



# OFFICE OF THE POLICE & CRIME COMMISSIONER FOR NORFOLK

**ORIGINATOR:** Chief Constable

**DECISION NO:** 2015/28

**REASON FOR SUBMISSION:** For Decision

**SUBMITTED TO:** Police and Crime Commissioner

**SUBJECT:** Creation of a Joint Athena Investigations Hub Function

## **SUMMARY:**

The Joint Chief Officer Team meeting on 20 April 2015 considered and agreed the Business Case to establish a joint Athena Investigations Hub function for Norfolk and Suffolk. This report seeks PCC approval of the business case and Section 22a Agreement to create the Athena Investigations Hub function for Norfolk and Suffolk.

## **RECOMMENDATIONS:**

It is recommended that:

1. The PCC approves the business case to establish a joint Athena Investigations Hub for Norfolk and Suffolk.
2. The PCC delegates authority to the Chief Executive to execute the Section 22a agreement to create the Athena Investigations Hub for Norfolk and Suffolk.

**APPROVAL BY: PCC**

*A.W. Bell*

The recommendations set out are agreed.

**Signature**

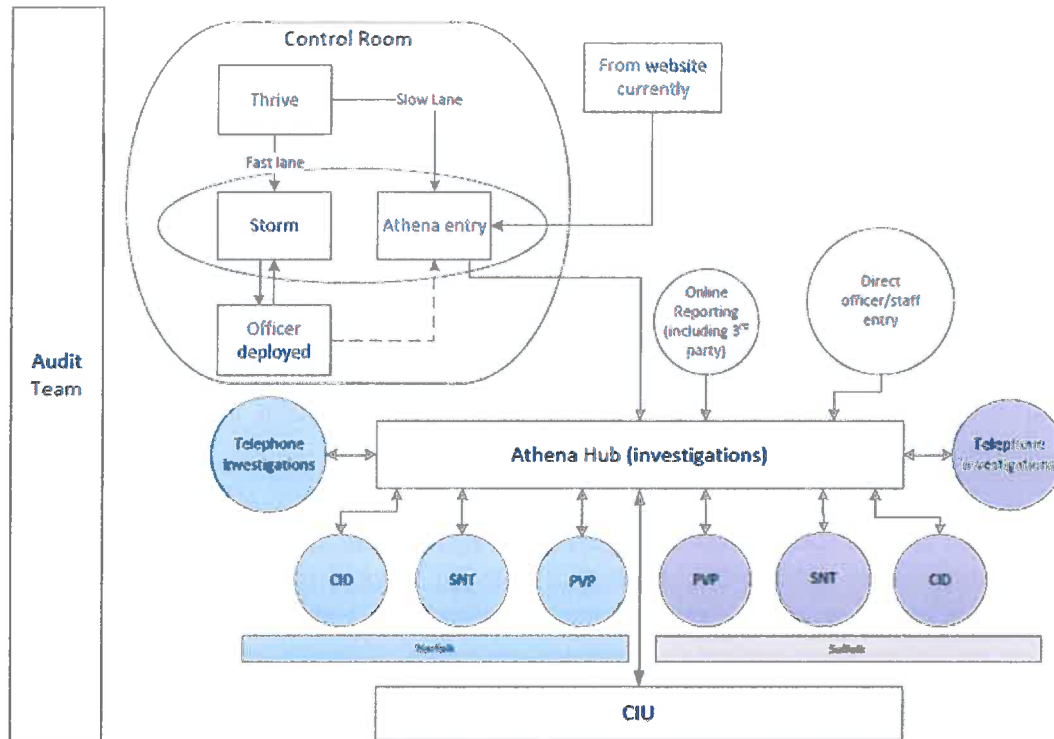
**Date** *17/12/15.*

## **1. BACKGROUND**

- 1.1 On 21 October 2011, the former Suffolk Police Authority considered a paper 'Project Athena' and agreed to commit to funding the relevant share of the capital and revenue costs to the subscribing Authorities, and also agreed the delegation of the authority to sign the Athena Call-Off Contract, Section 23 (Operations) Agreement to the Chief Executive and Chief Constable.
- 1.2 On 20 April 2015, the Joint Chief Officer Team (JCOT) considered and agreed the Business Case to establish a joint Athena Investigations Hub function for Norfolk and Suffolk (Appendix 1).
- 1.3 Until now, police forces have largely managed data on offenders, suspects, victims and incidents on different systems at a local level, making it a challenge to share information quickly.
- 1.4 Athena is a single IT system which manages investigations, intelligence and defendants (both custody and case preparation) across all member forces, giving officers and staff access to more detailed and up-to-date information.
- 1.5 In line with recommendations of the 2004 Bichard Inquiry into the Soham murders of 2002, Athena will enable each force to share a much wider set of operational police data with other forces.
- 1.6 Athena will improve the efficiency and effectiveness of front-line policing, saving police forces' time and money, and also improve the service provided to the public.

## **2. DEVELOPING THE INVESTIGATIONS HUB OPTIONS**

- 2.1 To ensure that a unified process would be delivered in the Athena Investigations Hub (AIH), a unified process model (Figure 1) was developed with key business leads to ensure the way in which incidents arrived and were allocated from the Hub was consistent across the forces. Work is ongoing primarily within Control Room and County Policing Command departments to ensure this happens.



**Figure 1 – Unified Service Delivery Model v1.0**

- 2.2 The AIH model also represents an opportunity for improved working practice and economies of scale compared to current arrangements in Norfolk and Suffolk Constabularies.
- 2.3 The joint Challenge Team was tasked to prepare and cost several options for an AIH model that would deliver against the following terms of reference:
- Single Process for managing Athena incidents through the Hub;
  - Single management structure but dual sites;
  - Staff will process any incidents for either force, regardless of location;
  - Police staff posts only;
  - Primary function to be the Quality Assurance, MO drop down completion, linking, allocation (where needed) and finalisation of all investigations that are to be recorded on Athena;
  - All mandatory Athena incident classifications will be processed.
- 2.4 These terms of reference aimed to ensure a consistent process, shared management costs and staffing resilience within the model, to give a reliable foundation to support future co-location, if considered appropriate.
- 2.5 An initial options paper, AIH Options, was presented to JCOT on 7 April 2015 and outlined five models. The models varied in cost primarily depending on resources required to process varying levels of volume within the AIH. Table 1 below summaries the options and includes an assessment of the pros and cons of each. The decision was made to progress the recommendation of forming a business case for Option 3, “Mandatory plus Selected Optional volume” – all mandatory

volume crime, high risk other crime and finalisation of non-crime completed by Sergeants.

**Table 1: ATHENA INVESTIGATIONS HUB OPTIONS APPRAISAL**

Option	Pros	Cons
<b>1. All Volume</b>	<ul style="list-style-type: none"> <li>• Richest picture from full volumes</li> <li>• All ASB on Athena – earlier intervention possible on lower risk</li> </ul>	<ul style="list-style-type: none"> <li>• Highest Cost</li> </ul>
<b>2. All minus Suspicious Circumstances</b>	<ul style="list-style-type: none"> <li>• Rich picture from all but Suspicious Circumstances on Athena</li> <li>• All ASB on Athena – earlier intervention possible on lower risk</li> </ul>	<ul style="list-style-type: none"> <li>• High Cost</li> <li>• Suspicious Circumstances to remain on Storm only</li> </ul>
<b>3. Mandatory plus Selected Others (Chosen)</b>	<ul style="list-style-type: none"> <li>• Meets all Mandatory requirements and some Optional</li> <li>• Feasible cost, balancing Return On Investment (non cashable)</li> </ul>	<ul style="list-style-type: none"> <li>• Suspicious Circumstances and all ASB not captured – potential loss of richer picture</li> </ul>
<b>4. Mandatory plus Selected Others and Sergeants Finalising Non- Crime</b>	<ul style="list-style-type: none"> <li>• Meets all Mandatory requirements and some Optional</li> <li>• Feasible cost, balancing ROI (non cashable)</li> <li>• Hub time released (1 FTE) from finalisation of non crime incidents</li> </ul>	<ul style="list-style-type: none"> <li>• Suspicious Circumstances and all ASB not captured – potential loss of richer picture</li> <li>• Responsibility of finalisation of all non crime incidents with Sergeants/Supervisors.</li> </ul>
<b>5. Mandatory only</b>	<ul style="list-style-type: none"> <li>• Lowest Cost</li> <li>• Meets Mandatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of richer picture across all optional classifications inc. ASB, RTC and Schools Incidents</li> </ul>

### **3. CREATION OF AN ATHENA INVESTIGATIONS HUB FOR NORFOLK & SUFFOLK**

- 3.1 A business case for an AIH for Norfolk and Suffolk was presented to the Joint Chief Officer Team on 20 April 2015. The business case was approved by the Norfolk and Suffolk Chief Officers at that meeting, and it was agreed that a draft Decision Paper (incorporating the business case) and Section 22a agreement be prepared for consideration by the Norfolk and Suffolk Police and Crime Commissioners (PCCs).
- 3.2 The business case recommended an AIH governed under the existing Norfolk and Suffolk CPC Commands within the Local Policing Portfolios. It was agreed that the Chief Superintendent CPC Commanders would then report into the ACC Suffolk Local Policing as ACPO lead for the collaborated unit. Appendix A of this report shows the proposed management structure for the AIH.
- 3.3 The proposed AIH structure consists of 31 FTE posts (of which 8 posts are fixed term contracts) based across the two locations of OCC Wymondham, Norfolk and PHQ Martlesham, Suffolk.

- 3.4 There will be 1 FTE Scale M1 Athena Investigations Hub Manager, 2 FTE Scale SO1 Athena Investigations Hub Supervisors, 26 FTE Scale 6 Athena Investigations Hub Incident Processer and 2 FTE Athena investigations Hub Admin Assistants. All scales stated are subject to job evaluation.
- 3.5 Each of the post totals will be divided equally between Norfolk and Suffolk locations.
- 3.6 The AIH will be operational 24 hours a day and 365 days a year.
- 3.7 The core purpose of the AIH is summarised as:
- Delivering the quality assurance of investigations or incidents;
  - The linking of Person, Object, Location, Event (POLE) data to the event;
  - The allocation of work to specific work tray(s);
  - The finalisation of crimes once no further work is required.
- 3.8 Athena Investigations Hub staff will manage this process for incidents across both forces, allocating to officers/staff from both forces regardless of where their geographical base of work is. The uppermost allocation trays within the Athena system hierarchy will be labelled in the same way across both forces to ensure consistency and eliminate cross border terminology confusion.
- 3.9 The key function of the AIH will replace elements currently performed within the Norfolk Crime Development Team (CDT) and Suffolk Investigations Management Unit (IMU).
- 3.10 It is known that as part of the Athena agreements the existing CDT and IMU would be required, as a minimum, to process more incidents than previously. Also, in order to get best use out of the multi force platform the more incidents than mandatory that are processed the richer the picture created to help prevent and tackle crime.
- 3.11 Consequently the option to continue business as usual within these structures was not deemed appropriate.

#### **4. ATHENA INVESTIGATIONS HUB GOVERNANCE**

- 4.1 The governance arrangements for this police collaboration are dealt with by the agreed Norfolk and Suffolk Collaboration Programme Governance.
- 4.2 On implementation of the AIH, it is proposed that it will be governed by a single performance management board chaired by the ACC Suffolk.
- 4.3 The management board will be made up of key representatives and stem from the project board used for the implementation stage of the change.

## 5. ATHENA INVESTIGATIONS HUB COSTS

- 5.1 This section provides an overview of the projected costs associated with the proposal; the main benefits associated with this business case are expected to bring operational effectiveness, efficiency and resilience.
- 5.2 Pay costs detailed below will be met from the Constabularies.
- 5.3 The cost share of the Police element of a single scheme will be based on the Net Revenue Budget, i.e. Norfolk 56.5% and Suffolk 43.5%.
- 5.4 The projected full year cost of the proposed AIH structure is **£1,301k**.
- 5.5 It should be noted that this figure is calculated on regularity of weekend shifts in line with Norfolk CCR and is subject to HR scrutiny and job evaluation. Posts have been costed at the top of expected pay scale.
- 5.6 The implementation costs in relation to this work may include redundancy costs. It has been agreed that if there are any redundancy costs this will be paid from a separate financial budget and is therefore not included within this business case.
- 5.7 When implementing the NRB ratio to split this cost it leaves a full year cost of **£566k to Suffolk** and **£735k Norfolk**.

### **Suffolk costs**

- 5.8 The Suffolk costs are to be met in part by releasing the 5 FTE Scale 5 Crime Allocator posts from their existing IMU. This contributes £143k to the total Suffolk costs.
- 5.9 The remaining costs of £422,714 are to be met in the short term by reserve funds until posts are identified within the force to be offset. It is expected that these offsets and savings are found by the end of financial year 2015/16 to cover £422,714.

### **Norfolk costs**

- 5.10 The Norfolk costs are to be met predominantly by releasing the 16 FTE posts from the existing CDT structure. This contributes £609k to the Norfolk costs.
- 5.11 This will involve redeploying the 3 Detective Sergeant roles.
- 5.12 The remaining costs of £126k are to be met by offsetting of savings from elsewhere within force.

5.13 It should be noted that of the 26 FTE Athena Investigations Hub Incident Processor roles 8 FTE will be recruited on a fixed term temporary contract in order to allow flexibility should on-going review of the AIH suggest structure reviews are advisable. Despite this the budget is permanent.

#### 5.14 **Updated costs**

5.14.1 Following shift pattern agreement through the HR consultation process the Athena Investigations Hub structure has been re-costed by the Finance Department.

5.14.2 The total cost of the AIH structure is **£1,229k**. This figure is does not represent the effect of Job Evaluation which if taken into account presents the cost at £1,161k. The change in cost reflects changes to the predicted weekend working enhancement that the Incident Processor post is entitled to.

5.14.3 When implementing the NRB ratio to split this cost it leaves a full year cost of £534k to Suffolk and £694k Norfolk.

5.14.4 The updated full year net cost to Norfolk and Suffolk Constabularies following the release of posts described at 5.8 and 5.10 is £391,442 and £84,456 respectively.

### 6. **JOINT ATHENA INVESTIGATIONS HUB SCHEME IMPLEMENTATION**

6.1 Implementation will be the responsibility of an AIH Project Board chaired by the ACC Suffolk. This group will be responsible for identifying risks and issues. It is expected that members will include representatives from all key business areas.

6.2 The AIH Project Board will be accountable to the Joint Chief Officer Team (JCOT), as agreed within the Norfolk and Suffolk Collaboration Programme Governance, for monitoring and delivery in accordance with this business case.

6.3 Implementation of the business case will be managed following Prince2 principles and will be overseen by the Project Manager. Any approved changes will be managed through Tranche 12 of the Corporate Development and Change programme.

6.4 The AIH Implementation Team will report to the Athena Project Board chaired by DCC Norfolk.

### 7. **SECTION 22A COLLABORATION AGREEMENT**

7.1 The proposed collaboration supports the Norfolk and Suffolk Preferred Police Partnership Collaboration Strategy. The legal structure for policing and the provision of support to other police forces, provided by the Police Act 1996 (as amended, which sets out the circumstances in which collaboration agreements may



be made) have been considered and included in the attached Section 22a Agreement to Collaborate.

**8. RECOMMENDATION:**

8.1 The PCC approves and endorses the Section 22a Collaboration Agreement based on the Business Case to create a collaborated Athena Investigations Hub function for Norfolk and Suffolk.

**9. FINANCIAL IMPLICATIONS:**

9.1 The finances as shown in the business case agreed by JCOT in April 2015 have been confirmed by the Finance Department and are based on regularity of weekend shifts in line with Norfolk CCR and are subject to HR scrutiny and job evaluation.

**10. OTHER IMPLICATIONS AND RISKS:**

10.1 There are no impacts of significance relating to the PCC's Risk Register which require amendment of the Register.

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>PLEASE STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	Yes
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?	No

Have all relevant ethical factors been taken into consideration in developing this submission?

Yes

**APPROVAL TO SUBMIT TO THE DECISION-MAKER**

**Chief Executive**

I am satisfied that relevant advice has been taken into account in the preparation of the report and that this is an appropriate request to be submitted to the PCC.

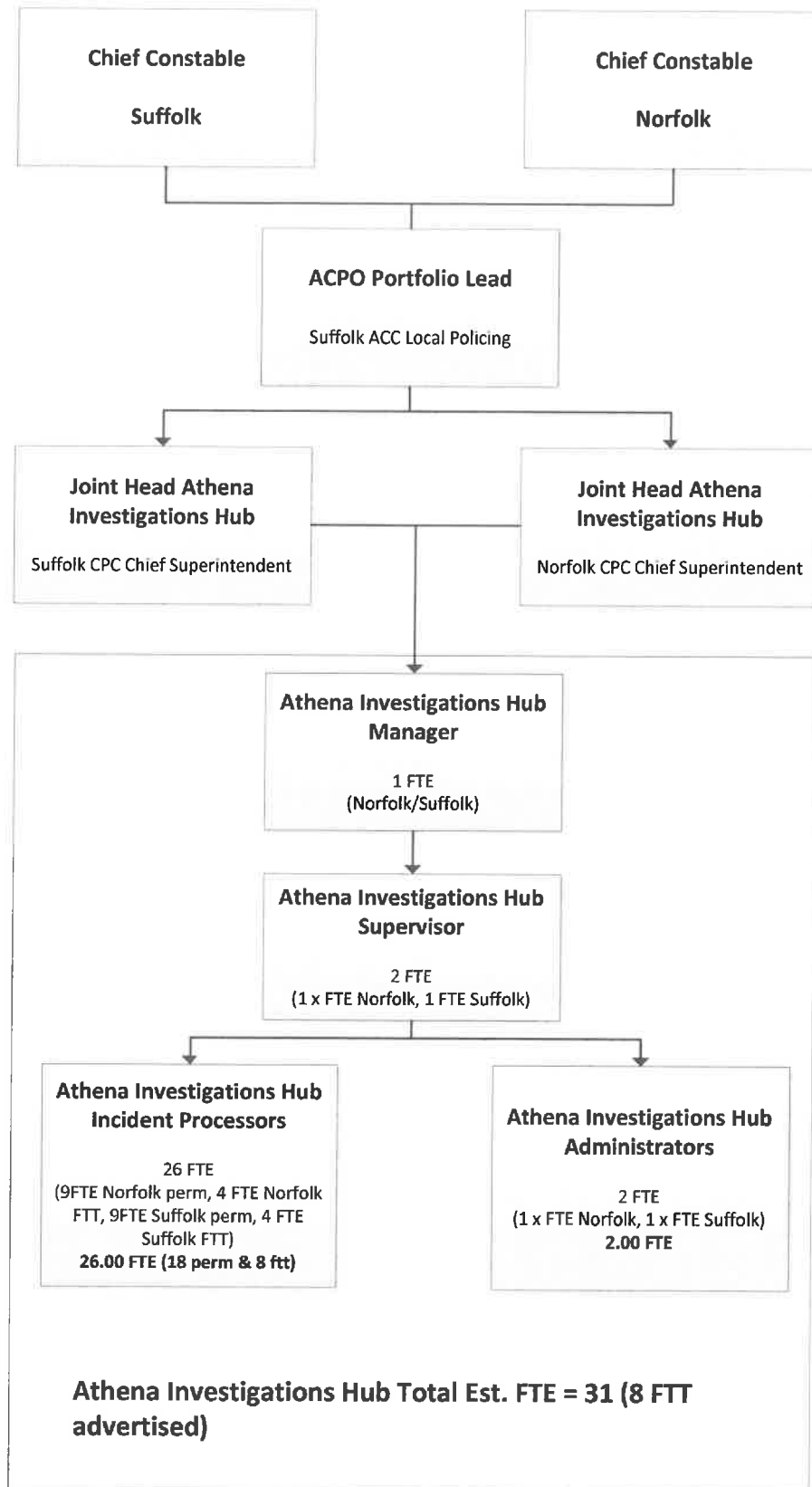
**Signature:**



**Date**

16.12.15

**STRUCTURE CHART: ATHENA INVESTIGATIONS HUB MANAGEMENT STRUCTURE**







**POLICE**  
NORFOLK & SUFFOLK  
*working together for you*



**APPENDIX B**

Document title:

**A Business Case for an Athena Investigations Hub**

Business Area:

**County Policing Command**

Prepared by:

Durrant J, Norfolk Challenge Team

Area:

Norfolk Challenge Team

Department:

Corporate Development and  
Change

Force:

Norfolk

Contact email:

durrantj@norfolk.pnn.police.uk

Contact telephone: 01953 425512

Commissioned by:

DCC Charlie Hall

## 1 Document Control

Version	Date	Author	Summary of changes	Distribution
0.1	14.04.2015	Jonathan Durrant	Initial Draft	
1.0	17.04.2015	Jonathan Durrant	Final	Joint Chief Officer Team, Sarah Bolt, Vicki Cowey, Vicky Curtis, Liam Garrard, Nigel Read, Mike Fawcett, Bernie Morgan, Jon Brighton, Terry Byford, Malc Cooke, Jenny Powell, Martin Ransome, Mick Gent
2.0	27.04.2015	Jonathan Durrant	Final	Joint Chief Officer Team, Sarah Bolt, Vicki Cowey, Vicky Curtis, Liam Garrard, Nigel Read, Mike Fawcett, Bernie Morgan, Jon Brighton, Terry Byford, Malc Cooke, Jenny Powell, Martin Ransome, Mick Gent
2.1	13.11.2015	Jonathan Durrant	Change to sections: 5.6.1, 5.6.2, 7.2.2  Renumbering of section: 7.2.10 to 7.3 and 7.3.1  New section at: 2.12, 5.10.3 and 7.4	Sarah Bolt Chris Bland



**Contents**

Section 1- Document Control

Section 2- Executive Summary

Section 3- Introduction

Section 4- The Strategic Case

Section 5- The Economic Case

Section 6- The Commercial Case.

Section 7- The Financial Case.

Section 8- The Management Case

Section 9- Recommendations

Appendix



**2 Executive Summary**

- 2.1 The purpose of this business case is to obtain approval from Chief Officers and Police and Crime Commissioners for the creation of an Athena Investigations Hub.
- 2.2 It reflects the Norfolk and Suffolk collaborative vision, strategy and preferred partnership approach and has been developed in accordance with the approved 'Business Case Development and Approval Process'
- 2.3 Athena will 'go live' in Norfolk and Suffolk on 1<sup>st</sup> October 2015. To 'manage' the investigations, a hub of staff is required, as is currently the case with the CIS systems in both Norfolk and Suffolk.
- 2.4 An investigations working group was commissioned to try to determine how many staff are required in the new investigations hub. Following months of hard work by this group, defining the scope and developing Athena system, the Norfolk Challenge Team were brought in to assist with the modelling phase.
- 2.5 The Options paper previously submitted explained how the Norfolk Challenge Team calculated predictions for the number of staff required across a dual site, single management Athena Investigations Hub.
- 2.6 To determine how many staff is needed, two key questions required answering:
  - What is the volume of incidents/events flowing through the system?
  - How long does it take to process these incidents?

**2.7 Volumes**

- 2.7.1 The Athena Management Organisation provided a list of incidents which it is mandatory for all forces within the region to input onto Athena and a list of optional categories.
- 2.7.2 The mandatory categories produce a greater volume than is currently experienced by both forces, so an increase in resource was expected, whichever option was selected.
- 2.7.3 With the assumption that it would be unaffordable to adopt the inputting of all the categories, the Athena Working Group was tasked with providing professional guidance. These formed four differing totals of volumes based on appropriate averages across both forces. The expected number of incidents flowing through per year is shown below:

ALL	ALL except Sus. Circs	Mandatory + Selected options inc. High Risk ASB	Mandatory only
242,671	196,893	153,332	142,923

### 2.8 Timings

- 2.8.1 A small scale time trial was successfully implemented, the third such attempt, providing the bare minimum sample required to make predictions regarding resourcing levels.
- 2.8.2 150 dummy crimes were input into an ATHENA production environment, the closest available system to the actual system which will go live in October.
- 2.8.3 These crimes were submitted to what has become known as the QAMOLAF process:
- Quality Assurance – Classification/Data Quality
  - Modus Operandi – Selection of appropriate drop downs (Crimes only)
  - Linking – Linking of Person Object Location Event data
  - Allocation – Allocation of Crime to appropriate worktray
  - Finalisation – Finalising incident/crime following investigation
- 2.8.4 Professional judgement suggested that the number of nominals attached to an incident was of greater impact in terms of length of time to process than the type of the incident. 80.96% of crimes on Norfolk/Suffolk CIS have 1-3 nominals, 17.61% have 3-6 nominals, and the remaining 1.43% have 7-9 nominals.

### 2.9 Modelling

- 2.9.1 The volumes and timings were input into an Activity Analysis Resource Modelling Spreadsheet.
- 2.9.2 For all cases, a management structure of 1 x M1, and 2 x SO1 Supervisors in addition to 2 x S3 administrators owing to the dual site constraint was added.
- 2.9.3 On 7<sup>th</sup> April, JCOT supported Option 3, determining that 26 FTE Athena incident processers were required. The reasoning behind the selection was that for only 1.5 FTE beyond those required to process only the mandatory incidents, the constabularies would benefit from the richer picture of High Risk Anti-Social Behaviour incidents being managed through Athena. In addition, the Hub would retain the scrutiny and QA of finalisation. Beyond this, the options became unaffordable.
- 2.9.4 A Sustainability Impact Assessment (Appendix 3) and an Equality Impact assessment are being undertaken with regard to the selected option. It is not expected that either will have a significant negative aspect to affect decision making, although from a Sustainability point of view, single site would have been preferable.

- 2.9.5 The Athena Investigations Hub has been fully costed at worst case scenario. The total is **£1,300,591**, which, applying the cost share between Norfolk and Suffolk, means that Suffolk's revenue cost is **£565,757**, and Norfolk's will be **£734,834**.
- 2.9.6 Norfolk's Crime Development Team will be disbanded to form the Athena Investigations Hub. This includes the redeployment of the three Detective Sergeant roles and the use of their budget to fund staff. The revenue of the CDT is **£608,575**. This leaves a shortfall of **£126,260** to be identified as additional savings from elsewhere in the organisation by the end of the Financial Year 15/16.
- 2.9.7 Suffolk have five Crime allocator roles which will be disbanded to form the Athena Investigations Hub. The revenue of these roles is **£143,043**. This leaves a shortfall of **£422,714** to be identified as additional savings from elsewhere in the organisation by the end of the Financial Year.

## 2.10 Risks

- 2.10.1 The accuracy of the predictions is doubtful owing to sample size and number of assumptions. The mitigation is to hire a mix of permanent and temporary staff and review the Hub after 1 month, 6 months and 12 months to assess the actual timings and keep up with developments of the Athena system which may streamline processes.
- 2.10.2 It is unknown as to whether a Back Record Conversion solution will be delivered for Athena. If this did arrive processes in the AIH could become quicker or slower altering FTE resource required.
- 2.10.3 The scale of the posts for predicted modelling could change through the Job Evaluation process. This would have cost implications that could increase/decrease
- 2.10.4 Data Quality considerations are not included at this stage. This includes the requirement for auditing and to manage duplicate nominals. It is not necessarily the Athena Investigations Hub which will take ownership of this issue, but would have resource implications if such was the decision.

## 2.11 The recommendations of this business case are:

- 2.11.1 It is recommended that Option 3, structure aligned to existing CPC Commanders under Local Policing, is pursued.
- 2.11.2 To support the development of the Athena Hub at a worst case scenario cost of **£1,300,591**, to go live concurrently with Athena.

This equates to a shortfall of funding from baseline posts provided for this change of £422,714 for Suffolk and £126,260 for Norfolk to be met from reserve funds and post offsets within each force respectively.

### 2.12 Updated Costs

- 2.12.1 It should be noted that the costs for the Athena Investigations Hub have been updated since agreement of shift patterns through the HR consultation process. The total cost of the AIH structure is **£1,228,702**.

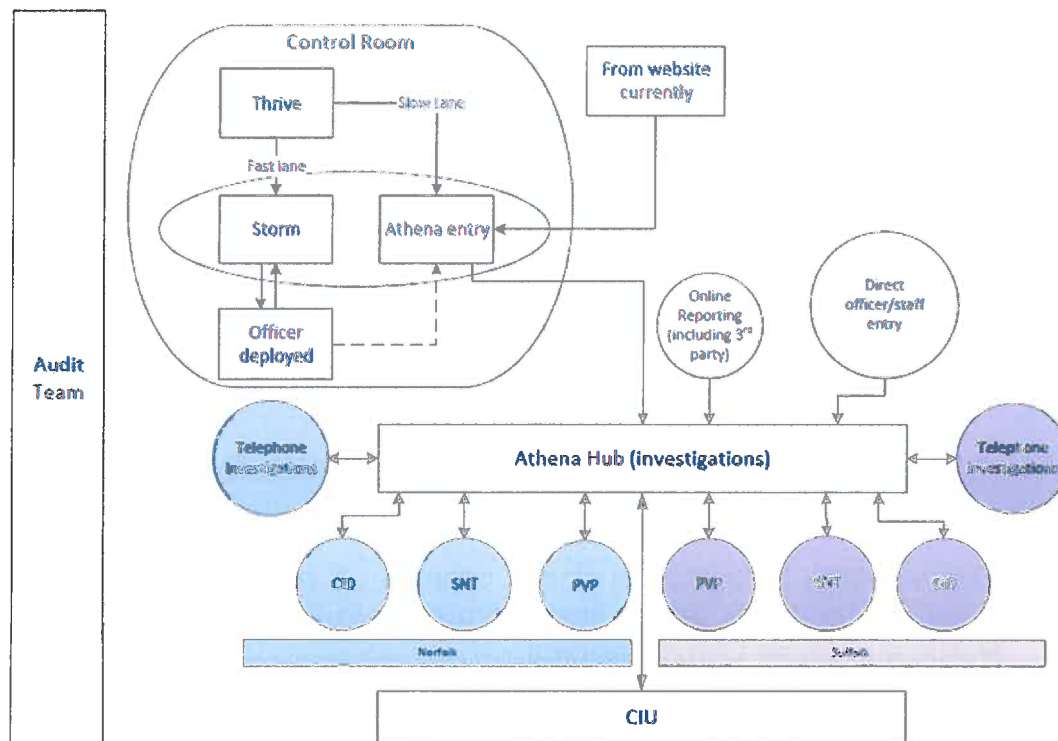
## 3 Introduction

### 3.1 Background

- 3.1.1 In early 2012 Norfolk and Suffolk Constabularies confirmed their sign up to the Athena Information Technology (IT) system which aims to identify criminals more quickly and cut crime.
- 3.1.2 Athena will be a single IT system managing investigations, intelligence and defendants (both custody and case preparation) across all member forces, giving officers and staff access to more detailed and up-to-date information.
- 3.1.3 Until now, police forces have largely managed data on offenders, suspects, victims and incidents on different systems at a local level, making it a challenge to share information quickly.
- 3.1.4 Athena aims to improve front-line policing, saving police forces' time and money, helping to improve the service they provide to the public.
- 3.1.5 In line with recommendations of the 2004 Bichard Inquiry into the Soham murders of 2002, the new system will let each force share a much wider set of operational police data with other forces.
- 3.1.6 The system is scheduled to go live in Norfolk and Suffolk Constabularies in October 2015.
- 3.1.7 As Athena is delivering a unified platform across both forces, four collaborative work streams began, closely aligned to the modules in Athena. These, reporting to the overarching Project Board structure, would aim to understand the full impacts across its key areas of business with a view to having more unified processes.
- 3.1.8 Under the Investigations work stream, work began against early Terms of Reference to scope the possibility of an Athena Hub model. The Hub's purpose would be to process all incidents on Athena through the QA, linking, allocation and finalisation phases to a single unified process for both forces.

3.1.9 Following this initial work the Norfolk Challenge Team were tasked by Deputy Chief Constable Hall, Athena Project Board Chair, to build on the early findings from the Investigation work stream and provide a paper outlining potential Hub models.

3.1.10 To fully ensure that unified process could be delivered in the Athena Investigations Hub (AIH), a unified process model (Figure 1) was developed with key business leads to ensure the way in which incidents arrived and were allocated from the Hub was consistent across the forces. Work is ongoing primarily within Control Room and County Policing Command departments to ensure this happens.



**Figure 1 – Unified Service Delivery Model v1.0**

3.1.11 An Athena Investigations Hub model also represented an opportunity for improved working practice and economies of scale compared to current set ups in Norfolk and Suffolk constabularies.

3.1.12 The Challenge Team was tasked to prepare and cost several options for an Athena Investigations Hub model that would deliver against the terms of reference.

3.1.13 The terms of reference were:

- Single Process for managing Athena incidents through the Hub
- Single management structure but dual site

- Staff will process any incidents for either force, regardless of location
- Police staff posts only
- Primary function to be the Quality Assurance, MO drop down completion, linking, allocation (where needed) and finalisation of all investigations that are to be recorded on Athena
- All mandatory Athena incident classifications will be processed

3.1.14 These terms of reference aimed to ensure a consistent process, shared management costs and staffing resilience within the model, to give a reliable foundation to support future co-location if desired.

3.1.15 An initial options paper, *Athena Investigations Hub Options*, was presented to JCOT on April 7<sup>th</sup> 2015 which outlined five models. The models varied in cost primarily depending on resources required to process varying levels of volume within the AIH. The decision was made to progress the recommendation of forming a business case for Option 3, Mandatory plus Selected Optional volume.

### **3.2 Purpose of this document**

3.2.1 The purpose of this business case is to seek Chief Officer approval for-

- Implementation of an Athena Investigations Hub as outlined in the document

3.2.2 The intention is for this business case to be presented to the Joint Chief Officer Team before final submission to the Norfolk and Suffolk Police and Crime Commissioners

### **3.3 Approach**

3.3.1 This business case has been developed from Norfolk and Suffolk using the customary techniques of the Corporate Development and Change Department

3.3.2 The process has involved consultation with key stakeholders:

JCOT

Business leads and Staff for Norfolk CDT and Suffolk IMU

Athena Project Board

Athena Workshops

Suffolk Local Policing Review (SLPR) Team

Norfolk Challenge Team

Corporate Development and Change Department

Human Resources Department

Finance Department

Estates Department  
Resource Management Unit  
Community Safety

- 3.3.3 This business case follows the decision at JCOT April 7<sup>th</sup> 2015 to progress Option 3 from the *Athena Investigations Hub Options* paper.

Following this decision, the Norfolk Challenge Team progressed work with the SLPR Team to identify funding for the preferred option.

### 3.4 **Structure of this document**

- 3.4.1 **Section 4: The Strategic Case** examines the strategic imperative behind the case for an *Athena Investigations Hub*, explores the desired benefits and describes how the change fits with broader organisational objectives.
- 3.4.2 **Section 5: The Economic Case** assesses the options for change, and selects an option that represents operational effectiveness and best value for money.
- 3.4.3 **Section 6: The Commercial Case** outlines the key contractual arrangements.
- 3.4.4 **Section 7: The Financial Case** assess the affordability of the preferred option for change, both in the near-term and the long-term.
- 3.4.5 **Section 8: The Management Case** describes the roadmap for implementing the collaboration and outlines key delivery considerations such as governance arrangements, risk management and benefits realisation.

## **4 Strategic Case**

### **4.1 Introduction**

4.1.1 There is an expectation that police forces and police authorities work collaboratively. This expectation comes from the Home Office, the Treasury and HMIC and is clearly detailed in the Home Office 'Toolkit for Police Collaboration (2010)'. It is also increasingly reflected in the inspection frameworks, with good evidence that collaboration delivers financial and operational benefits to partners. These benefits are detailed in the Home Office Collaboration Toolkit as:

- Improving the ability to tackle serious crime and terrorism through more effective and efficient use of resources, shared expertise and information and improved resilience.
- A method of funding operational service improvements.
- Freeing up front-line resources.
- Strengthening focus on core operational activities.

### **4.2 The case for change**

4.2.1 Norfolk and Suffolk Constabularies and Police and Crime Commissioners have agreed to collaborate through a police preferred partnership arrangement for the provision of joint services, where these are in the interest of effectiveness, efficiency and in keeping with the vision to:

*'work jointly to address the protective services and financial gaps of both forces and authorities to deliver more effective and efficient protective services, operational support and business support function for local people'.*

### **4.3 Existing arrangements**

4.3.1 The process for management of an investigation currently resides with the Crime Development Team (CDT) in Norfolk and the Investigations Management Unit (IMU) in Suffolk. The process is not widely different between both Norfolk and Suffolk currently, but the roles and structures, within which the task sits, are. A decisive factor behind this variation stems from force policy in regards to attendance of crime. Both forces use a Crime and Intelligence System (CIS) as their



investigation system. Whilst these share the same name they are entirely separate entities with no interface between them.

**4.3.2 CDT Norfolk**

4.3.3 The Norfolk Crime Development Team is located at Police Headquarters, Wymondham.

4.3.4 The core purpose of the team is to quality assure crimes input on CIS following primary investigation and either allocate for a secondary investigation to eventually finalise or close the record. They also supervise and manage the ongoing investigation whilst providing National Crime Recording Standards (NCRS) classification guidance and general advice.

4.3.5 The operational hours of the team are 07:00-22:00, 364 days a year.

4.3.6 The team is a mixture of staff and officers who fall into one of four distinct roles:

- Crime Supervisors
- Detective Sergeants
- Forensic Liaison Officer
- Administrators

4.3.7 The CDT management comprises of two roles:

- 1 Full Time Equivalent (FTE) Scale SO3 Positive Outcome and Crime Development Manager
- 1 FTE Scale SO1 Crime Development Team Leader

4.3.8 There are 7 FTE Scale 6 Crime Development Supervisor posts that convert primary investigations by performing quality assurance checks before allocating out to officers if appropriate. They manage all officer updates throughout the duration of the investigation and deal with emails and calls where advice or guidance is required. They also act as a liaison for Action Fraud enquiries.

4.3.9 There are 3 FTE Scale 3 Crime Development Team Administrator posts that manage C39Ds and Domestic Incident Reports (DIRs) on CIS. They also update crimes for found vehicles and process reports and letters, amongst other general duties.

4.3.10 There are 3 FTE Detective Sergeant posts who are responsible for quality assuring all investigations returned by officers before finalisation on CIS. This function is primarily with the officers to ensure all detection opportunities have been exhausted by the officer investigating. They also prepare and provide reports to Level 2 Intelligence on a weekly basis around trends and links.

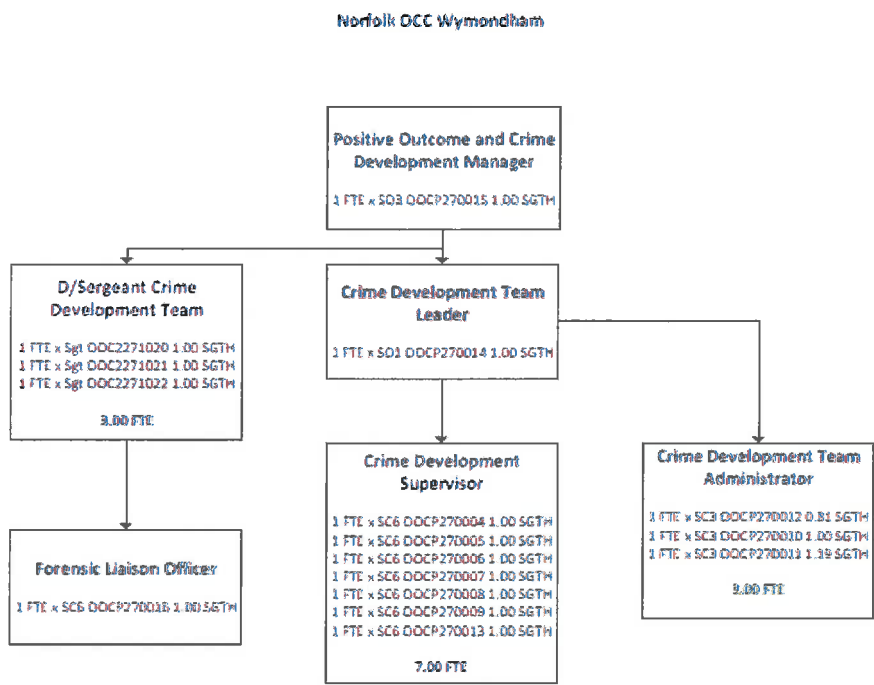
4.3.11 There is also 1 FTE Scale 6 Forensic Liaison Officer post who is the central referral point for fingerprint / DNA hits from Crime Scene

Investigation (CSI). They undertake the necessary research and will either appropriately allocate or submit the information on an intelligence report (IR). This role is not administered on the CIS system primarily and although Athena will not replace Forensics Outcomes Tracking System (FOTS) in October 2015, it is intended to by Spring/Summer 2016.

4.3.12 It should be noted that the tasks mentioned above have been allocated to primary roles. However, to provide resilience and flexibility there is a large amount of crossover of activity, that includes both managers when required.

4.3.13 The total cost of the CDT structure is £608,575 that covers 16 FTE posts. A structure chart representing the CDT can be seen in Figure 2.

### Crime Development Team (CDT) – Current Structure



CDT Total Est. FTE = 16

CDT Total Cost = £608,575

Figure 2 – CDT Structure Chart

#### 4.3.14 IMU Suffolk

4.3.15 The Suffolk Investigation Management Unit is located at PHQ Martlesham. It can also be considered that the Investigation Response

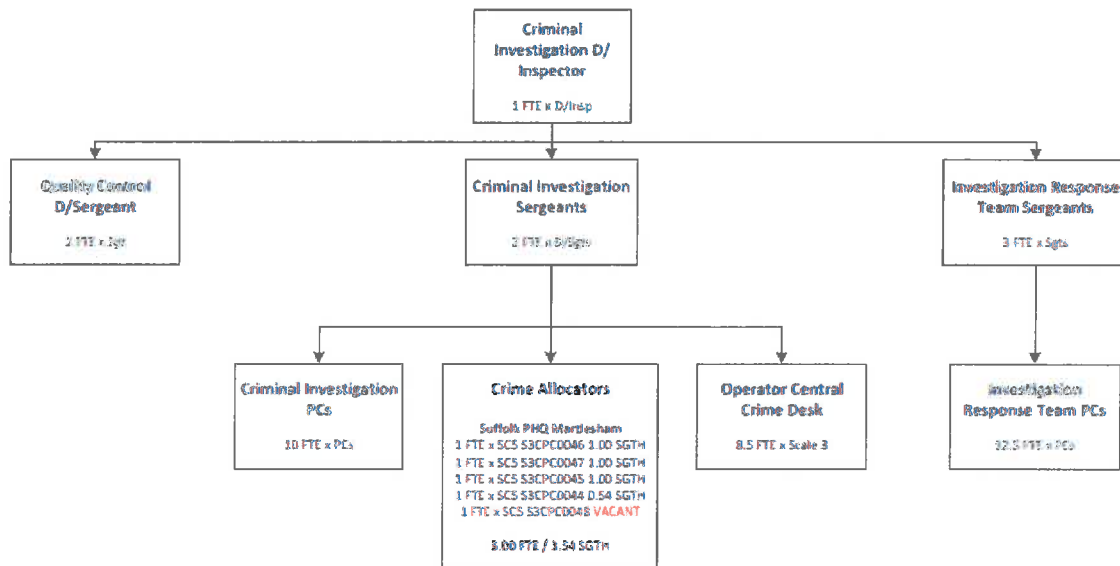
Teams based on area at Bury, Lowestoft and Rhodes House form part of the wider team as part of this review of the IMU.

- 4.3.16 The core purpose of the team is to record, investigate, allocate, monitor and finalise volume crime for the whole force. It provides NCRS classification guidance and general advice. It arranges the diary appointments for the IRT to attend investigations where further enquiry is needed. The team also complete handover packages for Safer Neighbourhood Teams (SNTs).
- 4.3.17 The operational hours of the team are 08:00-22:00, 364 days a year. The duties management of the IMU based at Martlesham Police Headquarters is managed within the team. Rosters are provided two months in advance and due to the frequent change over of officers, no set shift pattern exists.
- 4.3.18 The team is a mixture of staff and restricted officers and as such offers the latter roles to fulfil until returning to the front line where possible.
- 4.3.19 The IMU management comprises of 1 FTE Detective Inspector and 3 FTE Sergeant posts.
- 4.3.20 There are 5 FTE Scale 5 Crime Allocator posts that undertake review and quality assurance checks of all crimes recorded on CIS. Once this has taken place they allocate to a SNT Officer or the relevant area of specialism. The Crime Allocators will continue to monitor and chase any overdue investigations before finalising the record on the system.
- 4.3.21 There are 8.5 FTE Scale 3 Crime Desk Operator posts and 10 FTE PC Criminal Investigation Officer posts. The two roles perform similar tasks that greatly involve making calls to the public or taking calls which come in via the CCR or Switchboard. This includes; assessment of officer attendance requirement based on vulnerability and enquiry opportunities; return call to victims and completion of the crime report; agreeing with members of the public an appointment time for IRT to attend; monitoring of ongoing enquiries; initial requests under Clare's/Sarah's Law; the management of email account and paper records and Action Fraud enquiries.
- 4.3.22 It should be noted that due to the nature of recuperation periods and arrival of officers with restricted duties being unpredictable, the FTE numbers stated in relation to Criminal Investigation Officers may fluctuate.
- 4.3.23 Finally, within the 3 IRTs, there is a total of 15.5 FTE officer posts, consisting of 3 FTE Sergeants and 12.5 FTE PC posts. Their role is to attend the appointments made by Crime Desk Operators or Criminal Investigation Officers to take statements or make further enquiries as necessary.

4.3.24 The total cost of the IMU/IRT structure is £1,837,698 that covers 43 FTE posts. A structure chart representing the IMU/IRT can be seen in Figure 3.

4.3.25 The 5 FTE Crime Allocator posts cost £143,043

Investigations Management Unit (IMU) – Current Structure



IMU Total Est. FTE = 43  
(Crime Allocator Est. FTE = 5)

IMU Total Cost = £1,837,698  
(Crime Allocator Cost = £143,043)

Figure 3 – IMU Structure Chart

4.4 Business needs

4.4.1 Contextually the latest Comprehensive Spending Review (CSR2) shows Norfolk and Suffolk Constabularies with a joint funding deficit of approximately £37m. A number of collaborative programmes aimed at finding the financial efficiencies are ongoing.

4.4.2 It is known that as part of the Athena agreements the CDT and IMU would be required, as a minimum, to process more incidents than previously. Also, in order to get best use out of the multi force platform the more incidents than mandatory that are processed the richer the picture created to help prevent and tackle crime.

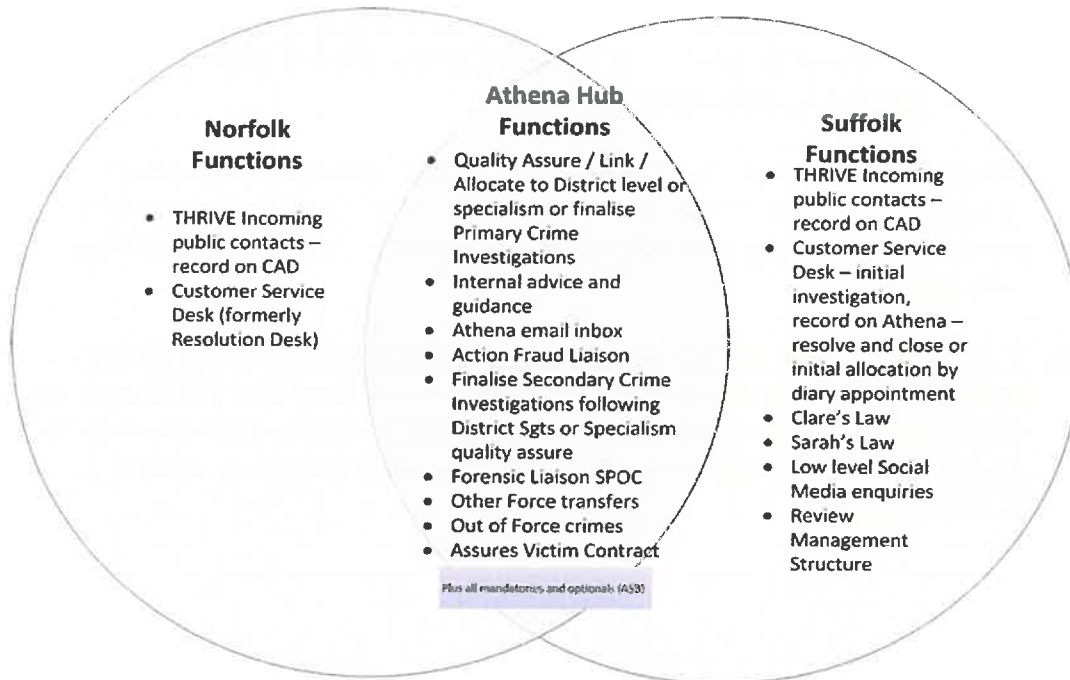
4.4.3 As the system takes incidents through the investigations stage onto custody and eventually case modules, there is a requirement for business critical work to facilitate the processing of overnight remands for court outside of current core hours for CDT and IMU.

- 4.4.4 As Athena is delivering a shared platform for Norfolk and Suffolk Constabularies, an opportunity to unify processes across both forces to help cope with the increased demand, increase resilience and make possible efficiencies to their respective CDT and IMU structures, could not be overlooked.
- 4.4.5 Currently ongoing within both constabularies are major reviews and changes to the Local Policing Models driven primarily by necessity to meet CSR2 saving requirements.
- 4.4.6 With the launch of Athena coinciding with these changes it offered an ideal point to align wider working practices and operating models, where possible, to deliver a new model for incident/investigations management whereby staff could confidently process work for either constabulary.

### **4.5 Key functions of the collaboration**

- 4.5.1 The core purpose of the Athena Hub can be summarised as:
- Delivering the quality assurance of investigations or incidents
  - The linking of Person Object Location Event (POLE) data to the event
  - The allocation to specific work tray(s)
  - The finalisation once no further work is required
- 4.5.2 Incidents will be recorded onto Athena for the Athena Hub to process predominantly in one of two ways:
- Inputted onto the system by control room staff following a call, or
  - Directly entered onto the system by other police officers or members of police staff
- 4.5.3 The Quality Assurance (QA) element for an Athena record involves ensuring the correct classification of incident is determined and compliance with National Crime Recording Standards is assessed. There is also a Modus Operandi (MO) dropdown section to enhance analysis work.
- 4.5.4 Once this has happened links are then made between the POLE data and the system records. An advanced option to link contextually can also take place between persons, objects and locations.
- 4.5.5 At the time of this paper there has been no confirmation of any back record conversion from force legacy systems into Athena. If this remains the case, it is likely that for a large majority of cases in the weeks following 'go live', a back record check will need to be performed in the Athena Hub to ensure potential vital information is not overlooked.

- 4.5.6 It is also unknown at this time as to whether the Automated Linking functionality will be in place for October 2015. This function in Athena would bring back potential matches to POLE data based upon certain return rules. This may reduce some of the time required to perform linking within the Hub if suggested matches are provided. For the purposes of our modelling this cannot be accounted for.
- 4.5.7 Once the QA and Linking has been completed a decision will be made as to which work tray the incident will be allocated to. Some incidents will be finalised without further work at this time as no onward investigation is required. In the event that the incident is allocated for further work, the Athena Hub will be responsible for reviewing it again following investigation, for correct completion, before finalisation.
- 4.5.8 It is not known at this time whether any automatic referral of interest solution will be in place for October 2015 go live, to allocate an incident to other relevant parties, such as MASH.
- 4.5.9 Athena Hub staff will allocate to officers/staff from both forces regardless of where their geographical base of work is. The uppermost allocation trays within the Athena system hierarchy will be labelled in the same way across both forces to ensure consistency and eliminate cross border terminology confusion.
- 4.5.10 A list of the agreed functions can be seen in Figure 4. In addition to those functions listed in Figure 4, the Athena Hub will also process:
- Intelligence Activity (Research and Advice)
  - Found vehicles list
  - Monitoring of Storm queue



**Figure 4 – Current CDT/IMU functions and proposed Athena Hub functions**

4.5.11 The Venn diagram also represents the areas of business currently performed by the CDT and IMU which does not fit into the Athena Hub Terms of Reference. The most substantial of these are the Customer Service Desk function performed in Suffolk IMU which includes recording and management of initial investigations and enquiries related to Clare’s/Sarah’s Law.

4.5.12 For Norfolk, after the recent move to THRIVE, any non-deployable CADS are now picked up by the Service Desk to enter onto CIS. There is no desk top investigation function to this team. The incoming requests with regards to Clare’s/Sarah’s Law are picked up in the Contact and Control Room (CCR) by the Communications Officers to facilitate.

**4.6 Volume**

4.6.1 The type of incident that will be required to be QA’d, MO Dropdowned, linked, allocated and finalised is prescribed by the AMO for all Mandatory crime and non-crime classifications.

4.6.2 There are, in addition to this several optional non-crime classifications which are available for each force should they wish to use them for recording incidents

4.6.3 A list of the latest Athena Non-Crime/Included classifications can be found at Appendix 4

## APPENDIX B

- 4.6.4 Based upon the Athena classifications, the Norfolk Challenge Team captured, where possible, data relating to the annual volumes for each. These volumes can be seen in Table 1.
- 4.6.5 Where possible 3 year averages for volumes are stated but where changes in legislation requirements or recording practices over this period have caused spikes or drops, a smaller, more reliable period was used.
- 4.6.6 It is apparent that a large amount, approximately 15,000-20,000 of incidents that are mandatory in Athena are not currently captured in our CIS systems. This would be the minimum the Athena Hub could expect to process depending on decisions on the recording of optional classifications.

**Table 1 – Annual Volume of Incident in force possible for capture on Athena**

Mandatory /Optional	Type- Athena Classification	Norfolk	Suffolk	Total
Mandatory	<b>Crime</b>	40582	39365	<b>79947</b>
Mandatory	Child protection investigation (inc standalone C39Ds 848 referrals)			
Mandatory	Child- Police protection investigation	12507	13392	<b>25899</b>
Mandatory	Child Sexual Exploitation			
Mandatory	Adult protection investigation (851 Adult Referral)	5475	6861	<b>12336</b>
Mandatory	Mental Health Section 135/136	292	386	<b>678</b>
Mandatory	Domestic Abuse Investigation (Non-Crime )	10903	3907	<b>14810</b>
Mandatory	Harassment (First time Non-Crime )	1428	1495.0	<b>2923.0</b>
Mandatory	Non crime Investigation - Action Fraud:- Call for Service (Non Counting Fraud Investigation?)	555	585	<b>1140</b>
	Non crime Investigation - Action fraud: NFIB Referral			
Mandatory	Non crime – Allegation of sexual offence	471	265	<b>736</b>
Mandatory	Hate Incident – Age, racial, disability, homophobic, transgender, religious	574	130	<b>704</b>
Mandatory	Non crime – Allegation of Rape	40	23	<b>63</b>
Mandatory	Honour Based Violence, Forced Marriage and Female Genital Mutilation Investigation	20	20*	<b>40</b>
Mandatory	ASB with Risk Tag (4 types Environmental, Personal, Nuisance & Breach of Civil Injunction)	1794	1853	<b>3647</b>
Optional	Non crime Investigation RTC (RTC - Careless Driving prosecutions?)			<b>3484</b>
Optional	Non crime Investigation - Schools Incident	2135	2135*	<b>4270</b>
Optional	Non crime Investigation - Suicide Investigation	n/k	n/k	n/k
Optional	Non crime Investigation - Unexplained/Sudden death	1379	1276	<b>2655</b>
Optional	Crime related incident-Third Party Reporting	n/k	n/k	n/k
Optional	Non Crime – Online Incident	n/k	n/k	n/k
Optional	Suspicious Circumstances	25360	20418.0	<b>45778.0</b>
Optional	All ASB (exc Risk Tag)	23836	19725.0	<b>43561.0</b>
		<b>TOTAL MANDATORY</b>		<b>142,923</b>
		<b>TOTAL ALL</b>		<b>242,671</b>

**Mandatory-** Any investigation that can be recorded under a matching Athena classification will be recorded in Athena

**Optional-** Forces are encouraged that where an investigation that can be recorded under a matching Athena classification they should be recorded in Athena. Noted that where investigations are recorded as Optional this will cause disparity in data held across all Athena forces.



- 4.6.7 The majority of these are high risk Anti Social Behaviour (requiring officer attendance), Adult Referrals and Child Protection incidents which are non-crime related.
- 4.6.8 Despite this, of the incidents that will be mandatory on Athena, over 70% are already captured on the forces' CIS systems and processed within the CDT and IMU teams. These are mainly Crimes, Domestic Incidents and C39Ds (Child at risk forms).
- 4.6.9 Of the optional classifications the medium/low risk ASB (not requiring officer attendance) contributes just under 45,000 incidents across Norfolk and Suffolk. That alongside Suspicious Circumstances (45,000 approx.) is by far the largest additional volume of incidents that could be managed through the Hub.
- 4.6.10 The total of the remaining optional classifications including Schools' Incidents, Sudden Death and RTC Non Crime Investigations (where prosecution is pursued) comes to just over 8,000 incidents a year.
- 4.6.11 The volumes currently processed for some Athena classifications could not be obtained. This is mainly due to not being captured or identified clearly in current recording. This may affect the accuracy of predicted resources required and is highlighted in the Risk section of this document.

**4.7 Strategic benefits of the collaboration**

- 4.7.2 The collaborated unit will help address the need for 24/7 cover, offering greater resilience to cope with demand post Athena launch.
- 4.7.3 The collaborated unit will provide a unified process on the regional system

**4.8 Main strategic risks**

- 4.8.1 Set out below are the strategic risks associated with this collaboration. The risks and countermeasures have been identified and assessed in accordance with the 'Collaboration Risk Management Guidance'. Risks have been scored using the approved methodology and threat levels allocated to each risk as per the table below.

Level of Threat	Descriptor
Very High 9-16	<b>Requires active management</b> High impact/high likelihood: risk requires active management to manage down and maintain exposure at an acceptable level.
High 6-8	<b>Management required</b> Risk should be managed to ensure risk does not become very high.

	May require further management attention to reduce level of risk and/or maintain it at an acceptable level. Contingency plans will be required for low likelihood/high impact risks.
Medium 2-4	<b>Good housekeeping required</b> May require some mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Reassess frequently to ensure conditions remain the same.
Low 1	<b>Regular review</b> Unlikely to require mitigation. Undertake regular review.

No	Strategic Risk	Counter Measure	Threat Level
1	There is a risk that neither Constabulary will be able to address all future financial pressures, restricting their ability to secure frontline resources	Time and motion work carried out to identify minimum resource to achieve capacity requirements	8
2	There is a risk that neither Constabulary will be able to address all future financial pressures, reducing resources available to rectify shortfalls in capability, capacity and resilience.	Time and motion work carried out to identify minimum resource to achieve capacity requirements	8

## 4.9 Constraints

4.9.1 This collaboration is subject to the following constraints:

- Will need to be in place for Athena Go Live in October 2015
- Will be established with Police Staff posts only
- Dual operational sites in Norfolk and Suffolk

## 4.10 Dependencies

4.10.1 This collaboration is subject to the following dependencies:

- Section 22a sign off
- Athena system successfully delivered
- Tranche 12 delivery

## **5 Economic Case (Options Appraisal)**

### **5.1 Introduction**

5.1.1 This section documents the options that have been considered for an Athena Investigations Hub. Further, it provides a detailed overview of the main costs and benefits associated with each of the selected options.

### **5.2 Critical Success Factors**

5.2.1 The following factors are considered critical to the success of the chosen option:

- Performance of staff is similar to that of individuals in test environment
- Requirements of the Athena system and the processes involved not changing prior or post Go Live
- Demand within the constabularies remain on par against current volumes

### **5.3 Methodology to Obtain Options**

5.3.1 Building on the previous scoping work under the Investigation work stream, the aim was to provide options for an Athena Hub based on the expected volumes of data that would require QA, Modus Operandi, linking, allocation and finalisation (QAMOLAF).

5.3.2 In order to understand the duration these tasks would take to be performed in Athena, a time trial was designed to collect as much data as possible.

5.3.3 After initial consultation around the design of the time trial it was agreed with key stakeholders the process and content that would give the most relevant and valid results when processed.

5.3.4 It is believed that the amount of persons who are named on an incident would be the most impactful element on time taken to process incidents using QAMOLAF.

5.3.5 This would be most noticeable at the linking stage on Athena where appropriate steps are required to ensure data provided by the initial inputter of the incident is linked to any existing person record. Current experience and professional judgment shows that the more persons on an incident, the longer the QAMOLAF process will take.

5.3.6 To understand the current composition of persons involved in incidents, data was analysed from Norfolk & Suffolk CIS systems. Table 2 shows

that the vast majority of cases from 2014 involved 3 persons or less. An incident with between 4-6 persons involved contributes a sizeable proportion at around 18%. Once 7 persons or more are involved the volume of cases falls dramatically and contributes only 1.25%

**Table 2 – Proportion of persons involved in Norfolk and Suffolk CIS incidents**

<b>Number of Persons Involved</b>	<b>Percentage of Total Norfolk and Suffolk CIS incidents 2014</b>
1-3 Persons	81%*
4-6 Persons	18%*
7-9 Persons	1%*

\* Figures rounded to nearest whole percent

- 5.3.7 On the basis of this information the time trial sample was structured to include incidents that involved either 3, 6 or 9 persons.
- 5.3.8 In general, the type of incident or crime was not envisaged to be a decisive factor with regards to the QAMOLAF process. This is because the fields specific to this purpose that would require completion are not extended or reduced as a result of incident type.
- 5.3.9 A proportion of the sample was timed to enable an option to be presented for either officer or Athena Hub completing the MO drop down sections. The MO drop down section is not available as part of the Quick Input Form (QIF) and is catered for by a free text MO summary box.
- 5.3.10 If use of this function is adopted it will allow clearer analysis by JPAD of the data captured, than the use of free text fields. It could also be completed by the officer with use of the full input form. It would be expected though that this is completed accurately in the first instance to avoid duplication of effort in the Athena Hub to quality assure and correct. For this reason it was not timed to have the Hub QA this aspect if completed by the officer.
- 5.3.11 An outline of the data types and amounts to be processed as a minimum for the time trial can be seen in Table 3

**Table 3 – Time trial samples types and minimum sample number required**

<b>Type</b>	<b>Number of timings</b>	<b>Athena Hub populating MO drop down</b>
3 persons	50	Use any 50 incidents at random to time this process separately
6 persons	50	
9 persons	50	
Total	150	50

5.3.12 The time trial data was collected over the course of 4 days using a mirror of the Athena production version used for testing the previous week (Week Commencing 9<sup>th</sup> March 2015). This provided an up to date and relatively stable version of Athena to gather the timings.

5.3.13 Dummy incidents were created on the system by two experienced Athena users who were then timed following the process map shown in Appendix 6. This process was designed in conjunction with both experienced Athena users and business leads to be as close as possible to expected process requirements for Go Live.

5.3.14 Where possible effort was made to ensure the inputting and QAMOLAF process was not completed by the same individual on any incident.

**5.4 Time Trial Constraints and Assumptions**

5.4.1 As part of the design of the QAMOLAF process for the time trial, assumptions were identified that are detailed in Table 4 along with a description of any impact on our design.

**Table 4 – Time trial assumptions and impact**

<b>Assumption</b>	<b>Impact</b>
No back record conversion (BRC) solution would be in place to ensure all/any of our legacy system data is available in Athena	To ensure vital information is brought to the awareness of investigating officers, a back record check of the Victim and/or Suspects on force specific CIS system is performed by the Athena Hub and note left on Athena incident if search gets a return.
Initial inputting of the incident on Athena would take place via the Quick Input Form	No major impact on QAMOLAF time trial. Use of MO dropdowns data can still be supplied
No automated linking solution will be in place to speed up the linking process	Timings based on full linking process

5.4.2 The process for checking legacy CIS systems could not be recreated as part of the time trial due to constraints of the testing environment so these timings were provided separately.

5.4.3 For the linking stage, due to the small population of person records existing within the Athena production environment, search results were minimal and probably not reflective of a live database with data from all Athena forces.

5.4.4 The time period to capture the data was restricted to 4 days. Previous attempts to capture the data were impacted by issues with the Athena Demonstration environment stability. The time utilised on this occasion

represented the only available period within timescales to present Athena Hub options. The sample size obtained was hence restricted by these parameters.

**5.5 Results**

5.5.1 Due to time limitation only the minimum sample sizes were obtained from the time trial.

5.5.2 The average time taken to complete the QAMOLAF process in the time trial is shown below in Table 5. This figure includes the completion of the MO drop down fields as part of the Athena Hub process.

**Table 5 – Average time for QAMOLAF process**

	<b>3 person (seconds)</b>	<b>6 person (seconds)</b>	<b>9 person (seconds)</b>
<b>QAMOLAF Time</b>	5 min 32 secs	7 min 26 secs	9 min 14 secs
<b>CIS proportions</b>	80.96%	17.61%	1.43%

5.5.3 As expected the linking phase presented the largest disparity between the three variations of incidents timed. The difference between linking 3 persons to 6 persons and 6 persons to 9 persons was very similar at 1 minute 46 seconds and 1 minute 44 seconds. Although this only represents two transitions it suggests that time taken to link one person could be linear at around 35 seconds on average.

5.5.4 Although there are no clear signs that the other processes are impacted by the number of persons involved, there is a small trend to suggest the finalisation process is extended.

5.5.5 The results of the timings captured checking legacy system Norfolk CIS, showed across a sample of 50 person checks that an average 1 minute 43 seconds per person was required to locate the correct details.

5.5.6 Taking into account an assumption for Athena Go Live that no BRC solution will be in place, the 1 minute 43 seconds per person check was extrapolated across the CIS proportions for 1-9 persons based on Crime figures. The results can be seen Table 6.

**Table 6 – Time for person check in Athena**

<b>No people</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>
<b>%</b>	21	34.66	25.3	11.13	4.56	1.92	0.75	0.36	0.15
<b>Time</b>	1min 43 secs	3min 26 secs	5min 09 secs	6min 52 secs	8min 35 secs	10min 18 secs	12min 01 secs	13min 44 secs	15min 27 secs

5.5.7 The back record check is not a permanent expectation of the Athena Hub but is embedded in the process.

5.5.8 All the above was fed into an activity analysis modelling spreadsheet (also used by the Intelligence workstream) along with data captured from previous Norfolk Crime Development Team reviews. The modelling results will be detailed in the next section.

**5.6 Benefits**

5.6.1 The benefits as a result of the implementation of the Athena Hub and the wider benefits of the implementation of the Athena system, will be evaluated in the months following ‘go live’.

5.6.2 Each forces’ share of ongoing costs are calculated on the basis of the ratio of Net Revenue Budget (NRB) for the financial year in question.

**5.7 Cost Share**

5.7.1 The cost share will be expected to start for this change on Athena Go Live October 2015. The project manager reports monthly on the progress of this to the Athena Project Board which in turn reports to the PMO, and, ultimately, to JCOT.

**5.8 Modelling and Short-listed options**

5.8.1 The five options that were presented in the options paper are detailed in the table below:

**Table 7 – Athena Hub Model Options<sup>1</sup>**

	Option 1	Option 2	Option 3	Option 4	Option 5
<b>Title</b>	All	All minus Suspicious Circumstances	Mandatory plus Selected Others	Mandatory plus Selected Others and Sergeants Finalising Non- Crime	Mandatory only
<b>Number of incidents</b>	242,671	196,893	153,332	153,332	142,923
<b>Core work (hours per year)</b>	27,570	23,574	19,772	18,915	18,863

## APPENDIX B

<b>History check (hours per year)</b>	23,940	14,367	11,188	11,188	10,429
<b>Total Hours</b>	51,510	37,941	30,960	30,103	29,291
<b>Predicted Staff</b>	43 FTE Scale 6	32 FTE Scale 6	26 FTE Scale 6	25.5 FTE Scale 6	24.5 FTE Scale 6
<b>Sub Total Cost</b>	£1,613,274	£1,200,576	£975,468	£956,709	£919,191
<b>Admin</b>	2 FTE Scale 3 @ £23,320	2 FTE Scale 3 @ £23,320	2 FTE Scale 3 @ £23,320	2 FTE Scale 3 @ £23,320	2 FTE Scale 3 @ £23,320
<b>Management</b>	2 FTE Scale SO1 @ £41,531  1 FTE Scale SO3 @ £42,661	2 FTE Scale SO1 @ £41,531  1 FTE Scale SO3 @ £42,661	2 FTE Scale SO1 @ £41,531  1 FTE Scale SO3 @ £42,661	2 FTE Scale SO1 @  1 FTE Scale SO3 @ £42,661	2 FTE Scale SO1 @ £41,531  1 FTE Scale SO3 @ £42,661
<b>Total Cost*</b>	£1,785,637	£1,372,939	£1,147,831	£1,129,072	£1,091,554

\* These costs do not include weekend enhancements and are based on 16.5% shift allowance

<sup>1</sup> Figures presented at JCOT 7<sup>th</sup> April 2015. Subject to change

5.8.2 The activity analysis spreadsheet uses 200 working days per year and 6 hours out of 7.5 hours per day as productive time.

5.8.3 The cost figures quoted in the table are approximate and include predicted shift enhancement where appropriate, based on current figures for similar working practices.

5.8.4 Each of the model options 1-5 had 2 FTE Administrations staff at Scale 3 included to perform functions that include:

- Out of Force requests
- Filing
- Basic email and telephone requirements

5.8.5 In addition, the option to deliver a 24/7 Hub and subsequent shift pattern must be considered which has increased these costs marginally.

5.8.6 The requirement to deliver a 24 hour function is driven by the need to provide resilience for persons detained in custody who are remanded for



court the following day. The Hub would need to process these incidents to allow the case to progress. Volumes falling into this category are estimated to be approximately 10 per day across both forces.

5.8.7 This volume equates to approximately 0.5 FTE staff requirement.

5.8.8 The Options to deliver the 24 hour resilience were-

- Provide a shift pattern that provides 1 FTE cover per night.
- Provide 3 extra FTE (to cover abstractions) as permanent night shift staff. This would cost approximately £121,695

5.8.9 It was recommended therefore, subject to HR scrutiny, that the most cost efficient option is to use all staff on a rota basis rather than provide a separate night shift team. Table 8 below shows the total predicted cost of each option based on this model of 24/7 coverage.

5.8.10 There is potentially a third option for 24 hour cover through an already existing 24/7 unit. Some scoping has been done to assess possible provision in the proposed I24 team. However I24 is not in place and therefore could not be progressed.

**Table 8 – Full Option Costs and Cost Share<sup>1</sup>**

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>	<b>Option 4</b>	<b>Option 5</b>
<b>Title</b>	<b>All</b>	<b>All minus Suspicious Circumstances</b>	<b>Mandatory plus Selected Others</b>	<b>Mandatory plus Selected Others and Sergeants Finalising Non-Crime</b>	<b>Mandatory only</b>
<b>24/7 Shift Cost</b>	£15,000	£15,000	£15,000	£15,000	£15,000
<b>Overall Cost</b>	£1,800,637	£1,387,939	£1,162,831	£1,144,072	£1,106,554
<b>Suffolk 43.5%</b>	£783,277	£603,753	£505,831	£497,671	£481,351
<b>Norfolk 56.5%</b>	£1,017,359	£784,186	£657,000	£646,401	£625,203

\* These costs do not include weekend enhancements and are based on 16.5% shift allowance

<sup>1</sup> Figures presented at JCOT 7<sup>th</sup> April 2015. Subject to change

5.8.11 It is recommended that all the FTE numbers stated should be recruited as a mix of permanent and temporary contracts, owing to the potential inaccuracy of the predictions

5.8.12 The pros and cons of each option are shown in Table 9 overleaf:

Table 9 – Option pros and cons

Option	Pros	Cons
<b>1. All Volume</b>	<ul style="list-style-type: none"> <li>• Richest picture from full volumes</li> <li>• All ASB on Athena – earlier intervention possible on lower risk</li> </ul>	<ul style="list-style-type: none"> <li>• Highest Cost</li> </ul>
<b>2. All minus Suspicious Circumstances</b>	<ul style="list-style-type: none"> <li>• Rich picture from all but Suspicious Circumstances on Athena</li> <li>• All ASB on Athena – earlier intervention possible on lower risk</li> </ul>	<ul style="list-style-type: none"> <li>• High Cost</li> <li>• Suspicious Circumstances to remain on Storm only</li> </ul>
<b>3. Mandatory plus Selected Others (Chosen)</b>	<ul style="list-style-type: none"> <li>• Meets all Mandatory requirements and some Optional</li> <li>• Feasible cost, balancing Return On Investment (non cashable)</li> </ul>	<ul style="list-style-type: none"> <li>• Suspicious Circumstances and all ASB not captured – potential loss of richer picture</li> </ul>
<b>4. Mandatory plus Selected Others and Sergeants Finalising Non- Crime</b>	<ul style="list-style-type: none"> <li>• Meets all Mandatory requirements and some Optional</li> <li>• Feasible cost, balancing ROI (non cashable)</li> <li>• Hub time released (1 FTE) from finalisation of non crime incidents</li> </ul>	<ul style="list-style-type: none"> <li>• Suspicious Circumstances and all ASB not captured – potential loss of richer picture</li> <li>• Responsibility of finalisation of all non crime incidents with Sergeants/Supervisors.</li> </ul>
<b>5. Mandatory only</b>	<ul style="list-style-type: none"> <li>• Lowest Cost</li> <li>• Meets Mandatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of richer picture across all optional classifications inc. ASB, RTC and Schools Incidents</li> </ul>

## 5.9 Preferred Option

5.9.1 It was agreed at JCOT that the preferred option, Option 3, was to be progressed in more detail to be presented as part of this business case.

5.9.2 Option 3 Mandatory Plus Selected Others was chosen as it represented the utilising the Athena system to its utmost whilst remaining financially viable.

**5.10 Preferred Option Structure and Cost**

5.10.1 The proposed structure consists of 31 FTE posts based across the two locations of OCC Wymondham, Norfolk and PHQ Martlesham, Suffolk.

5.10.2 There will be 1 FTE Scale M1 Athena Investigations Hub Manager, 2 FTE Scale SO1 Athena Investigations Hub Supervisors, 26 FTE Scale 6 Athena Investigations Hub Incident Processer and 2 FTE Athena investigations Hub Admin Assistants.

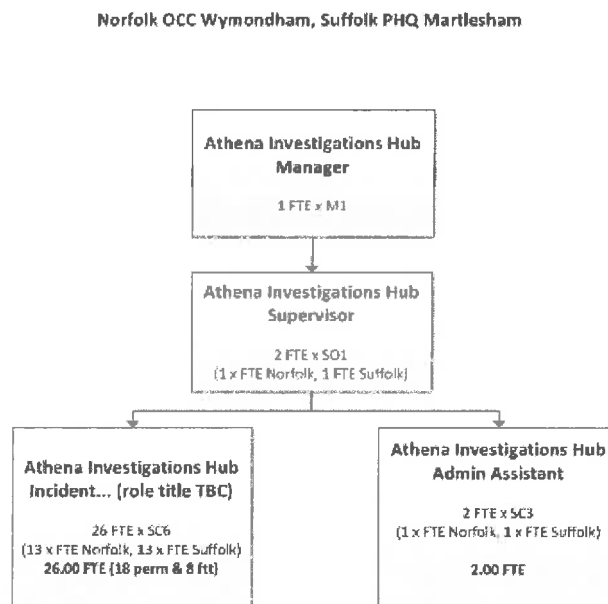
5.10.3 It was agreed after consultation with HR that the Athena Investigations Hub Manager role would be more accurately represented if modelled at the scale M1. The figures presented at JCOT on 7<sup>th</sup> April 2015, shown in Table 7 and 8 does not reflect this change.

5.10.4 Each of the post totals will be divided equally between Norfolk and Suffolk locations.

5.10.5 The role profiles for the positions are attached in Appendix (1, 2, 7 and 8) and are subject to HR evaluation.

5.10.6 A proposed structure chart can be seen below in Figure 5

**Athena Investigations Hub – Proposed Structure**



**Figure 5 – AIH Proposed Structure**

**Athena Investigations Hub Total Est.  
FTE = 31 (8 FTT advertised)**

**Athena Investigations Hub Total Cost  
= £1,300,591**

- 5.10.7 The 26 FTE Scale 6 Athena Investigations Hub Incident Processors will work a shift pattern to cover 24/7.
- 5.10.8 Due to the increased weekend enhancements and shift costs associated with the proposed shift pattern the predicted **total cost of the proposed AIH structure is £1,300,591.**
- 5.10.9 It should be noted that this figure is calculated on regularity of weekend shifts in line with Norfolk CCR and subject to HR scrutiny and JEGS. The structure has been built to the top of expected Scale.
- 5.10.10 The implementation costs in relation to this work may include redundancy costs. It has been agreed that if there are any redundancy costs this will be paid from a separate financial budget and is therefore not included within this business case.
- 5.10.11 A Sustainability Impact Assessment (SIA) and an Equality Impact Assessment (EIA) are being undertaken for this option.

## **5.11 Sustainability Impact Assessment**

5.11.1 The SIA is attached at **Appendix 3**

5.11.2 The SIA is subject to Estates and Facilities scrutiny but no major impact has been noted

## **5.12 Equality Impact Assessment (EIA)**

5.12.1 The EIA has been commenced and will be presented at Meeting 3 of the HR Change Tranche process. This is subject to Equality and Diversity approval and sign off.

## 6 Commercial Case

### 6.1 Introduction

6.1.1 This section sets out the key contractual arrangements in relation to the preferred option outlined in the economic case.

### 6.2 Contractual considerations

6.2.1 The agreement of this business case will form the basis for a Section 22a agreement, which will be developed for approval by Chief Officers and Police and Crime Commissioners

## 7 Financial Case

### 7.1 Introduction

7.1.1 The purpose of this section is to set out the forecast financial implications of the preferred option as set out in the economic case section.

### 7.2 Affordability

7.2.1 The total cost of the proposed AIH structure is predicted to be at most **£1,300,591**.

7.2.2 When implementing the NRB ratio to split this cost it leaves a cost of **£565,757 to Suffolk** and **£734,834 to Norfolk**

#### 7.2.3 Suffolk

7.2.4 The Suffolk costs are to be met in part by releasing the 5 FTE Scale 5 Crime Allocator posts from their existing IMU. This contributes £143,043 to the total Suffolk costs.

7.2.5 The remaining costs of £422,714 are to be met in the short term by reserve funds until posts are identified within the force to be offset. It is expected that these offsets and savings are found by the end of financial year 2015/16 to cover £422,714.

#### 7.2.6 Norfolk

7.2.7 The Norfolk costs are to be met predominantly by releasing the 16 FTE posts from the existing CDT structure. This contributes £608,575 to the Norfolk costs.

7.2.8 This will involve redeploying the 3 Detective Sergeant roles.

7.2.9 The remaining costs of £126,260 are to be met by offsetting of savings from elsewhere within force.

### 7.3 Temporary Posts

7.3.1 It should be noted that of the 26 FTE Athena Investigations Hub Incident Processor roles 8 FTE will be recruited on a fixed term temporary contract in order to allow flexibility should on going review of the AIH, post implementation, prove predicted FTE was too high. Despite this the budget is permanent.

### 7.4 Updated Costs

7.4.1 Following shift pattern agreement through the HR consultation process the Athena Investigations Hub structure has been re-costed by the Finance Department.

7.4.2 The total cost of the AIH structure is **£1,228,702**. This figure does not represent the effect of Job Evaluation which if taken into account presents the cost at £1,160,747. The change in cost reflects changes to the predicted weekend working enhancement that the Incident Processor post is entitled to.

7.4.3 When implementing the NRB ratio to split the £1,228,702 cost, it leaves a cost of £534,485 to Suffolk and £694,216 to Norfolk.

7.4.4 The updated full year net cost to Suffolk and Norfolk Constabularies following the release of posts described at 7.2.4 and 7.2.7 is £391,442 and £84,456 respectively.

**8 Management Case**

**8.1 Introduction**

8.1.1 The purpose of this section is to describe in detail the organisational design and route to implementation for the preferred option identified in the economic case.

**8.2. Organisation and Governance**

8.2.1 The governance arrangements for this collaboration are dealt with by the agreed Norfolk and Suffolk Collaboration Programme Governance.

8.2.2 The organisational fit of the proposed AIH structure is still yet to be established. Challenges are presented as both the CDT and IMU structures currently sit within Norfolk and Suffolk only directorates.

8.2.3 Options that can be considered for its governance are listed below in Table 10

**Table 10 – Options for AIH Organisational fit**

Option No	Option Type	Pro's	Con's
1	Structure is aligned to the Intelligence Directorate within Protective Services Command. To be managed by Intelligence D/Superintendent.	<ul style="list-style-type: none"> <li>• Existing collaborative space</li> <li>• Easiest transition</li> </ul>	<ul style="list-style-type: none"> <li>• Not necessarily an appropriate fit to PSC</li> </ul>
2	Structure is aligned to a newly created Superintendent post	<ul style="list-style-type: none"> <li>• Would identify unique space for AIH and other possible collaborations that fall outside PSC</li> </ul>	<ul style="list-style-type: none"> <li>• Cost to forces to create new Superintendent post</li> </ul>
<b>3 Recommended</b>	Structure is aligned the same as IOM 180° within existing CPC commanders	<ul style="list-style-type: none"> <li>• Existing format and precedence set</li> </ul>	<ul style="list-style-type: none"> <li>• Increased workload for finance and HR exacerbated by the new processes of ERP.</li> </ul>

- 8.2.4 It may be the case if a joint CCR command is formed, that would be the most appropriate area to sit the AIH in future.
- 8.2.5 A decision is required as to the structural fit of the AIH to enable smooth transition through implementation.
- 8.2.6 At the Organisational Challenge Meeting 22<sup>nd</sup> April 2015, which included key stakeholders from both forces, the four options were presented for discussion. It was supported unanimously that the Athena Investigations Hub should remain within the Local Policing Command, reporting to the C/Supt County Policing Commanders.
- 8.2.7 It is recommended that Option 3, structure aligned to existing CPC Commanders under Local Policing, is pursued.
- 8.2.8 At this stage finer detail around performance requirements for the AIH cannot be stated. It can however be stated that as a minimum it should avoid any back log of work that impacts service delivery elsewhere in force.

### **8.3 HR and welfare matters**

- 8.3.1 The proposals made in this business case involves the release of posts. Detailed HR Change Plans are being written in conjunction with this business case and some of the key issues to consider, from an HR and welfare perspective, should the recommendations be agreed are:
  - Maximising redeployment opportunities for those who will be 'at risk'
  - Providing appropriate support to those affected by the 'at risk' process.

### **8.4 Mobilisation and implementation**

- 8.4.1 The governance for the implementation of this collaboration project is dealt with by the agreed Norfolk and Suffolk Collaboration Programme Governance arrangements. The Deputy Chief Constable will be the Senior Responsible Officer
- 8.4.2 The Athena Project Board will be accountable to the Joint Chief Officer Team (JCOT), as agreed within the Norfolk and Suffolk Collaboration Programme Governance, for monitoring and delivery of the preferred option in accordance with this business case.
- 8.4.3 All proposals, if agreed, will be incorporated into the overarching change plan. The programme office has worked with the project team and support departments to ensure all proposals fit within the overall plan.
- 8.4.4 When approved, implementation of the business case will be managed following Prince2 principles and will be overseen by the Project



Manager. Any approved changes will be managed through Tranche 12 of the Corporate Development and Change programme.

8.4.5 The AIH Implementation Team will report to the Athena Project Board chaired by DCC Norfolk.

## 8.5 Communication Plan

8.5.1 All internal communications will be managed by the usual Change Process.

8.5.2 The engagement will be aimed at making Norfolk CDT staff and Suffolk IMU staff aware of the proposals involving them and keeping them updated on progress. This will include:

- Human Resources briefings to both Chief Officer Teams
- Human Resources disclosure meeting with UNISON
- Human Resources collective consultation with concerned staff
- Human Resources personal letters which sets out individual consultation process
- Face to Face briefings with individual staff
- Force wide intranet messages (if considered appropriate)
- Engagement with Unison and Police Federation
- Project Team engagement with Business leads
- Project Team engagement with key internal stakeholders

## 8.6 Risk Management

8.6.1 A project risk assessment (**Appendix 5**) has been undertaken which identifies and assesses key risks.

8.6.2 The most notable of these risks are –

- It is unknown as to whether a Back Record Conversion solution will be delivered for Athena. If this did arrive processes in the AIH could become quicker or slower altering FTE resource required.

**Mitigation** Back record conversion is a live issue through the Athena Project Board. Nigel Read leading.

- The financing and resourcing of the chosen model. Delivering the funding and potential recruitment requirements within timescales for training and go live may not be achievable.

**Mitigation** Managed through the T12 HR Change Process. Recruitment and Training will be planned in as quickly as possible following business case sign off.

- Small sample size of data used for analysis and model building methodology. Reliability of data and predicted FTE is based on

these. The timings are based on latest Athena system available using generated incidents.

**Mitigation** Essex Constabulary have now gone live. Visits are planned in May to assess real timings in a live environment. This allows sufficient time to make adjustments to the resources if necessary.

- Scale of posts for predicted modelling could change through HR process. This would have cost implications that could increase/decrease.

**Mitigation** Awaiting outcome of job evaluation which will occur post business case but pre collective consultation, allowing time for adjustments.

- Unknown volumes of incidents for some Athena classifications not recorded currently in force. Modelling of options and subsequent FTE may be altered on preferred option.

**Mitigation** Athena Investigations Hub will be continually reviewed throughout inception to assess real workflow volumes.

- Removal of 3 FTE Detective Sergeant posts currently in CDT from the proposed model may impact quality of scrutiny given to investigations returned from area

**Mitigation** No mitigation in place due to AIH TOR mandating Staff post only in new structure

## 9 Recommendations

### 9.1 Recommendation One:

It is recommended that Option 3, structure aligned to existing CPC Commanders under Local Policing, is pursued.

### 9.2 Recommendation Two:

To accept the proposed Option 3 Athena Investigations Hub model to be implemented. This will involve a cost of £565,757 to Suffolk and £734,834 to Norfolk.

This equates to a shortfall of funding from baseline posts provided for this change of £422,714 for Suffolk and £126,260 for Norfolk to be met from reserve funds and post offsets within each force respectively.

Appendix 1

**JOB DESCRIPTION PROFORMA**

Please insert into the yellow boxes the information requested, with reference to the guidance notes shown in red.

<b>Post details</b>	
Norfolk/Suffolk/Joint: <i>Please clarify if this post is Norfolk Only, Suffolk Only or Joint</i>	
Joint	
Post title: <i>Insert the existing job title – if you wish to change the job title please submit a request through the HR Service Desk</i>	
Athena Investigations Hub Incident Processor	
Post number: <i>If you do not know this contact the HR Service Desk</i>	
N/K	
Grade / Rank: <i>Where post has not been formally graded, please state the provisional grade plus 'subject to full evaluation'</i>	
Scale 6 (subject to Job Evaluation)	
District/Dept:	CPC Norfolk/ Suffolk
Sector/Section:	Local Policing
Location: <i>Main place of work</i>	
PHQ Martlesham OCC Wymondham	
Reporting to: <i>Job title of the line manager/supervisor to the post</i>	
Athena Investigations Hub Manager	

<b>Job description</b>
Principal purpose of the role: <i>Summarise the main purpose of the role in one sentence</i>
To ensure the quality of recording and investigation of crime and incidents are maintained at all time as part of the Athena Investigations Hub
Main activities of the role: <i>Insert the main accountabilities, responsibilities and activities of the post using bullet points – summarise effectively and avoid too much detail, although the information needs to be enough for an individual to determine what the key parts of the job are. Avoid use of acronyms and jargon where possible as the text needs to be understandable to external readers</i>
<ul style="list-style-type: none"> <li>• Quality Assure, Link, Update and Finalise Crimes in Athena in accordance with Force Policy and the National Crime Recording Standards</li> <li>• Identify vulnerability and risk</li> </ul>

## APPENDIX B

- Ensure that customer service standards are applied to the victims of crime in accordance with the Constabulary Vision, Pledge and Principles and in accordance to the victims charter
- Provide guidance to officers to increase their effectiveness in crime recording and investigations
- Deal with internal/external emails
- Ensure close liaison with the Force Crime registrar on matters of compliance to the NCRS and Home office counting rules
- Manage and supervise all allocated investigations which have Forensic evidence
- Establish and maintain regular contact with the Forensic Intelligence Officers to maximise investigative opportunity
- Pro-actively resolve issues of systems errors upon discovery (this includes recording, linking and mis-identified nominal records)
- Working on a shift basis covering seven days a week, providing flexible hours as required by the demands of the service
- Support front line staff upon request regarding crime policy and investigation
- Provide administrative support including taking telephone calls and liaising with other departments
- Any other duties that are commensurate with the role and grade as may be requested by line management

### Person Specification

The criteria are of extreme importance and must be the minimum requirements to fulfil the duties of the role. A balance must be struck between being too generic, giving you too many applicants, and being too specific, which may unnecessarily exclude valid applicants from being shortlisted. There should be no more than 7 essential criteria and no more than 2 desirable criteria. Criteria will include:

- Skills and qualifications required to do the job. Where no formal qualifications are required, then instead state the skills required to do the job, e.g. rather than stating a requirement for GCSE Maths or English, state 'Proven ability to produce statistical reports using Excel' or 'Proven ability to write accurate reports'
- Experience required in a particular field or activity. Unless it can be clearly justified, try to avoid stating how many years' experience are required (this can be indirectly discriminatory on the basis of age). Being specific here can be useful in selecting the right candidate. i.e. instead of 'HR experience', state 'Experience of undertaking HR administration including sickness information'
- Behaviours which the postholder must possess to do the role effectively, i.e. 'Demonstrate effective problem solving skills', or, 'Proven ability to work as an effective member of a team'
- Any specific requirements of the role in relation to travel or working hours, being careful to avoid indirectly discriminating against certain groups, e.g. in relation to driving, you should use 'Ability to travel as required within the county/country' unless there is an absolute requirement to use a Force vehicle to travel. In relation to working hours, the following are suggestions where out of hours working or a shift pattern is required:
  - Ability to work outside of normal office hours on a regular basis
  - Ability to work on a shift pattern including evenings, weekends and bank holidays

#### Essential criteria:

1. Good basic keyboard skills with a good working knowledge of Microsoft Office suite and databases
2. Demonstrate effective communication and interpersonal skills with the ability to deal with individuals at all levels
3. Demonstrate a good working knowledge of the National Crime Recording Standards
4. Demonstrate a good working knowledge of the Home Office Counting Rules
5. Demonstrate a good understanding of crime recording

**APPENDIX B**

	procedures 6. Demonstrate a good understanding of crime investigation procedures and techniques 7. Proven ability to work as part of a team
Desirable criteria:	1. Demonstrate effective problem solving skills 2. Knowledge of force CIS, Storm and Forensic Intelligence systems

<b>Authorisation</b>			
Completed by:	Name:		Job title:
Date completed:			

**PLEASE NOW SUBMIT THIS FORM TO JUSTINE BOND, POLICY AND REWARD**

*The information provided on this form does not constitute the final job description and person specification and must not be used for recruitment or other purposes. The information on this form will be verified against any existing information held on the post and will be used by HR to create a formal job description and person specification which can be used for official purposes.*

*Please note that this is not a “by return” service and that the process to create or amend the profiles should be factored into any timescales for the recruitment/advertising.*

**PLEASE NOTE** – *Once validated, the final job description will be automatically published on the HR Website. If you do NOT wish for this to be published please advise HR accordingly.*

Appendix 2

**JOB DESCRIPTION PROFORMA**

Please insert into the yellow boxes the information requested, with reference to the guidance notes shown in red.

<b>Post details</b>	
Norfolk/Suffolk/Joint: <i>Please clarify if this post is Norfolk Only, Suffolk Only or Joint</i>	
Joint	
Post title: <i>Insert the existing job title – if you wish to change the job title please submit a request through the HR Service Desk</i>	
Athena Investigations Hub Administrator	
Post number: <i>If you do not know this contact the HR Service Desk</i>	
N/K	
Grade / Rank: <i>Where post has not been formally graded, please state the provisional grade plus 'subject to full evaluation'</i>	
Scale 3 (subject to Job Evaluation)	
District/Dept:	CPC Norfolk/ Suffolk
Sector/Section:	Local Policing
Location: <i>Main place of work</i>	
PHQ Martlesham OCC Wymondham	
Reporting to: <i>Job title of the line manager/supervisor to the post</i>	
Athena Investigations Hub Supervisor	

<b>Job description</b>
Principal purpose of the role: <i>Summarise the main purpose of the role in one sentence</i>
To provide administrative support to the Athena Investigations Hub.
Main activities of the role: <i>Insert the main accountabilities, responsibilities and activities of the post using bullet points – summarise effectively and avoid too much detail, although the information needs to be enough for an individual to determine what the key parts of the job are. Avoid use of acronyms and jargon where possible as the text needs to be understandable to external readers</i>
<ul style="list-style-type: none"> <li>• Organise departmental document management (filing/scanning/storage/distribution)</li> <li>• Process/distribute victim letters</li> <li>• Update Athena from various interfaces – e.g. PNC</li> <li>• Updating of Athena records</li> <li>• Management of unit duties/diary</li> <li>• Organise/record departmental meetings</li> </ul>



## APPENDIX B

- Support department in providing customer service
- Provide admin support in line with departmental core functions
- Any other duties that are commensurate with the role and grade as may be requested by management

### Person Specification

The criteria are of extreme importance and must be the minimum requirements to fulfil the duties of the role. A balance must be struck between being too generic, giving you too many applicants, and being too specific, which may unnecessarily exclude valid applicants from being shortlisted. There should be no more than 7 essential criteria and no more than 2 desirable criteria. Criteria will include:

- Skills and qualifications required to do the job. Where no formal qualifications are required, then instead state the skills required to do the job, e.g. rather than stating a requirement for GCSE Maths or English, state 'Proven ability to produce statistical reports using Excel' or 'Proven ability to write accurate reports'
- Experience required in a particular field or activity. Unless it can be clearly justified, try to avoid stating how many years' experience are required (this can be indirectly discriminatory on the basis of age). Being specific here can be useful in selecting the right candidate. i.e. instead of 'HR experience', state 'Experience of undertaking HR administration including sickness information'
- Behaviours which the postholder must possess to do the role effectively, i.e. 'Demonstrate effective problem solving skills', or, 'Proven ability to work as an effective member of a team'
- Any specific requirements of the role in relation to travel or working hours, being careful to avoid indirectly discriminating against certain groups, e.g. in relation to driving, you should use 'Ability to travel as required within the county/country' unless there is an absolute requirement to use a Force vehicle to travel. In relation to working hours, the following are suggestions where out of hours working or a shift pattern is required:
  - Ability to work outside of normal office hours on a regular basis
  - Ability to work on a shift pattern including evenings, weekends and bank holidays

Essential criteria:	<ol style="list-style-type: none"> <li>1. Good basic keyboard skills with a good working knowledge of Microsoft Office suite and databases</li> <li>2. Ability to accurately input data into computerised systems</li> <li>3. Good verbal and Written communication skills</li> <li>4. Demonstrate ability to work effectively as part of a team</li> </ol>
---------------------	---

Desirable criteria:	<ol style="list-style-type: none"> <li>1. Previous experience in an office/administrative-based role</li> </ol>
---------------------	---

### Authorisation

Completed by:	Name:	Job title:	
Date completed:			

**PLEASE NOW SUBMIT THIS FORM TO JUSTINE BOND, POLICY AND REWARD**

*The information provided on this form does not constitute the final job description and person specification and must not be used for recruitment or other purposes. The information on this form will be verified against any existing information held on the post and will be used by HR to create a formal job description and person specification which can be used for official purposes.*

## APPENDIX B

*Please note that this is not a “by return” service and that the process to create or amend the profiles should be factored into any timescales for the recruitment/advertising.*

**PLEASE NOTE** – *Once validated, the final job description will be automatically published on the HR Website. If you do NOT wish for this to be published please advise HR accordingly.*



Appendix 3

SUSTAINABILITY IMPACT ASSESSMENT				
Officers preparing a Service Plan/Committee Report / Project are required to complete a Sustainability Impact Assessment. The purpose of this Impact Assessment is to record any positive or negative impacts that this activity is likely to have on each of the Constabularies sustainability themes.				
BUSINESS CASE / PROJECT TITLE	BUSINESS CASE FOR ATHENA INVESTIGATIONS HUB			
THEME (POTENTIAL IMPACTS OF THE ACTIVITY)	POSITIVE IMPACT	NEGATIVE IMPACT	NO SPECIFIC IMPACT	WHAT WILL THE IMPACT BE? IF THE IMPACT IS NEGATIVE, HOW CAN IT BE MITIGATED? (ACTION)
Use of energy, water, minerals and materials (consider increase in budget provision)			✓	Negligible increase in the short term, offset by future savings.
Does the activity support the corporate strategy to reduce consumption of natural resources			✓	No evidence has been identified to suggest this would cause a significant impact
Pollution to air, land and water			✓	
Factors that contribute to Climate Change			✓	
Protection of and access to the natural environment (new builds)			✓	
Travel choices that do not rely on the car			✓	
Meet local needs locally			✓	
Social inclusion / engage and consult communities			✓	
Is there an increase in the use of vehicles (consider fuel, mileage, parking arrangements)			✓	
Accommodation / furniture / equipment - existing resources available			✓	Small increase in provision may be required to be explored with estates

## Appendix 4

## Athena Non- Crime/Included classifications V9

HO CODE	Non crime Investigations	CCCJS code	Optional/ Mandatory
NCI/1	<p><b>Non validated Investigation – IMU use only</b></p> <p>This should initially be the system default for Investigation reports created using the Short form/Quick Input form. It indicates that it is an initial record that has not yet been correctly classified, QA'd or linked by the IMU. As the record will be visible to all users and certain fields such as the log of enquiries can be updated this initial classification should provide an indication that the record may be subject to change i.e. No crimed etc.</p>	NCI/1	<b>Mandatory</b>
NCI/2	<p><b>Non crime Investigation - First time harassment</b></p> <p>First time harassment – Where the conduct complained of does not yet amount to a course of conduct as defined by the Protection from Harassment Act 1997</p>	NCI/2	<b>Mandatory</b>
NCI/3	<p><b>Non crime Investigation - Suspicious Incident</b></p> <p>Suspicious incident – Behaviour of a suspicious nature that, on the balance of probabilities, does not amount to an offence but gives cause for concern regarding the intentions and future behaviour of the suspect.</p>	NCI/3	<b>Optional</b>
NCI/4	<p><b>Non crime Investigation - Action fraud:- Call for Service</b></p> <p><b>'CALL FOR SERVICE' CRITERIA'</b> i) Offences where offenders are arrested by Police ii) The offender is committing or has recently committed at the time of the call for all fraud types. iii) Where there is a known 'local suspect' ( Joe Bloggs, 22 High Street, Dartford) or a line of enquiry that may lead to the arrest of an offender</p>	NCI/4	<b>Mandatory</b>
NCI/5	<p><b>Non crime Investigation - Action fraud:- NFIB Referral</b></p> <p>Referral received from NFIB for further investigation</p>	NCI/5	<b>Mandatory</b>
NCI/6	<p><b>Non crime Investigation - Schools Incident</b></p> <p>Where Police have reported to them an incident which took place on school premises which they would normally record as a notifiable Offence (i.e. a crime), they will invite the victim, parent or appropriate person to report the matter to the head teacher. Incidents taking place in school should be recorded and investigated firstly by schools. Schools have primacy in recording</p>	NCI/6	<b>Optional</b>

APPENDIX B

	incidents on their premises whilst they are open.		
NCI/7	<p><b>Non crime Investigation - Suicide Investigation</b></p> <p>In order to support the investigation around suspected suicide events and allow a more professional recording of these investigations. Including attempt suicides.</p>	NCI/7	Optional
NCI/8	<p><b>Non crime Investigation - Unexplained/Sudden death</b></p> <p>In order to support the investigation around unexplained/sudden death events and allow a more professional recording of these investigations.</p>	NCI/8	Optional
NCI/9	<p><b>Crime related incident-Third Party Reporting</b></p> <p>Where there are grounds to suspect that a victim related crime (i.e. a crime requiring victim confirmation for it to be complete) may have taken place but no victim (or person reasonably assumed to be acting on behalf of the victim) can immediately be found or identified, the matter should be recorded as a crime related incident until such time as the victim is located or comes forward.</p> <p>Where there are grounds to suspect that a victim related crime has taken place the victim or a person acting on behalf of the victim must confirm the circumstances relating to that crime for a crime to be recorded. It is not necessary for the victim to provide personal details or wish police to pursue the matter, only for them to confirm the circumstances surrounding the crime.</p> <p>For example, apparent or possible criminal activity, such as damage to bus shelters, telephone kiosks, forensic items (blood) etc, which does not in itself amount to evidence of a crime, coming to the attention of the police after the incident either personally or via third parties, would not initially be recorded as a crime but as an incident pending further enquiries.</p> <p>It is not the intention of the NCRS to record as crimes all incidents that could be construed as crimes when viewed on CCTV. Incident reports from CCTV systems should be treated as reports by a third party coming to the attention of the Police and For example, where, as a result of events seen on CCTV, police officers attend the scene of a disturbance but all parties have left, this should be recorded as a crime related incident rather than as a recorded crime.</p>	NCI/9	Optional
NCI/10	<p><b>Non Crime – Online Incident</b></p> <p>Police become aware of an online event requiring onward investigation.</p>	NCI/10	Optional
NCI/11	<p><b>Non crime – Allegation of sexual offence</b></p> <p><i>Definition to be provided by Home office</i></p>	NCI/11	Mandatory

APPENDIX B

NCI/12	<p><b>Hate Incident – Age</b></p> <p>Hate incident – Age- Incident that involves issues of hate or prejudice based on Age of the victim</p>	NCI/12	Mandatory
NCI/13	<p><b>Hate Incident – racial</b></p> <p>Hate incident – racial- Incident that involves issues of hate or prejudice based on the Race of the victim</p>	NCI/13	Mandatory
NCI/14	<p><b>Hate Incident – disability</b></p> <p>Hate incident – Disability - Incident that involves issues of hate or prejudice based on the victims disability.</p>	NCI/14	Mandatory
NCI/15	<p><b>Hate Incident – homophobic</b></p> <p>Hate incident – Homophobic - Incident that involves issues of hate or prejudice based on the victims sexuality</p>	NCI/15	Mandatory
NCI/16	<p><b>Hate Incident – transgender</b></p> <p>Hate incident – Transgender - Incident that involves issues of hate or prejudice based on the belief that the victim is transgender</p>	NCI/16	Mandatory
NCI/17	<p><b>Hate Incident – religious</b></p> <p>Hate incident – Religious - Incident that involves issues of hate or prejudice based on the victims religion.</p>	NCI/17	Mandatory
NCI/18		NCI/18	Not used
NCI/19		NCI/19	Not used
NCI/20	<p><b>Non crime – Allegation of Rape</b></p> <p><i>Definition to be provided by Home office</i></p>	NCI/20	Mandatory
NCI/21		NCI/21	Not used
NCI/22		NCI/22	Not used
NCI/23	<p><b>ASB Incident- Breach of civil injunction</b>  Issued by the county court and High Court for over 18s and the youth court for under 18s. Injunction will include prohibitions and can also include positive requirements to get the perpetrator to address the underlying causes of their anti-social behaviour.</p> <p>Breach of the injunction is not a criminal offence, but breach must be proved to the criminal standard, that is, beyond reasonable doubt. Breach is dealt with by a civil contempt of court, which is punishable by up to two years in prison and/or an unlimited fine. The imprisonment is for contempt of court, not for the conduct.</p> <p>The purpose of the classification code is to record and provide the means for the investigation into a breach.</p>	NCI/23	Optional
NCI/24	<p><b>ASB Incident- Personal</b>  ASB incidents considered to be deliberately targeted at an individual personally, their family or a particular group they</p>	NCI/24	Optional unless

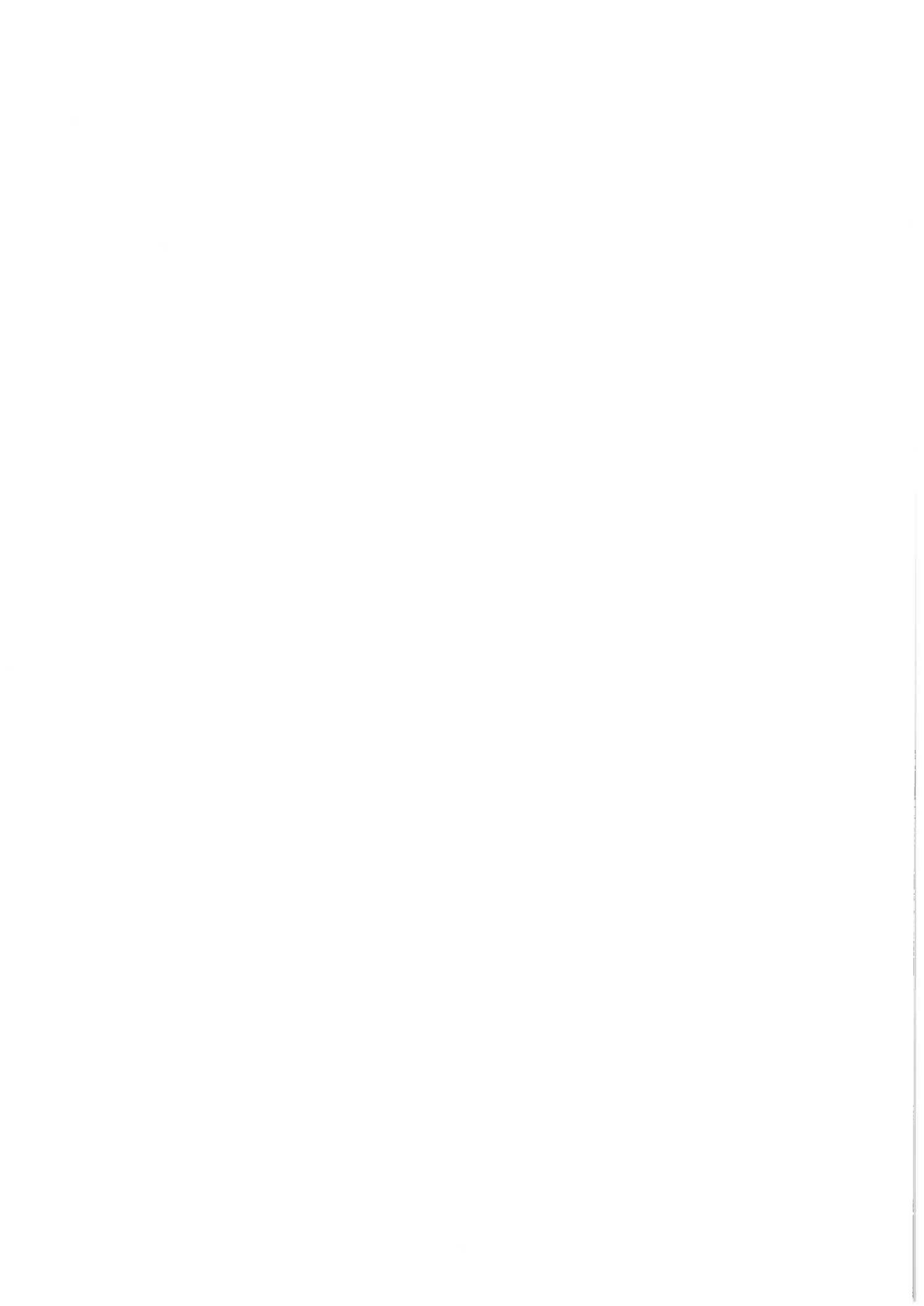
**APPENDIX B**

	<p>were part of. This includes incidents that cause concern, stress, disquiet and/or irritation through to incidents which have a serious adverse impact on people's quality of life.</p>		<p><b>high risk in which case Mandatory</b></p>
<p><b>NCI/25</b></p>	<p><b>ASB Incident- Nuisance</b>            An incident that affects the local community in general rather than targeted at individuals where an act, condition, thing or person causes trouble, annoyance, inconvenience, offence or suffering to the local community in general rather than to individual victims. It includes incidents where behaviour goes beyond the conventional bounds of acceptability and interferes with public interests including health, safety and quality of life.</p>	<p><b>NCI/25</b></p>	<p><b>Optional unless high risk in which case Mandatory</b></p>
<p><b>NCI/26</b></p>	<p><b>ASB Incident- Environmental</b>            An incident which has more of an impact on the local environment than on local people. It includes incidents where individuals and groups have an impact on their surroundings including natural, built and social environments. This category is about encouraging reasonable behaviour whilst managing and protecting the various environments so that people can enjoy their own private spaces, as well as shared or public spaces.</p>	<p><b>NCI/26</b></p>	<p><b>Optional unless high risk in which case Mandatory</b></p>
<p><b>NCI/27</b></p>	<p><b>Domestic Abuse Investigation</b></p> <p>Domestic abuse is not a specific criminal offence. The term is used to describe a range of incidents occurring in particular circumstances where the victims can be of any gender and from any ethnic group, as can the perpetrator.</p> <p>Definition:</p> <p>1. Any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are or have been intimate partners or family members, regardless of gender or sexuality. This can encompass, but is not limited to, the following types of abuse :</p> <ul style="list-style-type: none"> <li>• Psychological</li> <li>• Physical</li> <li>• Sexual</li> <li>• Financial</li> <li>• Emotional</li> </ul> <p>2. Controlling behaviour is a range of acts designed to make a person subordinate and / or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of the means needed for independence, resistance and escape</p>	<p><b>NCI/27</b></p>	<p><b>Mandatory</b></p>

	<p>and regulating their everyday behaviour.</p> <p>3. Coercive behaviour is an act or pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish or frighten their victim.</p>		
NCI/28	<p><b>Child protection Investigation</b></p> <p>Non-crime child protection – Where issues of child protection come to light, which do not amount to a notifiable crime, non-crime incident report will be created</p>	NCI/28	<p><b>Mandatory</b></p> <p><b>Find definitions</b></p>
NCI/29	<p><b>Child- Police protection Investigation</b></p> <p>This will be used to record and manage the process required for a child taken into police protection.</p>	NCI/29	<p><b>Mandatory</b></p> <p><b>Workshop to agree form</b></p>
NCI/30	<p><b>Child sexual exploitation</b></p> <p>This will be used to record and manage all investigations into suspected child sexual exploitation.</p> <p>The sexual exploitation of children and young people under 18 is defined as that which: Involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities.</p>	NCI/30	<p><b>Mandatory</b></p>
NCI/31	<p><b>Adult protection Investigation</b></p> <p>Non-crime adult protection – Where issues of adult protection which come to light, which do not amount to a notifiable crime, a Non-crime incident report will be generated in accordance with Athena protocol</p>	NCI/31	<p><b>Mandatory</b></p> <p><b>Find definition</b></p>
NCI/32	<p><b>Honour Based Violence, Forced Marriage and Female Genital Mutilation Investigation</b></p> <p><b>Honour based violence</b> is an incident, which has or may have been committed to protect or defend the honour of the family and/or community.</p> <p><b>Forced marriage:</b> There is a clear distinction between a forced marriage and an arranged marriage. In forced marriage at least one party does not (or, in the case of some vulnerable adults, cannot) consent to the marriage and some element of duress is involved. Duress can include physical, psychological, financial, sexual and emotional pressure.</p> <p><b>Female genital mutilation (FGM)</b>, also known as female circumcision or female genital cutting, is defined by the World Health Organisation as the range of procedures which involve "the partial or complete removal of the external female genitalia or other injury to the female genital organs whether for cultural or any other non-therapeutic reason".</p>	NCI/32	<p><b>Mandatory</b></p> <p><b>In conjunction with HBA SOP</b></p> <p><b>To be agreed</b></p>
NCI/33	<p><b>Mental health investigation</b></p>	NCI/33	<p><b>Mandatory</b></p>

**APPENDIX B**

	<b>Add definition from the right list</b>		
	<b>135 &amp; 136 INVESTIGATIONS</b>		
<b>NCI/34</b>		<b>NCI/34</b>	Not used
<b>NCI/35</b>		<b>NCI/35</b>	Not used
<b>NCI/36</b>		<b>NCI/36</b>	Not used
<b>NCI/37</b>		<b>NCI/37</b>	Not used
<b>NCI/38</b>	<b>Non crime Investigation -RTC</b>	<b>NCI/38</b>	<b>Optional</b>

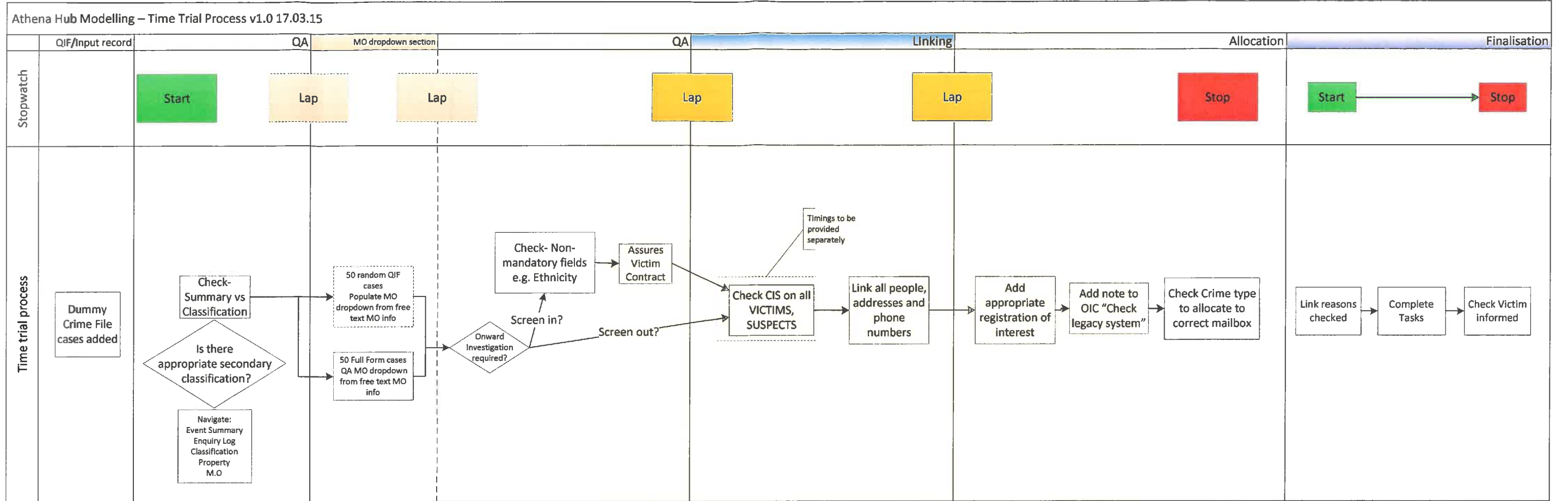




## Appendix 5

SUMMARY OF KEY Risks, Issues, Assumptions and Dependencies (RAID) - 16th April 2015					
Top Risks Associated with the ERP Org Change/TOM Project					
No.	Description	Owner	Control/Countermeasure	Score L I	Adequately Controlled?
1	Unknown delivery Back Record Conversion solution. Process could become quicker/slower altering FTE required.	DCC Charlie Hall	Back record conversion is a live issue through the Athena Project Board. Nigel Read leading.	3 3 9	As controlled as possible. Monitored monthly.
2	Financing and resourcing of model. Delivering funding and potential recruitment requirements within timescales.	Rachel Wilkinson	Managed through the T12 HR Change Process. Recruitment and Training will be planned in as quickly as possible following business case sign off.	3 3 9	As controlled as possible. Monitored monthly.
3	Unknown Shift Pattern model. Could increase costs via higher abstractions.	DCC Charlie Hall	The Financial Schedule built for the business case was costed at worse case scenario for both scale shift allowance and weekend enhancements.	1 3 3	Yes.
4	Small sample size of data for analysis. Reliability of data and predicted FTE based on these. Timings based on Athena system available using generated incidents. Potential disparity from real environment and timings skewed. Predicted FTE implications.	DCC Charlie Hall	Essex have gone live, visits are planned in May, to assess real timings in live environment, this allows sufficient time to make adjustments to the resources.	3 3 9	As controlled as possible.
5	All volume to be dealt with by Hub. Some classifications may be best processed through existing business areas. E.g. Child and Domestic Incidents by MASH.	DCC Charlie Hall	Project Board will continue to assess the business processes post Athena between now and go live.	4 1 4	As controlled as possible. Monitored monthly.
6	Scale of posts for predicted modelling could change through HR process. Cost implications increase/decrease.	DCC Charlie Hall	Awaiting outcome of job evaluation which will occur post business case pre collection consultation allowing time for adjustments.	4 2 8	Yes.
7	Remote management of dual location. Coverage of operational hours 7am-11pm with 3 management staff likely to cause remotely managed and unsupervised periods of shifts.	DCC Charlie Hall	Assessing supervision options for the night shift including sighting that shift in the CCR.	4 1 4	Actions to be completed. Once done. Yes.
8	Unknown delivery of Automated linking. Process could become quicker reducing FTE required. To reduce requirement of permanent staff in a short space of time from recruitment is costly and unfair on the recruits.	Insp Liam Garrard	Continuous communication with supplier. Although budget is permanent a number of temporary staff will be hired on a 1yr basis allowing flexibility.	2 1 2	Yes.
9	Unknown delivery of Automated allocation. Process could become quicker reducing FTE required.	Insp Liam Garrard	Continuous communication with supplier. Although budget is permanent a number of temporary staff will be hired on a 1yr basis allowing flexibility.	2 1 2	Yes.
10	Unknown volumes of incidents for some classifications not recorded currently. Modelling of options and subsequent FTE may be altered on options 1-4.	DCC Charlie Hall	Hub will be continually reviewed throughout inception to assess real workflow volumes.	3 3 9	As controlled as possible. Monitored monthly.
11	Removal 3 FTE D/S posts in CDT from proposed model may impact quality of scrutiny to investigation returned from area	T/ACC Nick Dean	No measure or control in place as Hub will be all staff post	4 2 8	No. No action has been taken

Appendix 6



## Appendix 7

### JOB DESCRIPTION PROFORMA

Please insert into the yellow boxes the information requested, with reference to the guidance notes shown in red.

<b>Post details</b>	
Norfolk/Suffolk/Joint: <i>Please clarify if this post is Norfolk Only, Suffolk Only or Joint</i>	
Joint	
Post title: <i>Insert the existing job title – if you wish to change the job title please submit a request through the HR Service Desk</i>	
Athena Investigations Hub Manager	
Post number: <i>If you do not know this contact the HR Service Desk</i>	
N/K	
Grade / Rank: <i>Where post has not been formally graded, please state the provisional grade plus 'subject to full evaluation'</i>	
M1 (Subject to evaluation)	
District/Dept:	CPC
Sector/Section:	Local Policing
Location: <i>Main place of work</i>	
Norfolk/Suffolk Dual site	
Reporting to: <i>Job title of the line manager/supervisor to the post</i>	
Chief Superintendents Norfolk /Suffolk	

<b>Job description</b>
Principal purpose of the role: <i>Summarise the main purpose of the role in one sentence</i>
To ensure compliance and consistency in Athena Investigations Hub issues across Norfolk and Suffolk Constabularies. To lead changes in Athena Investigations Hub policy and strategic direction.
Main activities of the role: <i>Insert the main accountabilities, responsibilities and activities of the post using bullet points – summarise effectively and avoid too much detail, although the information needs to be enough for an individual to determine what the key parts of the job are. Avoid use of acronyms and jargon where possible as the text needs to be understandable to external readers</i>
<ul style="list-style-type: none"><li>• Daily Athena Investigation Hub support to Level 1 meetings at Supt/Inspector Level</li><li>• Daily Athena Investigation Hub support to Level 2 meetings and Performance</li></ul>

- Athena Investigations Hub policy and change management
- Liaise with Supt and Inspector re management of local crime issues
- Represent both Constabularies at a regional and national level as Athena Investigations Hub Manager
- Lead the Athena Investigations Hub following closure of Crime Development Team and restructure of IMU
- Training for Police Officers and Police Staff
- Attendance at national crime workshops and other events as required
- Any other duties that are commensurate with the role and grade as may be requested by management.

### Person Specification

The criteria are of extreme importance and must be the minimum requirements to fulfil the duties of the role. A balance must be struck between being too generic, giving you too many applicants, and being too specific, which may unnecessarily exclude valid applicants from being shortlisted. There should be no more than 7 essential criteria and no more than 2 desirable criteria. Criteria will include:

- Skills and qualifications required to do the job. Where no formal qualifications are required, then instead state the skills required to do the job, e.g. rather than stating a requirement for GCSE Maths or English, state 'Proven ability to produce statistical reports using Excel' or 'Proven ability to write accurate reports'
- Experience required in a particular field or activity. Unless it can be clearly justified, try to avoid stating how many years' experience are required (this can be indirectly discriminatory on the basis of age). Being specific here can be useful in selecting the right candidate. i.e. instead of 'HR experience', state 'Experience of undertaking HR administration including sickness information'
- Behaviours which the postholder must possess to do the role effectively, i.e. 'Demonstrate effective problem solving skills', or, 'Proven ability to work as an effective member of a team'
- Any specific requirements of the role in relation to travel or working hours, being careful to avoid indirectly discriminating against certain groups, e.g. in relation to driving, you should use 'Ability to travel as required within the county/country' unless there is an absolute requirement to use a Force vehicle to travel. In relation to working hours, the following are suggestions where out of hours working or a shift pattern is required:
  - Ability to work outside of normal office hours on a regular basis
  - Ability to work on a shift pattern including evenings, weekends and bank holidays

#### Essential criteria:

1. Proven ability of leading investigations of Serious and Volume Crime.
2. Proven ability of investigative training to SIO level
2. Ability to advise on National Crime Recording Standards and Home Office Counting Rules.
3. Experience of representing the Constabularies at Regional and National level
4. Extensive Athena and CIS systems knowledge as well as knowledge of other Force performance systems.
5. Experience of displaying a Victim focussed approach to the investigation of crime and incidents.
6. Experience of managing a team.

#### Desirable criteria:

1. Proven ability to deliver Force Performance requirements
2. Demonstrates effective problem solving skills

### Authorisation

Completed by:

Name:

Job title:

Date completed:

**PLEASE NOW SUBMIT THIS FORM TO JUSTINE BOND, POLICY AND REWARD**

*The information provided on this form does not constitute the final job description and person specification and must not be used for recruitment or other purposes. The information on this form will be verified against any existing information held on the post and will be used by HR to create a formal job description and person specification which can be used for official purposes.*

*Please note that this is not a “by return” service and that the process to create or amend the profiles should be factored into any timescales for the recruitment/advertising.*

**PLEASE NOTE** – *Once validated, the final job description will be automatically published on the HR Website. If you do NOT wish for this to be published please advise HR accordingly.*

## Appendix 8

**JOB DESCRIPTION PROFORMA**

Please insert into the yellow boxes the information requested, with reference to the guidance notes shown in red.

<b>Post details</b>	
Norfolk/Suffolk/Joint: <i>Please clarify if this post is Norfolk Only, Suffolk Only or Joint</i>	
Joint	
Post title: <i>Insert the existing job title – if you wish to change the job title please submit a request through the HR Service Desk</i>	
Athena Investigations Hub Supervisor	
Post number: <i>If you do not know this contact the HR Service Desk</i>	
N/K	
Grade / Rank: <i>Where post has not been formally graded, please state the provisional grade plus 'subject to full evaluation'</i>	
SO1 (Subject to evaluation)	
District/Dept:	CPC
Sector/Section:	Local Policing
Location: <i>Main place of work</i>	
Norfolk/Suffolk (delete as applicable. 1 post to be based at each location)	
Reporting to: <i>Job title of the line manager/supervisor to the post</i>	
Athena Investigations Hub Manager	

<b>Job description</b>
Principal purpose of the role: <i>Summarise the main purpose of the role in one sentence</i>
To support the Athena Investigations Hub Manager to effectively and efficiently manage the range of functions within the joint Norfolk and Suffolk Athena Investigations Hub and ensure legislative compliance.
Main activities of the role: <i>Insert the main accountabilities, responsibilities and activities of the post using bullet points – summarise effectively and avoid too much detail, although the information needs to be enough for an individual to determine what the key parts of the job are. Avoid use of acronyms and jargon where possible as the text needs to be understandable to external readers</i>
<ul style="list-style-type: none"> <li>• Deputise for the Athena Investigations Hub Manager and represent them as required at internal and external meetings.</li> <li>• Assist the Athena Investigations Hub Manager to monitor departmental</li> </ul>



performance against appropriate benchmarks, ensuring optimal use of resources while driving continuous improvement principles throughout all Athena Investigations Hub functions.

- Day-to-day supervision of the performance and development of all staff within the Athena Investigations Hub.
- Training for Police Officers and Police Staff.
- Supervision of staff regarding PDR, welfare, duties management and workload
- Single Point of Contact for queries and advice.
- Perform processing of Athena Incidents as per the Athena Investigations Hub process.
- Manage and supervise all allocated investigations which have Forensic evidence
- Working on a shift basis covering seven days a week, providing flexible hours as required by the demands of the service
- Any other duties that are commensurate with the role and grade as may be requested by management.

**Person Specification**

The criteria are of extreme importance and must be the minimum requirements to fulfil the duties of the role. A balance must be struck between being too generic, giving you too many applicants, and being too specific, which may unnecessarily exclude valid applicants from being shortlisted. There should be no more than 7 essential criteria and no more than 2 desirable criteria. Criteria will include:

- Skills and qualifications required to do the job. Where no formal qualifications are required, then instead state the skills required to do the job, e.g. rather than stating a requirement for GCSE Maths or English, state 'Proven ability to produce statistical reports using Excel' or 'Proven ability to write accurate reports'
- Experience required in a particular field or activity. Unless it can be clearly justified, try to avoid stating how many years' experience are required (this can be indirectly discriminatory on the basis of age). Being specific here can be useful in selecting the right candidate. i.e. instead of 'HR experience', state 'Experience of undertaking HR administration including sickness information'
- Behaviours which the postholder must possess to do the role effectively, i.e. 'Demonstrate effective problem solving skills', or, 'Proven ability to work as an effective member of a team'
- Any specific requirements of the role in relation to travel or working hours, being careful to avoid indirectly discriminating against certain groups, e.g. in relation to driving, you should use 'Ability to travel as required within the county/country' unless there is an absolute requirement to use a Force vehicle to travel. In relation to working hours, the following are suggestions where out of hours working or a shift pattern is required:
  - Ability to work outside of normal office hours on a regular basis
  - Ability to work on a shift pattern including evenings, weekends and bank holidays

Essential criteria:

1. Proven history of leading investigations of Serious and Volume Crime.
2. Ability to advise on National Crime Recording Standards and Home Office Counting Rules.
3. Experience of representing the Constabularies at Regional and National level
4. Extensive Athena and CIS systems knowledge as well as knowledge of other Force performance systems.
5. Experience of displaying a Victim focussed approach to the investigation of crime and incidents.
6. Experience of managing a team.

Desirable criteria:

1. Proven ability to deliver Force Performance requirements
2. Demonstrates effective problem solving skills

<b>Authorisation</b>			
Completed by:	Name:		Job title:
Date completed:			

**PLEASE NOW SUBMIT THIS FORM TO JUSTINE BOND, POLICY AND REWARD**

*The information provided on this form does not constitute the final job description and person specification and must not be used for recruitment or other purposes. The information on this form will be verified against any existing information held on the post and will be used by HR to create a formal job description and person specification which can be used for official purposes.*

*Please note that this is not a “by return” service and that the process to create or amend the profiles should be factored into any timescales for the recruitment/advertising.*

**PLEASE NOTE** – *Once validated, the final job description will be automatically published on the HR Website. If you do NOT wish for this to be published please advise HR accordingly.*