

CELEBRATING

50
YEARS

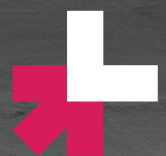


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Sussex Police
Transformation Strategy
2018-22

Safe

Keeping Sussex Safe



HeForShe

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Listen
Prevent
Respond
Protect
Investigate

Chief Constable's Foreword

THE PRECEPT INCREASE PROPOSED BY KATY BOURNE, THE SUSSEX POLICE AND CRIME COMMISSIONER, WAS AGREED IN FEBRUARY 2018. IT HAS GIVEN US A GENUINE OPPORTUNITY TO RETHINK OUR PLANS TO IMPROVE POLICING. AS A CONSEQUENCE, I HAVE BEEN MOVED TO PUBLISH THIS NEW FOUR-YEAR STRATEGY TO OUTLINE HOW WE WILL MAKE THE MOST OF THIS OPPORTUNITY AND THE BENEFITS THE PUBLIC WILL EXPERIENCE.

Since 2010, we have transformed and modernised significantly - whilst saving nearly £90m to balance the books and maintain service delivery. Up until January 2018 we needed to save a further £26m by 2022.

As a result of the new precept uplift I am now in a position to signal an exciting step change for the future. Our determination to push forward with substantial change, collaboration and technologically-driven improvements is undiminished. This improved financial landscape allows us to strengthen key areas to meet increasing demand and new challenges.

This 2018-22 Transformation plan describes where we will strengthen policing across Sussex and explains why. Detailed plans are currently being developed, but I have been clear that we must share our approach as quickly as possible with our staff and the public. I have worked hard with Katy Bourne, the Sussex PCC, and we recognise the public have placed their trust in Sussex Police to make the county an even safer place. This is why I'm publishing this plan now, a first step of what I intend to be the most transparent process possible.

I believe we still need to transform how we deliver policing for Sussex and maintain our priorities to:

KEEP COMMUNITIES SAFE AND FEELING SAFE

IDENTIFY AND PROTECT VULNERABLE PEOPLE

PREVENT AND RESPOND TO HARM

It's vital that work continues to improve our efficiency and make Sussex fit for the future. We must continue to modernise so that we can keep pace with, and meet, the significant changing demands on our service.

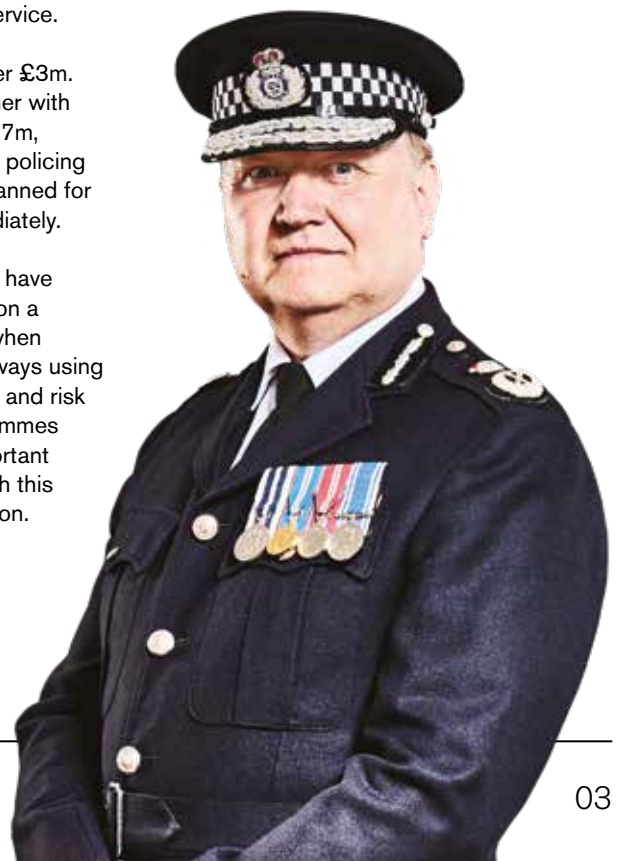
We still need to save a further £3m. The precept increase, together with the release of reserves of £17m, allows us to strengthen local policing in a way we couldn't have planned for before – and to do so immediately.

The change programmes we have underway have been based on a robust analysis of how and when people need us the most, always using the principles of threat, harm and risk and resourcing those programmes based on demand. This important work must continue even with this change in our financial position.

We will be prioritising areas where communities face the greatest challenges and where we are most stretched. This will include an increased focus on preventative policing, investigating the most harmful crimes and continuing to be accessible when communities need us.

I do not underestimate the impact a tax rise will have on people and so I am absolutely determined that the public will see and feel a difference locally in the service we provide with this money.

Giles York QPM
Chief Constable
Sussex Police



Police and Crime Plan Policing Objectives

| | |
|---|---|
| <p>STRENGTHEN LOCAL POLICING</p> | <p>Ensure local policing services are accessible. Provide effective specialist capabilities to support local policing. Maintain engagement in the delivery of local policing services to improve public confidence.</p> |
| <p>WORK WITH LOCAL COMMUNITIES AND PARTNERS TO KEEP SUSSEX SAFE</p> | <p>Encourage and support local communities to prevent crime and disorder. Work with partners to reduce offending and reoffending. Catch criminals and prevent serious and organised crime and terrorism.</p> |
| <p>PROTECT OUR VULNERABLE AND HELP VICTIMS COPE AND RECOVER FROM CRIME AND ABUSE</p> | <p>Commission high-quality services which support victims. Prioritise access to services for vulnerable victims. Enhance our understanding and meet the needs of victims in Sussex.</p> |
| <p>IMPROVE ACCESS TO JUSTICE FOR VICTIMS AND WITNESSES</p> | <p>Ensure victims and witnesses have the most positive experience of the criminal justice system. Support vulnerable victims and witnesses. Maximise the use of technology to improve access to justice for all.</p> |

Sussex Police Priorities

| | |
|--|---|
| <p>KEEP COMMUNITIES SAFE AND FEELING SAFE</p> | <p>Keep communities safe and feeling safe. Being accessible and delivering the best outcomes we can for victims.</p> |
| <p>IDENTIFY AND PROTECT VULNERABLE PEOPLE</p> | <p>Proactively identify and protect vulnerable people in Sussex whose safety is at risk and take positive action to reduce the threat.</p> |
| <p>PREVENT AND RESPOND TO HARM</p> | <p>Prevent harm; responding where necessary; investigating professionally. Catching criminals. Making best use of and valuing resources, partnerships and engagement.</p> |

Strategic Policing Requirement (SPR)

| | |
|---|---|
| <p>National threats described within the SPR are:</p> <ul style="list-style-type: none"> ▪ Terrorism ▪ Serious and organised crime ▪ A national cyber security incident ▪ Threats to public order or public safety that cannot be managed by a single police force acting alone ▪ Civil emergencies that require an aggregated response across police force boundaries ▪ Child sexual abuse | <p>The Strategic Policing Requirement was first issued in 2012 in execution of the Home Secretary's statutory duty to set out what are, in her view, the national threats at the time of writing and the appropriate national policing capabilities required to counter those threats. Whilst many threats can be tackled by individual police forces within their own force areas, national threats require a coordinated or aggregated response in which resources are brought together from a number of police forces. Forces often need to work collaboratively, and with other partners, national agencies or national arrangements, to ensure such threats are tackled effectively.</p> |
|---|---|

Local Policing

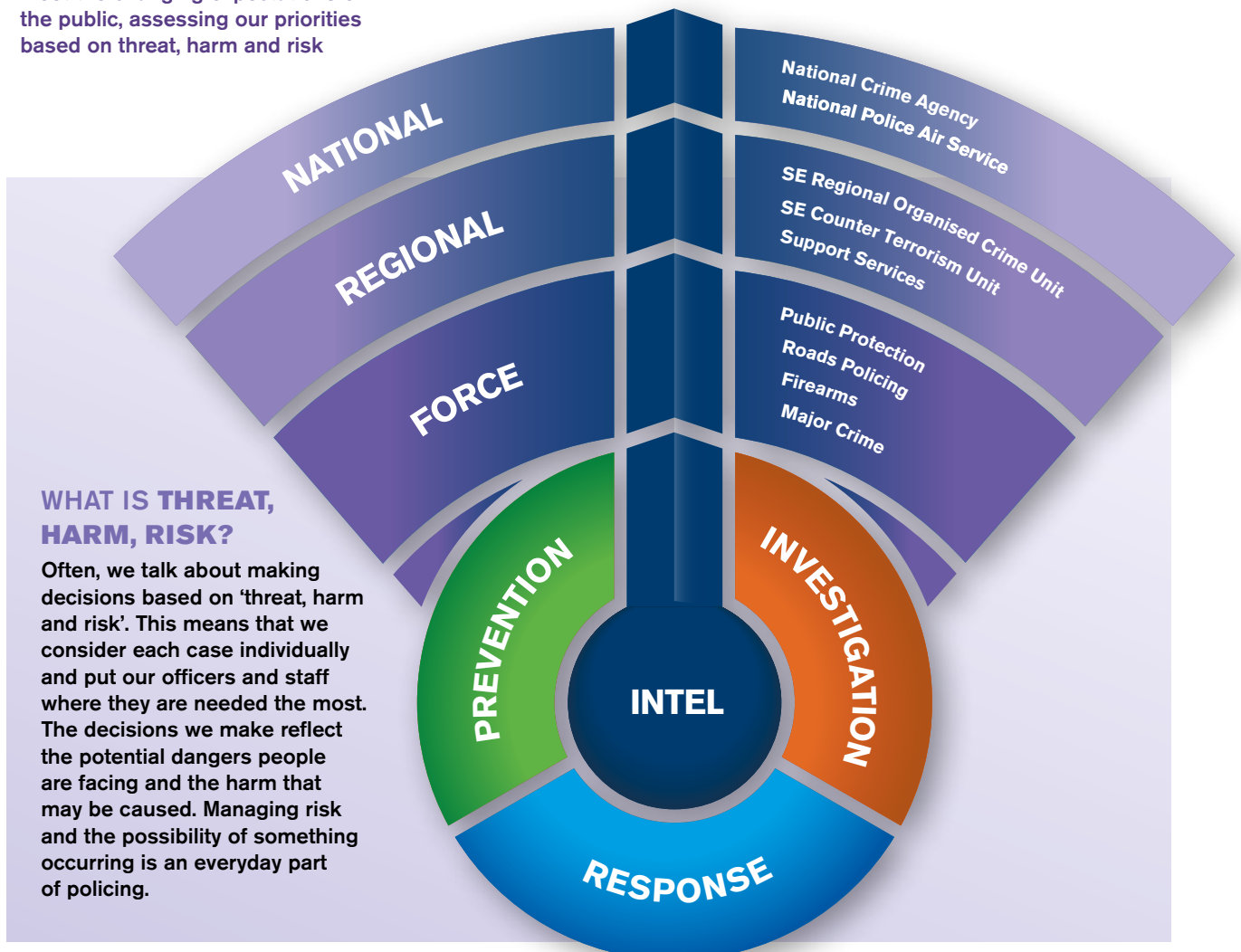
YOUR LOCAL POLICING SERVICE IS PROVIDED BY SPECIALISTS WHO WORK IN PREVENTION, RESPONSE AND INVESTIGATION TEAMS.

We have re-organised how we work to:

- Address the changing nature of crime and the evolution of new crime types
- Modernise our processes, using new technologies to be more efficient and accurate
- Meet the changing expectations of the public, assessing our priorities based on threat, harm and risk

These new ways of working reflect the objectives set out in the Sussex Police and Crime Commissioner's Police and Crime Plan 2017-21. The plan recognises that the responsibilities of local policing lie with a complex network of people,

in teams and departments within Sussex Police, and across the criminal justice system, public and voluntary sector partners, regional and national policing units, agencies and organisations, and importantly with the support of the public.



Financial Context

THE GOVERNMENT HAS BEEN TAKING FORWARD A FAR-REACHING REFORM OF POLICING IN ENGLAND AND WALES SINCE 2010, ARGUABLY THE MOST RADICAL CHANGE TO POLICING IN 50 YEARS.

Over that period, we have seen reductions to the grant funding provided by the Government and, as a consequence, we have had to make nearly £90m of savings and efficiencies to balance the books.

Police forces get on average 66% of their funding from Central Government¹, a combined total for Home Office police formula funding and a variety of grants. The actual figure varies significantly between different forces – ranging from 44% up to 83%.

The remainder of the police budget comes from householders through council tax, the police precept, set annually by the elected Police and Crime Commissioner.

1. Reference on page 19

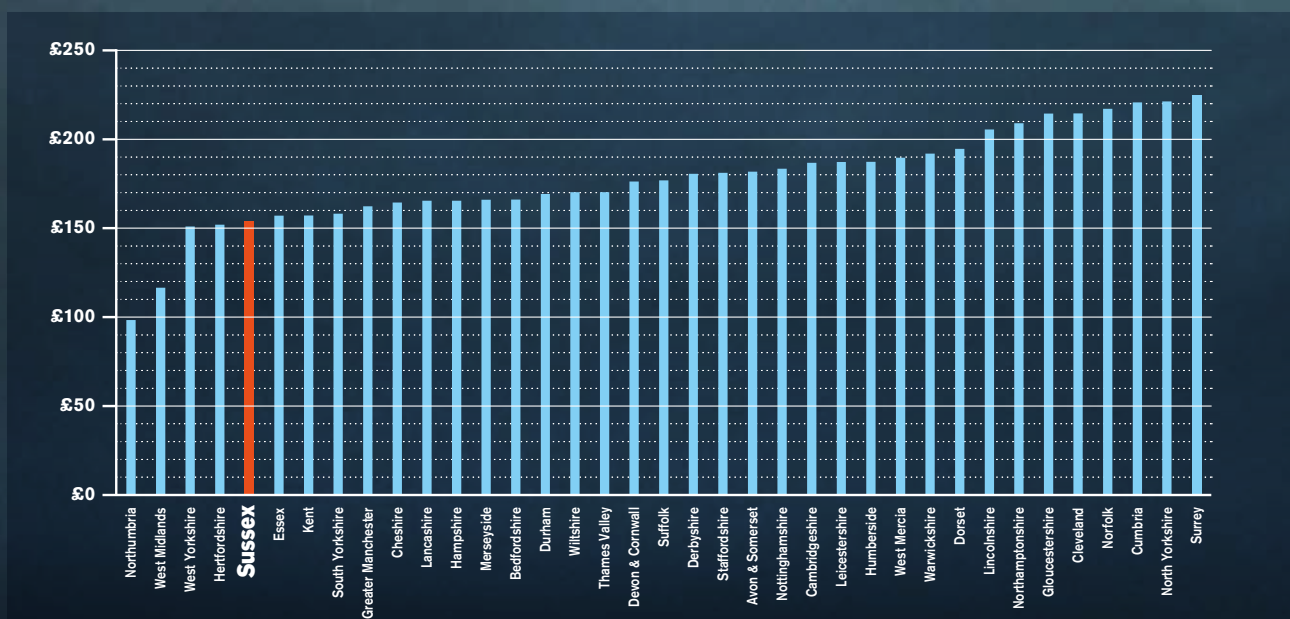
Nationally, just over a quarter of gross revenue expenditure was raised by council tax in 2017/18. However, given the variance outlined above, the proportions raised this way differed considerably.

Until the 2016/17 financial year, police and crime commissioners' ability to raise additional tax revenue from the precept was restricted by Government capping principles. That year saw police and crime commissioners granted a degree of flexibility in increasing the local precept. This had particular relevance for Sussex as one of the ten lowest precept Forces – enabling a rise by £5 per Band D equivalent household up to March 2018. At that point our savings requirement to 2021 was £26m.

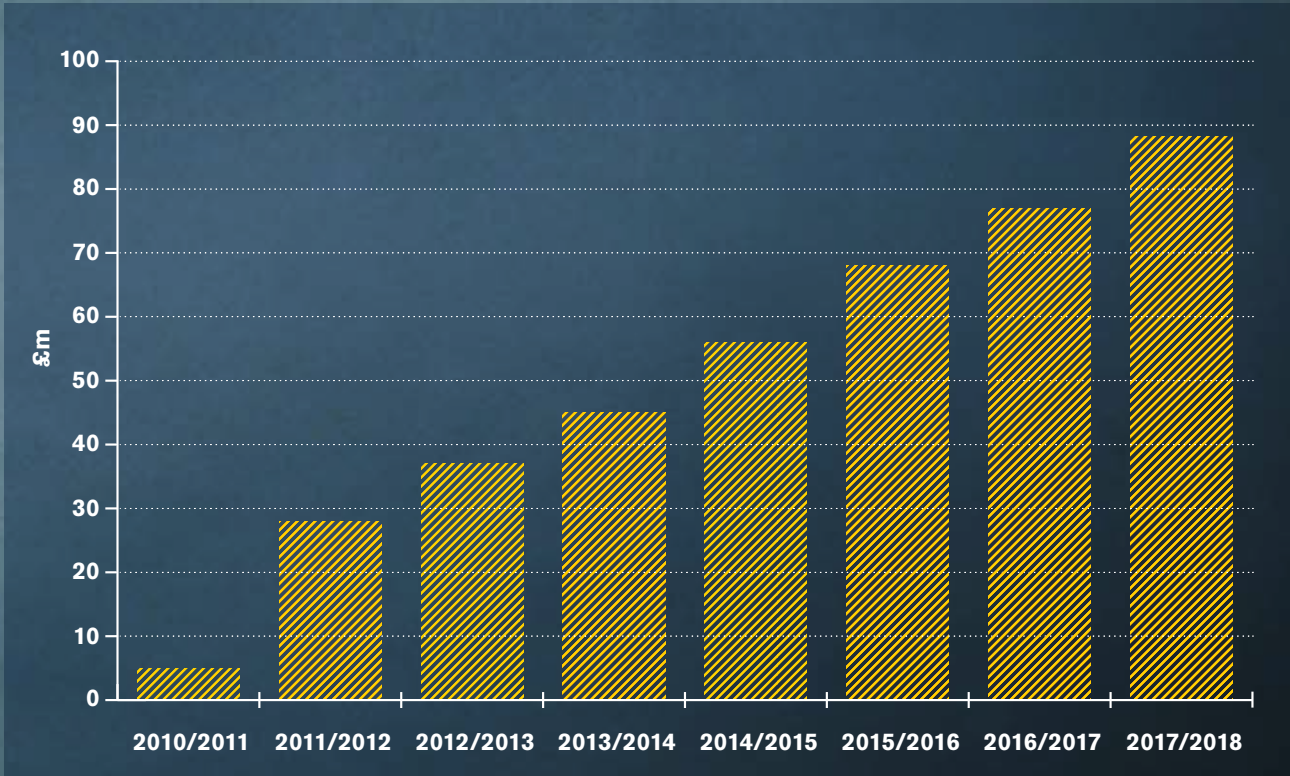
The provisional police financial settlement for 2018/19 announced by the Minister for Policing and the Fire Service in December 2017 changed the financial context again, most notably by allowing all police and crime commissioners to increase Band D precept by as much as £12.

With the 7th lowest total funding per head of population, Sussex has a funding deficit of £36.2m compared with the England and Wales average, equivalent to around 800 police officers' salaries. By focusing on improvements, efficiencies and working collaboratively as we have done, and will continue to do over the next four years and beyond, Sussex remains a safe place. As a direct consequence of that work we are in a good place to maximise the opportunities arising from this precept uplift.

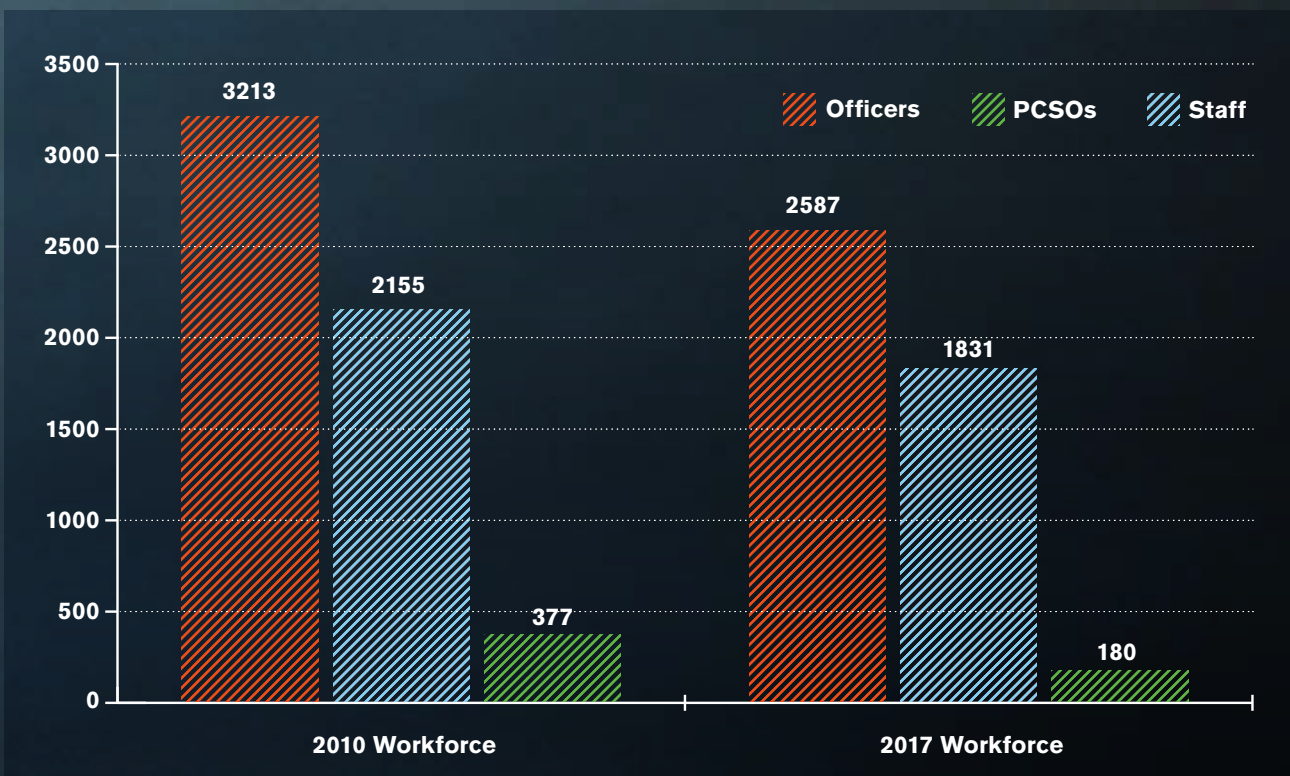
Council Tax Precept 2017/18 Band D Property



Cumulative Savings Achieved by Sussex Police



Changes in Workforce (Full Time Equivalent) from 31 March 2010 - 31 March 2017



The 2018-22 Transformation Strategy

THE SUSSEX POLICE AND CRIME COMMISSIONER, KATY BOURNE, ARTICULATES THE PUBLIC'S POLICING PRIORITIES AND CONCERNS AND HOLDS THE CHIEF CONSTABLE TO ACCOUNT, ENSURING SUSSEX POLICE PROVIDES EFFECTIVE AND EFFICIENT POLICING ACROSS THE COUNTY.

The Commissioner's medium term financial strategy (MTFS) is one of her key planning tools to help identify available resources and options for delivering the Police and Crime Plan priorities and the force's national Strategic Policing Requirements. The 2018/19 to 2021/22 MTFS makes clear:

- **The public want to see investment in more visible, local policing, focusing on crimes like burglary and anti-social behaviour and they rightly want to feel safe on the roads, in public spaces and at night-time**
- **They also want to see improvements in the force's approach to public contact and the effectiveness of our initial response**

The final element of the local policing model was launched in November 2017. The model is the result of three years of design and development. From its inception, staffing levels within the local policing model were built upon demand – the volumes, types and nature of crimes and incidents that occur. It replaced the previous model, introduced at the turn of the century. Whilst that old model was generally well-regarded, we recognised that it was increasingly ill-equipped to provide an effective response to the changing nature of crime.

By introducing new approaches, new technology, optimising working practices and by strengthening how we work with a host of partners we have now fully implemented a policing model which is efficient and fit for the future.

Crucially, it has been carefully designed to be both scalable and fully aligned to the remaining current and planned major change programmes spanning the entire force. In short, its inherent flexibility is one of its greatest strengths, allowing us to respond quickly to changing circumstances.

Without doubt we have seen increases in reports of certain types of crime. That rise may be a consequence of victims and witnesses feeling more confident to report crimes and incidents to the police. That is not to say that overall actual crime is actually rising; across England and Wales, the public say there have been substantial and consistent falls across most forms of crime since a peak in 1995.

We certainly see evidence of increases in some of the less frequently occurring, but higher-harm offences and increases in reports of some of the most serious crimes previously unseen or under-reported such as child sexual exploitation and serious sexual offences. These are more complex and take longer to investigate and, as an inevitable consequence, require more resources to resolve them.

Equally, we recognise that many members of the public feel reassured by a visible policing presence – even in areas where crime is low and the likelihood of being a victim of crime even lower. It is undeniable that the risk of being a victim of crime in Sussex is low, making decisions about how, when and where we deploy officers to their best effect all the more important.

Over the past two years we have prioritised investments and resources to

allow us to better protect both children and adults who are vulnerable through domestic abuse or have been victims of rape or serious sexual abuse. We've comprehensively reshaped how we manage some of the most dangerous offenders in Sussex and continue to develop even more robust partnerships, crucial to providing the best possible service to victims of crime.

As a result, and in light of increasing demand, we are well-placed to deliver on the very things that the public tell us they want, in line with the policing objectives set by the Sussex Police and Crime Commissioner.

Through this strategy we will:

- **Invest in local policing**
- **Improve public contact, including new ways to engage with us**
- **Invest in technology that makes us better at tackling crime, reduces costs, makes it easier for our officers and staff to do their jobs or supports our work with partners and other agencies wherever possible**
- **Continue to focus on our existing change programmes. Our well-defined, well-designed plans to improve the effectiveness and efficiency of what we do, to benefit the people of Sussex will continue apace. The policing landscape and the needs of the people we serve continue to change and we must ensure we remain flexible, adaptable and committed to meet those needs**

Strengthening Local Policing

LOCAL POLICING IS AT THE HEART OF EVERYTHING WE DO - THE FOUNDATION FOR KEEPING LOCAL COMMUNITIES SAFE. WITH A SMALLER POLICE FORCE WE HAVE TO PRIORITISE WHAT WE DO, WORK EVER CLOSER WITH OUR PARTNERS, MAXIMISE HOW WE GATHER AND USE COMMUNITY INTELLIGENCE, USE TECHNOLOGY TO HELP US BECOME MORE EFFICIENT AND ENSURE WE ARE EFFECTIVE IN PROTECTING THOSE MOST AT RISK FROM THREAT OR HARM.

Our local policing model, developed and introduced over three years, has transformed how we police, with new technology increasing our workforce's mobility and freeing up time. With enhanced skills, our specialist teams focus where they can be most effective in preventing and tackling crime. We respond whenever we're needed and investigate the crimes that cause the most harm and on offences that affect the most vulnerable.

And as described earlier in this document, our local policing teams are equally integral to tackling complex issues such as cyber-crime, counter-terrorism, people trafficking and organised crime, gathering local intelligence and working in conjunction with regional, national and international partners.

CHANGING DEMAND

For some years the accuracy of the recording of crime has been hotly debated, with appreciable public concern that real crime levels are not truly

represented in statistics, particularly those recorded by police forces. In 2016 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) commenced its most stringent inspection programme to date, aiming to uncover the true picture and drive improvements. To date, with around half (20) of all forces having been inspected, Sussex remains the best performing in terms of its recording accuracy². As recording accuracy improves nationally, the consequence will be an artificial rise in published figures, making analysis of crime trends more complex. Currently, the Crime Survey for England & Wales³, which asks members of the public about their experiences of crime, is considered a reliable source of information; its latest figures⁴ indicate that overall levels of crime have continued to fall.

Crime, by its nature, is often hidden and can be inherently difficult to measure; therefore official statistics cannot provide a full count of all crime taking

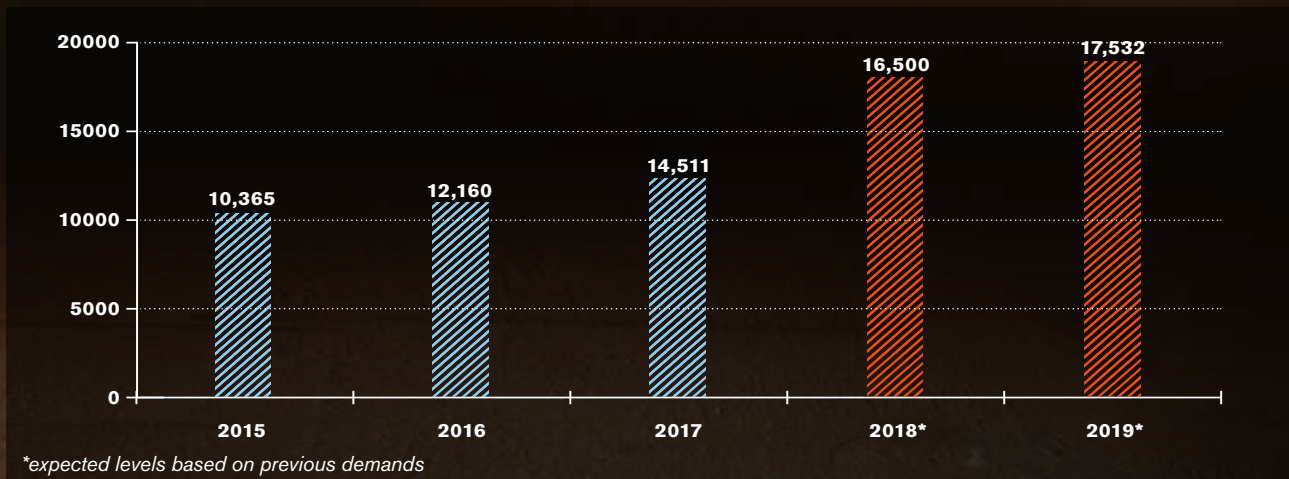
place in society, for example hate crime and domestic abuse, which for many reasons are under-reported by victims. Increased confidence that the police will take the matter seriously, improved safeguarding and better victim and witness services all help increase reporting, as do high profile, often non-recent cases coming to light. Since 2014 we have seen increases in reports of domestic abuse, as a percentage of all recorded crime (excluding fraud) rise from 8% to 12% in 2017⁵. Based in part on trends in reported domestic violence and hate crime, we anticipate further increases over the next two years.

IMPROVING PERFORMANCE

In its most recent Sussex Police Effectiveness inspection, whilst acknowledging yet another annual drop in anti-social behaviour (ASB) incidents of 12%, HMICFRS underlined that we must improve our understanding of which of our interventions are most effective, so we and our partners can focus on what works best to sustain and hopefully deliver greater reductions.

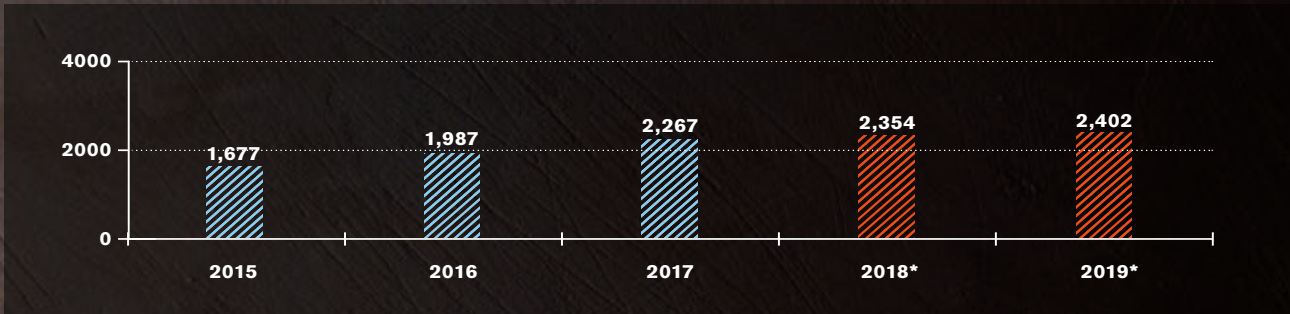
2-5. References on page 19

Domestic abuse crimes

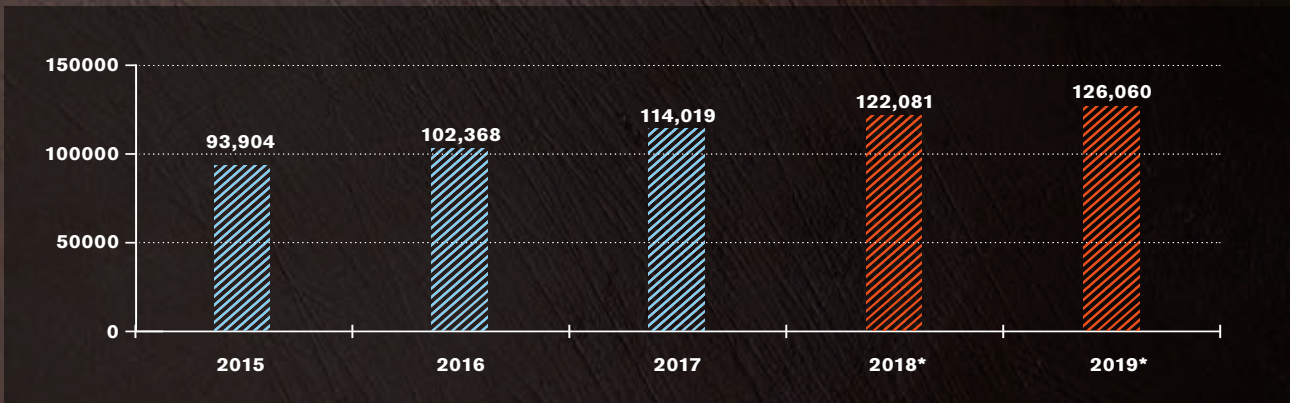


Strengthening local policing (continued)

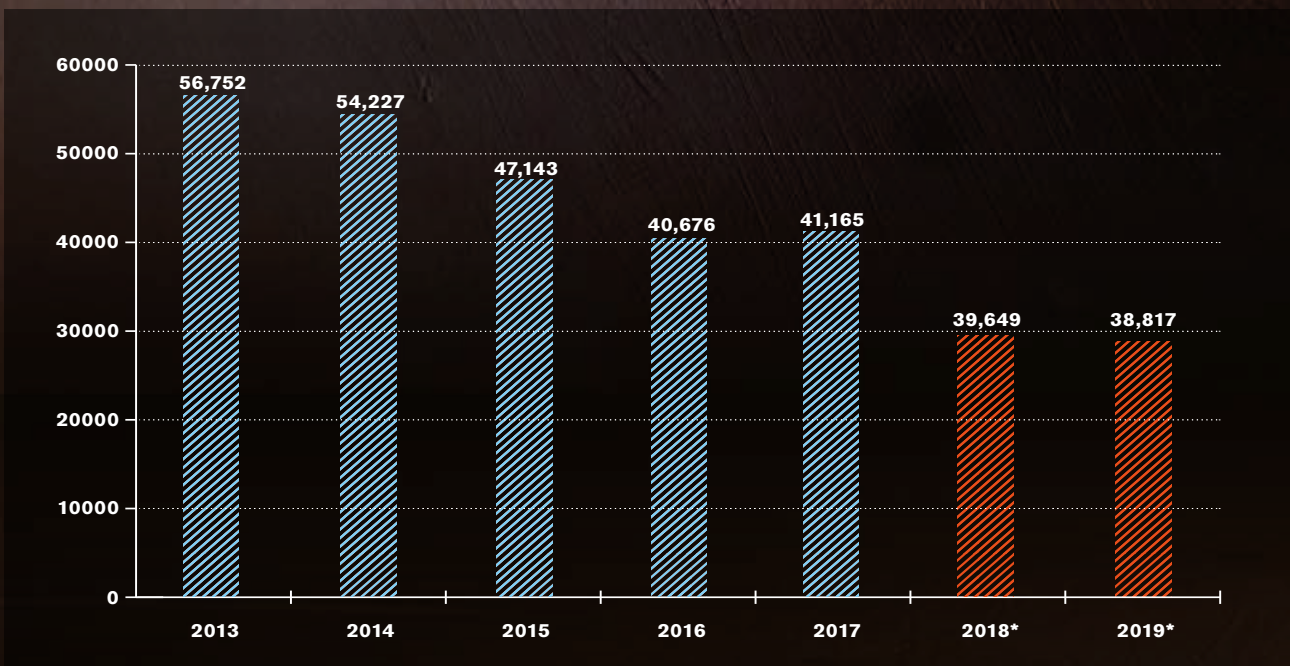
Hate crimes



All notifiable crime



Anti-social behaviour incidents



*expected levels based on previous demands

Since 2015 there have been year-on-year reductions in ASB incidents of 9%, 13% and 12%, far outstripping falls seen nationally. This is good news, but we recognise figures are meaningless to anyone who has been woken at night by nuisance driving or inconsiderate neighbours. We are developing a number of tools that have been shown to work successfully, sharing those widely and gathering national good practice, thereby increasing our effectiveness in preventing ASB.

A FLEXIBLE MODEL

Our model for local policing aims to reduce crime and anti-social behaviour by working effectively with a vast network of partners. It is based on preventing, responding to and investigating crime, with re-organised, dedicated and highly-trained resources. Its inherent flexibility allows us to address the changing nature of crime and meet new public expectations while continuing to modernise our ways of working and the technology we use.

It has a strong focus on preventing crime and supporting those most at risk of threat and harm. Investing in this area, for example through developing our approach to intelligence gathering in the prevention of crime, will strengthen the whole model. This gives an effective and efficient service that keeps local people safe and allows us to meet the ever changing nature of crime, new demands and evolving threats.

Principal changes benefiting the public

We are committed to making every penny of the precept increase count, so we will ensure:

- Policing is increasingly focused on proactive preventative activity, encouraging people to talk and share their knowledge and experience of their neighbourhood
- A greater presence in the areas where there is a higher risk of crime and threat to individuals and communities – right people, right skills, right place, right time
- Greater resilience within our investigation teams so we can investigate, where appropriate, a wider range of offending
- Alignment and integration of local policing with other local public services to improve public outcomes and protect the vulnerable
- Greater support to multi-agency neighbourhood projects that build more cohesive communities to help solve local problems. Often these solutions will be led by another agency or organisation, but we will always play our full part in a “whole place” approach to commissioning preventative services
- We prioritise those people at greatest risk of threat or harm, thus making sure the money is used most effectively

Some things won't change however. We will continue to:

- Deliver a 24/7 emergency service, 365 days a year
- Be accessible with a named team to contact in every area in Sussex
- Attend key local meetings, at least annually or when there is a specific policing need, to ensure we understand what's important to local people
- Listen to and understand the concerns of the public using new technologies and social media but never forgetting how invaluable talking face-to-face is, especially when someone is feeling vulnerable or threatened
- Investigate all crimes, especially where there is a genuine risk of death, or significant harm or loss
- Investigate lower risk crimes over the phone when it's right to do so, to free-up response officers to deal with more urgent issues
- Work with partner agencies to help resolve the issues of individuals who cause recurring problems and crime in the communities they live in; reducing the requirements that these people place on the public sector and policing specifically



Public Contact

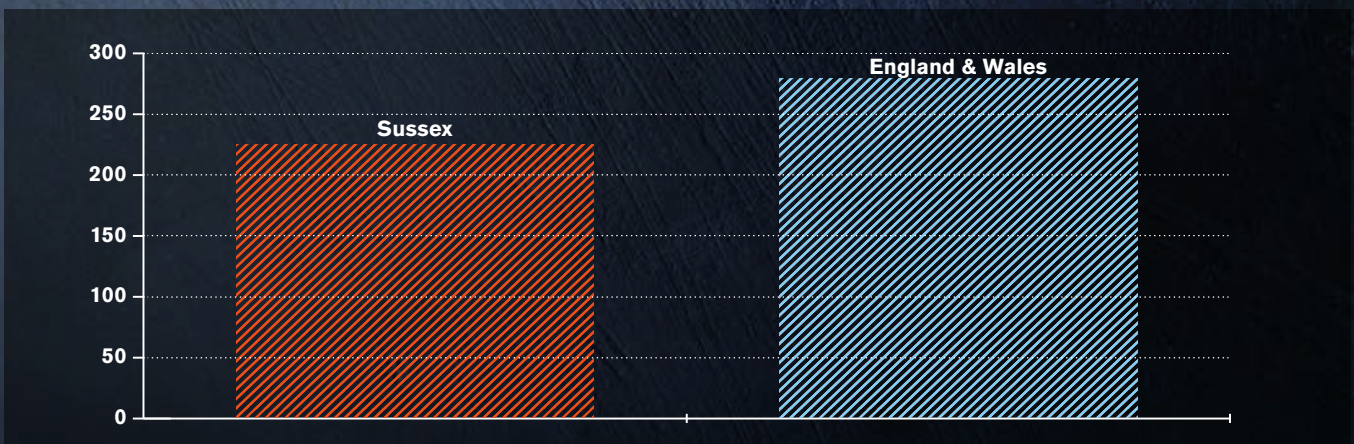
SUSSEX IS A SAFE PLACE. PEOPLE WHO LIVE IN SUSSEX ARE FAR LESS LIKELY TO BE A VICTIM OF CRIME WHEN COMPARED WITH THE WHOLE OF ENGLAND AND WALES. THIS IS EVIDENT WHEN COMPARING CALLS FOR ASSISTANCE PER 1,000 POPULATION (SEE CHARTS BELOW).

Contact with the public is, as you would imagine, vital. Without the cooperation of the public, policing would become essentially unworkable. In simple terms, the police service would cease to function without the active support of the communities it serves.

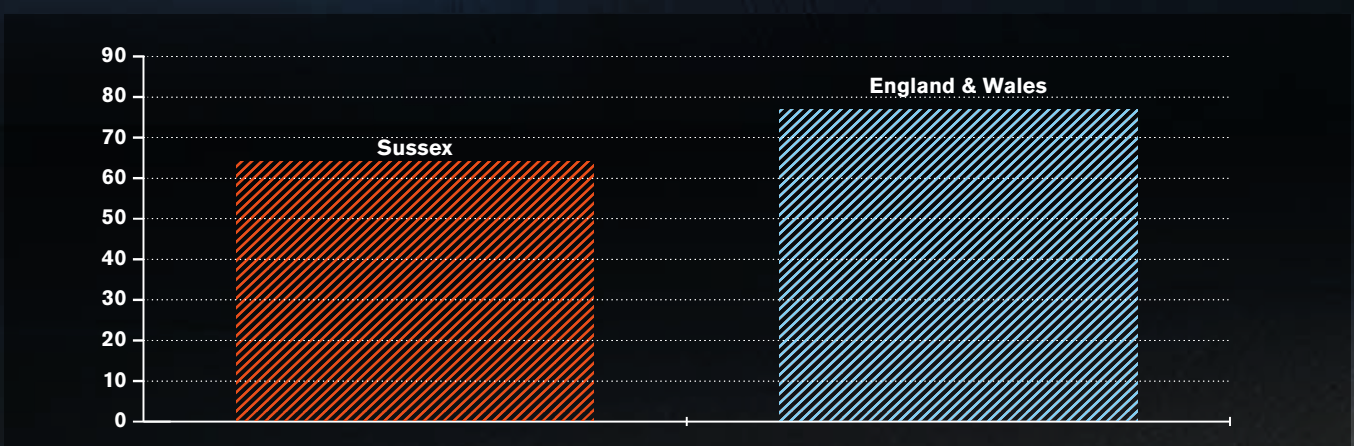
The Force Contact, Command and Control Department is responsible for public contact in Sussex, whether by telephone, electronic means or face-to-face in police station reception areas. Emergency and non-emergency calls are taken and the appropriate police response is determined, having

identified threat, harm and risk. All this is managed by highly-trained staff working from a single contact and command centre. The department is also the county-wide hub of public open space cameras, continually monitoring CCTV feeds from across Sussex, allowing for rapid deployment of officers and staff and gathering evidence 24/7.

Calls for assistance: Incidents per 1,000 population. 12 months to 30 June 2017



Crimes (excluding fraud) recorded per 1,000 population. 12 months to 30 June 2017



Everyone who works within the department is without question an integral element of the wider operational frontline, supporting the divisions of Brighton and Hove, East Sussex and West Sussex and our other departments to keep people safe, protect the vulnerable and to respond effectively to harm.

On average Sussex Police receives 70,000 contacts per month. Clearly, this figure will include a vast range of topics from someone reporting suspicious behaviour, reporting a car accident, through to issues which should be reported to a more relevant organisation.

CHANGING DEMAND

The chart below shows volumes of public contact across the most common methods (999, 101 and via our website) and the total contact for the past three years, along with our predicted demand for the next two years. It is not intended to show, for example, how quickly calls were answered nor can it show whether callers made more than one attempt to ring in on the 101 number.

It demonstrates increases seen over the past three years in 999 calls received, a trend we anticipate will continue over the next two years. Conversely, there

has been a fall in the volumes of 101 calls made by the public – this may be a consequence of falling anti-social behaviour, disaffection with the service or there may be a connection with the increases seen in people finding our on-line services more convenient. In 2016 there was a 12% increase in people using our website and on-line reporting mechanisms. In 2017 that increase more than doubled to just under 25%.

PRINCIPAL CHANGES BENEFITING THE PUBLIC

Speed, extensive training, understanding and accuracy are all critical factors at the first point of contact with the public. With more than 85% of 999 calls answered within 10 seconds and all other calls answered under 25 seconds to determine whether the call needs prioritising for a fast response (Should it have come through as an emergency call? Is someone at risk of harm?), some might regard the speed element is delivered well.

Conversely there will be a proportion of callers who naturally feel frustration at having to be put on hold, waiting to speak to another part of the organisation when the reason for their call is less urgent.

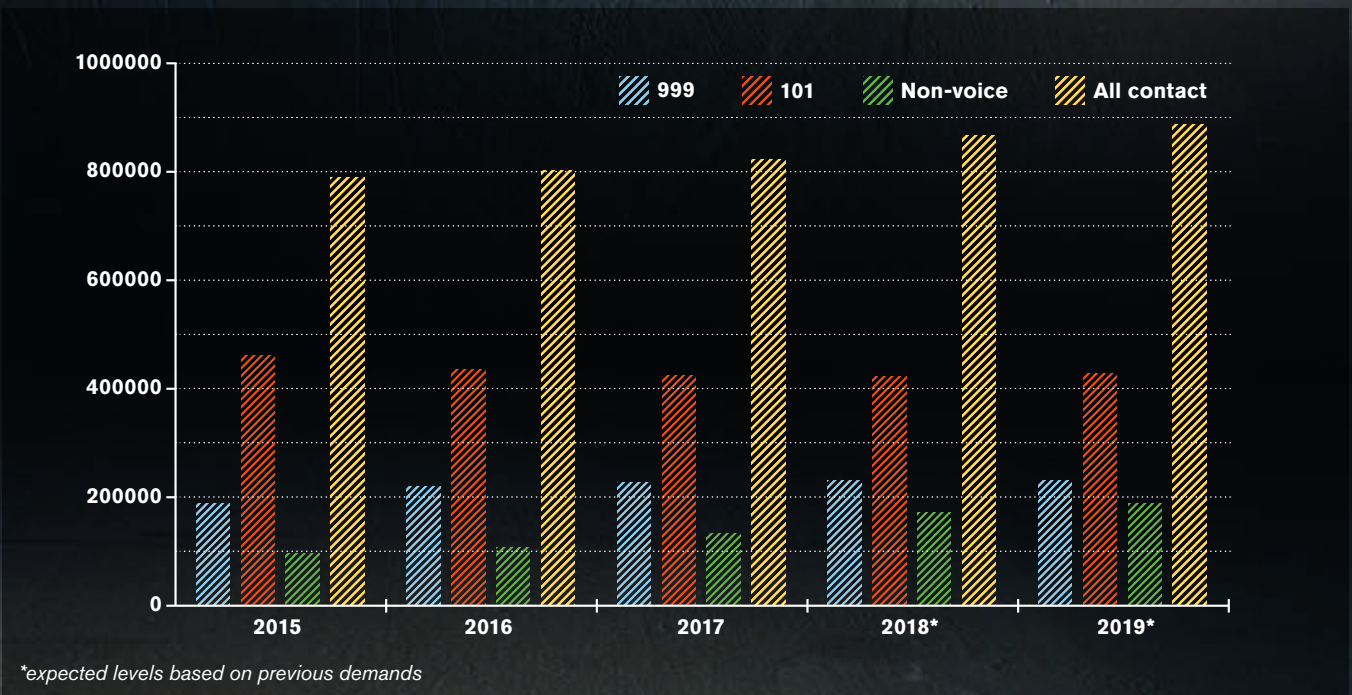
We have determined that improving public contact and the 101 service is a priority. Work is well underway to map out the sequence of changes that will maximise the benefits the public will see, based upon upgrading the force’s existing systems and making further improvements to the increasingly popular online provision.

The Contact Improvement Programme, aligned across the force’s other change programmes and across multiple channels, will ensure the right systems, training and resources are in place to meet the needs of the people who contact us.

We will be investing in our people – recruiting staff and continually developing the extraordinary individuals who already work for us – enhancing our ability to respond quickly and decisively to those who call us for help.

We will be investing in technology – Single Online Home will vastly improve the experience and available services to the increasing numbers of people who want to contact the police online. Single Online Home will provide a common platform that allows the public to report, transact and get self-help by using the public domain: police.uk

Public contact: 999, 101, email, on-line and total contact



Modernising Policing

FOR SUSSEX OUR TASK, DATING BACK NEARLY A DECADE, HAS BEEN TO MAINTAIN SERVICES WHILE CUTTING COSTS. THIS HAS BEEN OUR PLEDGE TO THE PUBLIC.

The changes we have made have been to transform what we do and the way we operate. It has improved our service, increased the availability of our staff out in communities, invested in longer term preventative measures, focused on the areas of greatest harm to the communities we serve and transformed the experience of victims.

During that period substantial changes to how we operate began to yield anticipated results. Our officers, through improvements in equipment and technology, began to require less time in police stations, freeing them to be out in the community. This enables them to keep communities safe and feeling safe, identify and protect vulnerable people and prevent and respond to harm. Ensuring our operational bases are in the best locations to meet future operational demands, our staff have increasingly worked from buildings shared with other agencies; the most recent example of this approach being the new local policing base, located within Selsey town hall.

We have collaborated extensively with Surrey Police. Effective partnership working, information sharing, integrated problem solving and the co-commissioning of services are delivered through a number of joint services including; Operations Command (including Roads Policing, Tactical Firearms and the planning, support for and resourcing of major public events and public order operations), Specialist Crime Command, Finance, Procurement, Fleet, People Services and Information, Communications and Technology (ICT).

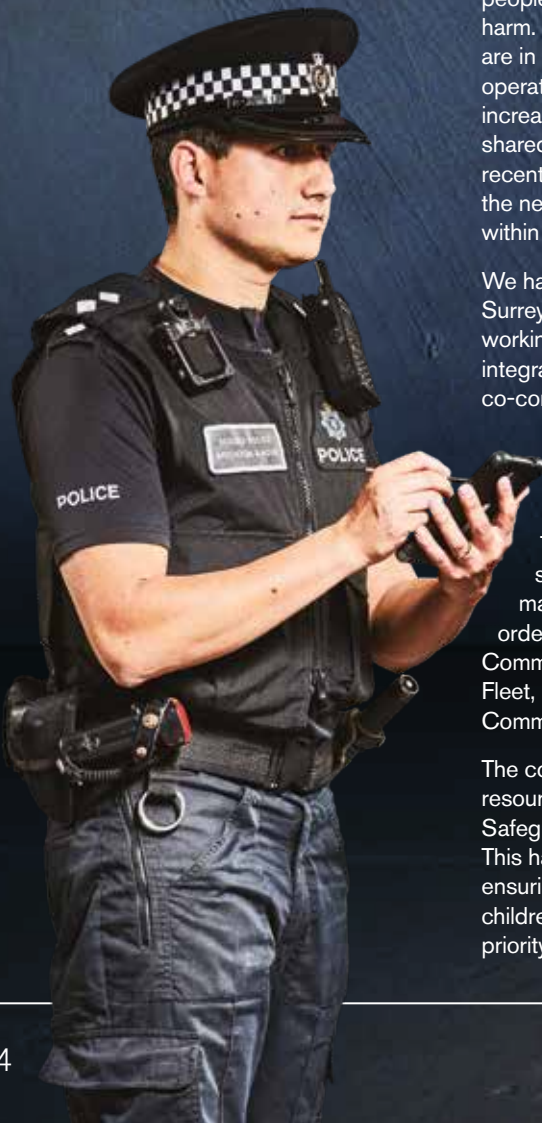
The co-location of specialist resources in the form of Multi-Agency Safeguarding Hubs (MASH) continues. This has proved a tremendous success, ensuring the safeguarding of vulnerable children and adults is a collective priority, greater emphasis on early help

and better informed services and a reduction in the number of inappropriate referrals and re-referrals. The Hubs coordinate all response and activity around the identification, assessment and management of vulnerable victims to provide a faster, more consistent and effective service for the most vulnerable within our communities.

The Digital Enablement Programme continues to coordinate work on four key priorities: Mobile Data, to make sure our officers have the information they need when they need it; Niche, our crime management system that records and stores that information; public facing Digital Services, community messaging, online crime reporting, track my crime systems and body worn video, which is increasingly essential in allowing us to secure vital evidence.

These work streams are critical to the effective delivery of operational policing and public engagement. The programme, across Sussex and Surrey Police, is working to a five year coordinated plan designed to work with other change programmes; essential to deliver necessary operational capabilities when they are needed.

Working with outside organisations to deal with problems or provide a service from the start, sharing resources and work spaces and working in teams made up of staff from more than one organisation have brought innovation, experience and working practices that are transforming our services and this has improved our resilience and our effectiveness.



Efficiency, Transformation and Partnerships

THE SUCCESSES BRIEFLY DESCRIBED ON PAGE 8 ARE, IN REALITY, JUST THE START OF WHAT WE KNOW WE CAN - AND WILL - ACHIEVE THROUGH CLOSER WORKING WITH OTHERS TO REDUCE COSTS, BE BETTER AT WHAT WE DO AND BENEFIT THE PUBLIC ACROSS THE BREADTH OF OUR SERVICES.

These opportunities, we firmly believe, will only be limited by a lack of ambition. We will be bold and innovative. Policing is increasingly complex, with new challenges and new requirements placed upon us each year. Keeping to the 'status quo' will see the police fall behind in tackling new types of criminals – unfettered by geographical boundaries. To be effective, we must pool resources, developing new ways of working, new specialisms and new technologies to bring those who seek to harm the people we serve to justice.

EXPANDING COLLABORATION

Working ever more closely with Surrey Police, we will continue to improve our existing collaborative activity.

Joint Operations Command

comprises Roads Policing, Tactical Firearms, Operations Support and Planning and Resourcing. Operating as a single command has resulted in increased capacity and resilience. Its next phase will replace legacy IT systems and introduce new ways of working more efficiently, effectively and at reduced cost.

The **Specialist Crime Command** collaboration has already delivered £6m savings across Surrey and Sussex and a further £4.7m saving has been identified by the end of this financial year. The Specialist Crime Capabilities Programme (SCCP) will deliver a new operating model that both saves money and offers wider regional collaborative opportunities.

The Digital Enablement

Programme, coordinating work across four key areas and the systems that lay at their heart, are critical to the effective delivery of operational policing and public engagement. The programme, across Sussex and Surrey Police, is working to a five year coordinated plan designed to work with other change programmes – essential to deliver necessary operational capabilities when they are needed.

Regional Collaboration.

The Police and Crime Commissioners and Chief Constables of Thames Valley, Hampshire, Sussex and Surrey forces have recently approved a 'regional ambition' paper which outlines the opportunities and future collaborative appetite. In addition to 17 national programmes delivering new capabilities over the next three years, there are five significant regional programmes that will lay the foundation for future collaboration.

The scale of this ambition is huge, with opportunities for shared and modern technology, operational efficiencies and savings in the medium term to long term.

DIGITAL POLICING

From browsing the internet, to accessing social media, banking and shopping online, it is fair to say our world has gone digital. Advances in technology have huge benefits, but digital or 'cyber' crimes have increased significantly in recent years. Phishing,

trolling, malware, online scams and the sharing of child abuse imagery can occur on an industrial scale. Policing has to adapt and respond. Digital policing will make it easier for the police and public to communicate with each other, improve digital investigations, intelligence and transfer information across the criminal justice system digitally.

PRINCIPAL CHANGES THE PUBLIC WILL SEE

- Reporting and tracking online – improving our response and the quality of support given to victims of crime.
- Our workforce using digital tools and new expertise to investigate all incidents and crimes effectively and efficiently.
- Analytics to help us make better and faster decisions about where we target our resources.
- Local, regional, national and international specialist capabilities to fight digital and cyber-crime.

Workforce Planning

OUR CHANGED FINANCIAL POSITION, ACHIEVED THROUGH THE PRECEPT INCREASE AND RESERVE FUNDING PROPOSALS, MEANS THAT WE ESTIMATE BY 2022 WE WILL BE ABLE TO PROTECT AROUND 500 AND INCREASE BY AROUND 200 OFFICERS AND STAFF

Clearly, such a huge shift significantly alters our thinking on not just where they will be deployed to enable the force to meet current and predicted future demand but the timing and scale of our recruitment and training plans.

Given the level of turnover we experience, primarily due to retirements, we will need to recruit in excess of 800 police officers by 2022 – around a third of those in Sussex who currently hold the Office of Constable. But the number is only one consideration. This truly is an extraordinary opportunity – for the force, for the people we serve and for those who wish to protect life and property, preserve the peace and prevent and detect crime.

The police service is critically reliant on the quality of its people. Policing is having to come to terms with changing attitudes to careers and career progression. We are but one of a number of high-profile professions operating in an increasingly competitive market place. Our strategies for attraction and recruitment need to adapt accordingly, and the status of policing as a rewarding professional vocation needs to be maintained and developed.

Workforce transformation is the professional approach by which the service develops and supports

a workforce capability designed for the future, sufficiently agile and representative to provide the skills and capabilities we need for twenty-first century policing. It's about developing a modern, adaptable workforce that is responsive to change. Workforce Transformation in the Police Service, February 2018.

Whilst we are pleased to see comments by HMICFRS which noted Sussex Police has worked hard to increase the diversity of its workforce, we are determined to improve.

The proportion of female officers is lower than the general population, at 31%. Whilst that's relatively encouraging in terms of how we fare alongside other police forces, we know that in 2016-2017, 32% of those joining were female. The gap is not narrowing.

We have to dismantle barriers – whether real or perceived, cultural or financial – to joining the police. It is 100 years since some women were first allowed the vote and 60 years since the Empire Windrush arrived at Tilbury Docks. Given these passages of time there can be little excuse for the police not to recruit its workforce from the widest possible pool of talent.

▪ In 2017, Sussex Police, together with Surrey Police, signed up to HeForShe, the UN Women's Campaign that aspires to engage men and boys as agents of change for gender equality, and in so doing we became the first thematic champions worldwide

▪ Earlier this year we were placed, for the ninth year, as one of the top 100 UK employers in the Stonewall Workplace Equality Index – the benchmarking tool to measure progress on lesbian, gay, bi and trans inclusion in the workplace

▪ In March 2018 we published the results of our gender pay gap analysis

We see this recruitment drive as a once in a generation opportunity to increase the representativeness of the workforce.

We must identify and recruit the best, most suitable and diverse talent to the service by the most appropriate recruitment paths. Equally, we must ensure we have the right measures in place to unlock the full potential of those working in policing so they can provide the best service possible to the public.





“Workforce transformation is the professional approach by which the service develops and supports a workforce capability designed for the future, sufficiently agile and representative to provide the skills and capabilities we need for twenty-first century policing. It’s about developing a modern, adaptable workforce that is responsive to change.” Workforce Transformation in the Police Service, February 2018





Additional Sources of Information

Police and Crime Plan 2017/21

Strategic Policing Requirement

National Policing Vision 2025

Sussex Police Local Policing Model

Medium Term Financial Strategy

Sussex Police and Crime
Commissioner's Reserves Policy

References

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Trust

Report online at [sussex.police.uk](https://www.sussex.police.uk) or by calling **101**. Always ring **999** in an emergency

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