YES
Is the recommendation consistent with the objectives in the Police and Crime Plan?	YES
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	YES
Has communications advice been sought on areas of likely media interest and how they might be managed?	YES
Have all relevant ethical factors been taken into consideration in developing this submission?	YES