



Sussex Police in 2020

Working for a safer Sussex



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Giles York QPM

Chief Constable of Sussex Police



Chief Constable Giles York QPM

Over the past year, we have invested in experts to work alongside serving officers and staff to create a vision for our new local policing model. One that we will develop and deliver over the next five years to meet the challenges of the future.

I believe we have created an affordable plan to deliver effective policing in the future. There will be substantial change – we can't shy away from the difficult financial outlook we face which requires new ways of working with the public, businesses, the whole criminal justice system and partners alike. We will keep what works, so much of what we deliver will be familiar to you.

Our ethical, transparent and accountable local policing model encompasses crime prevention, response and investigation and will remain at the heart of what we do with local policing commanders responsible for the policing in their

areas. This new model must reduce demand. This means creating a modern workplace and a modern workforce, with highly trained officers and staff able to respond flexibly to changing types of crime and the needs of the people and businesses that we serve.

One of our challenges is financial. The government grant, which pays for about 70 per cent of your local policing, has already reduced, meaning we have had to make savings in the region of £50m. Further savings of £57m may be required over the next four years. Sussex is already recognised as a low-cost police force, so making savings and maintaining service standards is going to be challenging.

Since the last restructure of Sussex Police in 2003 the world has changed significantly. The population across Sussex has grown by more than 100,000 to 1.6m. Technology has transformed how society, and criminals, operate. Overall crime has fallen substantially but new threats, new challenges and new types of crime have surfaced.

Sussex Police is one part of a regional, national and international model of policing that protects local people. Our model recognises our role in working with a range of partners so that we can maximise the time our officers and staff can focus on protecting the vulnerable by catching criminals and preventing crime.

The future model retains the success of the past. It will be built on evidence and principles which define ethical policing. We need a workforce that demonstrates impartial service to the law.

Serving Sussex 2015

Beginning the transformation

Sussex Police has been on a journey of considerable change for some time. Since 2010, financial and operational savings amounting to more than £50m have been identified and delivered through our comprehensive modernisation programme entitled 'Serving Sussex 2015'. Further significant change, to meet future financial constraints, will see Sussex collaborate with Surrey Police and other regional and national partners; however, core aspects of our service will continue to be provided locally.

We initially began working with Surrey Police on Major Crime, Forensics and Firearms; saving money and improving the resilience of both forces. However, as the financial challenge increased through 2012 and

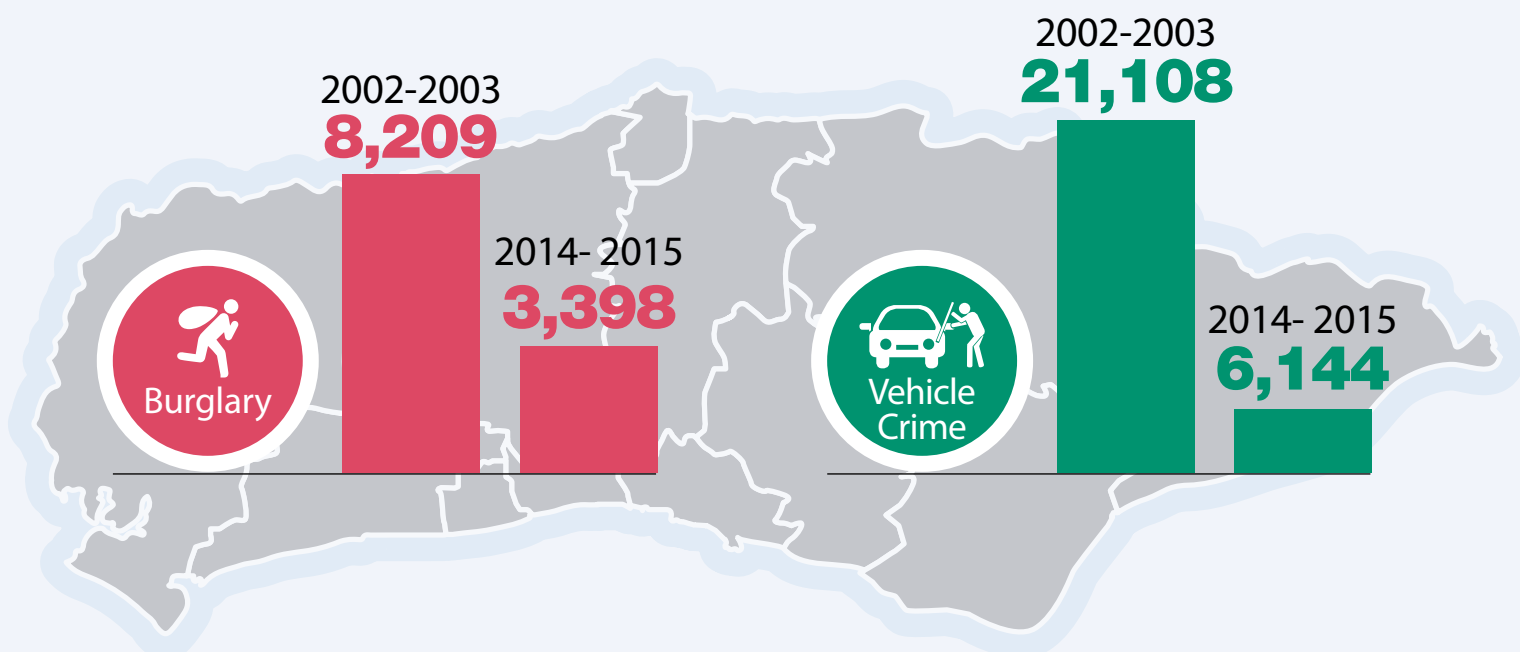
2013, further collaboration - Procurement, Transport, and other centralised operational policing functions - has been introduced.

In their most recent assessment of how police forces are responding to austerity, Her Majesty's Inspectorate of Constabulary assessed Sussex as 'good'. This means that the Force is taking the necessary steps to secure its financial future for the short and long term and that the force has an affordable and efficient way of providing policing. Sussex has long been a safe place to live and work - levels of reported crime fell consistently between 2003 and 2014. To illustrate this, reported levels of domestic violence, household burglary and vehicle crime have changed dramatically over the past 11 years, when the last

major review of the force was completed. Across the whole of Sussex there were 8,209 burglaries in 2002/03, yet by February 2015 this had fallen to 3,398. Similarly, reported vehicle crime fell from 21,108 in 2002/03 to 6,144 in the year to February 2015.

Contrasting these welcome falls, other crime types are now reported to us far more. In West Sussex alone there have been nearly 7,800 reported domestic abuse crimes and incidents in the past year, compared with fewer than 6,600 in 2003. This suggests that victims of domestic abuse are more confident in reporting to the police.

As the types and nature of crime has changed, our policing model must change too.



Looking to 2020

A police force for the future

Our change programme has three key aims:

- 1 maintain the delivery of local policing outcomes and meet national policing requirements
- 2 improve accountability and transparency
- 3 maximise the use of available resources to reduce cost whilst protecting frontline policing

“ In 2020 the Sussex Police force will protect its communities, prioritising those who are most vulnerable to harm, and be relentless in the pursuit of criminals. We will operate efficiently to a reduced budget; being a modern, trusted workforce with integrity at our core. The absence of crime and disorder, together with strong community engagement, will be our measure of success ”

Chief Constable Giles York

Our new local policing model is designed to ensure the force is built to prevent and detect today's crimes, and be flexible to adapt to future demands, rather than stick with an outdated model that no longer reflects the demands placed on us. Sussex Police will focus resources on areas of vulnerability, threat, risk and harm, freeing us to concentrate on areas where real impact can be delivered in reducing crime and disorder.

We must prioritise areas of need, rather than maintain a rigid, district-based model irrespective of vulnerability. Competent, highly-trained officers and staff will be dedicated

to providing the best possible service to those who most need it. We will keep a named person, responsible for each local area - and will maximise the benefits of volunteers, such as Special Constables. Our service will deliver an emergency response from an officer who will deal with any resulting investigation and be the point of contact for the victim and witnesses as the case progresses to its conclusion.

The local policing model described here must be seen in a much wider context, with a range of partner organisations and agencies working to protect people and businesses. This is described in greater detail on page 16 .

Our police force

Providing a professional emergency service, catching criminals and protecting vulnerable people



- By 2020 Sussex Police will have changed substantially. Some of the services we deliver will be new to meet changing demand and increasing public expectations. The core foundations of the organisation will remain
- Policing by consent
- Upholding the law fairly, firmly and impartially
- Policing for the public and being accountable to the public
- Acting professionally, independently and with integrity

All of this will be as important in 2020 as it has always been.

Our core policing mission – to prevent and detect crime, keep the peace and respond to emergencies – remains our primary focus. We will continue to deliver the Sussex Police and Crime Commissioner’s Police and Crime Plan, with its priorities informed by the public of Sussex, together with all our regional, national and international responsibilities. We are an emergency service.

When we receive a call for help or assistance we will respond effectively and efficiently, prioritising the service and resource based on the level of threat, risk and harm.

That means that we will not respond to non-emergency issues that should be better dealt with by other partners or agencies. Over the next three years we will work closely with partners to ensure services are provided by those with the expertise and responsibility to do so.

We will continue to prioritise crime reduction and prevention – Sussex is a safe place and has become

increasingly so as crime has fallen, but criminals are moving into new areas. We will pursue criminals and identify new and effective ways of working to protect those most vulnerable in our society.

Organised crime groups, using new technology to commit crime anywhere in the world, will not be deterred by officers patrolling a particular beat.

To fight crime effectively, we need to demonstrate what a visible presence looks like. Whilst we will retain our local policing approach, it will look and feel very different to today.

Our police force

Providing a professional emergency service, catching criminals and protecting vulnerable people



We can only be effective by understanding and responding

to the policing needs of local people, understanding the

changing nature of crime and having the right capability and partnerships to tackle it head on. At the same time we must seek to explain both our core mission and the public's role in keeping the peace and preventing crime; from giving us information about criminality through to acting as a witness in court.

Our commitments



- Keeping Sussex a safe place to live and work
- Upholding the law fairly, firmly, ethically and with impartiality
- Preventing crime, catching criminals and protecting vulnerable people from harm
- Bringing offenders to justice, particularly the most serious offenders
- Maintaining or improving the delivery of local policing outcomes
- Putting the public first

What this means for the public we serve



- There in times of need: we will always attend when there is a reason to
- Responding as an emergency service to calls for assistance
- Honest about what we can deliver, and delivering when we say we will
- Being accountable to the public, especially victims

What this means for our workforce



- Acting with integrity, compassion and respect for the individual
- Using discretion, professional judgement and common sense in the public interest

What this means for our partners



- Clarity about how all our services work together
- Clarity about roles and responsibilities, ensuring those in need get the right service from the right provider

Efficient and affordable

Delivering an efficient and lower cost service, delivering joint services with partners and providers

The Government has been taking forward a far-reaching reform of policing in England and Wales since 2010, arguably the most radical change to the policing landscape in 50 years. Sussex Police, like

the rest of the public sector, must rise to the challenge of reducing spending, while maintaining and improving the service to the public. That means cutting crime whilst cutting costs.



Although the Force has taken measures to reduce expenditure and improve efficiency and effectiveness over the last four years, new plans are needed to meet the forecast fiscal challenges up to 2020.

We face a number of challenges:

Significant budget pressures; in the region of £50m has already been saved, with a similar amount to be found in the next five years, resulting in further pressure.

Changing demand for services, with a shift away from traditional crime types and emerging threats in areas such as cybercrime, human trafficking and child sexual exploitation.

Increasing public expectations

to access services more freely, through customised self-service, and a continued requirement for transparency and integrity.

Protecting the front line to maintain core services for the people of Sussex.

The need to identify and manage risk effectively in complex incidents, often involving partner agencies. The past five years of austerity have changed the face of the public sector. The future financial landscape is equally tough and we will be open with local people about how we and partners need to find evidence-based solutions and be clear about roles and responsibilities.

These challenges need to be considered, not just in terms of delivering the Sussex Police and Crime Commissioner's

Police and Crime Plan priorities, but in the context of greater scrutiny and regulation from Her Majesty's Inspectorate of Constabulary, the Independent Police Complaints Commission and the College of Policing.

Building joint services with other public, private and voluntary sector providers will reduce the overall cost of services, reduce duplication and ensure clear accountability.

By looking at the whole organisation, we can avoid taking decisions that would reduce expenditure but could have a detrimental effect on policing outcomes. By understanding the nature and effects of crimes on vulnerable groups, communities and locations, we can target our people, bearing down on criminality to make the greatest impact.

Efficient and affordable

Delivering an efficient and lower cost service, delivering joint services with partners and providers



Whilst making it clear to local people who they should go

to for help is important, so too is a transformed approach

to working with others to prevent crime and anti-social behaviour and to reduce the likelihood of offenders re-offending.

This will involve targeting resources, better pooling of skills and making information and support readily available to the public and providers - using a range of technology.



Our commitments

- Delivering services in a way that has been properly researched and tested
- Increasingly, providing enhanced services through working collaboratively with other police forces and increased regional and national service provision



What this means for the public we serve

- Easier for you to contact us in different ways, including online and through social media
- Tackling new types of crime including cybercrime, human trafficking and child sexual exploitation
- Being able to report a crime and then have access to and receive updates on your case



What this means for our workforce

- Sophisticated intelligence tools to target patrols and understand emerging risks
- Knowing where vulnerable people live and what involvement we and our partners have had
- Knowing what works in the delivery of policing and being able to use this to inform what we do



What this means for our partners

- Systems that allow better information sharing
- Working jointly to understand and meet the needs of the communities we serve

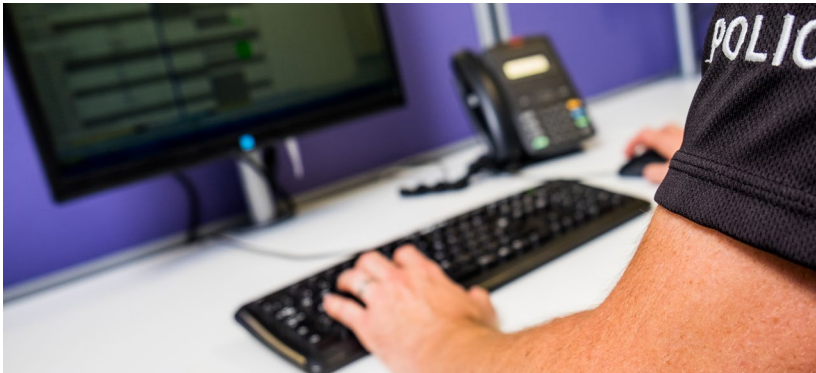
Reducing demand

Prioritising our services that focus on managing our core demand. Transforming how we interact with our communities

We will prevent and investigate crime and respond to emergencies. We will create an environment where people can live and work safely and securely.

The size of the financial challenge means we will need to reduce the size of our workforce by 700 officers and staff delivering local policing and a further 300 posts

elsewhere. If we are going to reduce the team, we must also reduce demand. Asking for more with less is not a sustainable option, either for our workforce or the public we serve.



The Crime Survey for England and Wales says crime is at its lowest level since the survey began in 1981. Crime continued to fall in Sussex throughout the last round of spending cuts, and in the year to March 2014, crime rates fell more than in England and Wales.

Since 2002/03, reported crime in Sussex has fallen by nearly 33%, yet the number of telephone calls we receive has fallen by less than 20% - and that doesn't include online reporting, which wasn't an option 11 years ago.

The nature of crime is changing rapidly. Her Majesty's Inspectorate of Constabulary

has commended the work already done to understand crime demands. We must continually improve our understanding, reduce demand, match resources in the most efficient way and exploit collaboration with other forces and agencies to drive down costs.

Our new model will see teams working more closely, with multi-skilled officers and staff able to work together across county boundaries, responding to areas of high demand or high risk across Sussex. Proactive policing goes beyond traditional crime prevention advice and towards new ways of contacting us such as accessing online services and ultimately to

involving the public and providers to develop services that provide the best results.

Whilst the detailed examination of local policing will assess future levels of demand, to ensure resourcing is appropriately allocated, we will be clear with the public and our partners that our focus will be to deliver our core mission, and not deliver services that others provide more efficiently.

Integral to our policing model will be a much improved ability to signpost people to those partners and organisations with the expertise and responsibility to deal with non-police calls for service. This benefits the person calling, and will help us focus on where can make the greatest impact in reducing crime and disorder.

We will always attend a crime or incident where necessary, and will prioritise our response based on the level of threat, risk and harm. But we will not respond to non-emergency issues that are better dealt with by other partners or agencies.

Reducing demand

Prioritising our services that focus on managing our core demand. Transforming how we interact with our communities



Prioritising proactive policing where it reduces demand for a police response begins to redefine the relationship between police and the public, everyone has a part to play in reducing and preventing crime, and this allows us to focus on protecting the most vulnerable.



Our commitments

- Understanding the types and locations of demand and taking action to prevent crime and protect vulnerable people from harm
- Keeping the peace
- A named person responsible for each local area



What this means for the public we serve

- We will help you reduce the risk of being a victim of crime or anti-social behaviour
- Patrols where they are needed, along with an online presence, to prevent crime, catch criminals and provide reassurance
- Signposting you to the right people to meet your need



What this means for our workforce

- Satellite hubs for Response to ensure all areas within the force are covered geographically
- Knowing where vulnerable people live and what involvement we and our partners have had



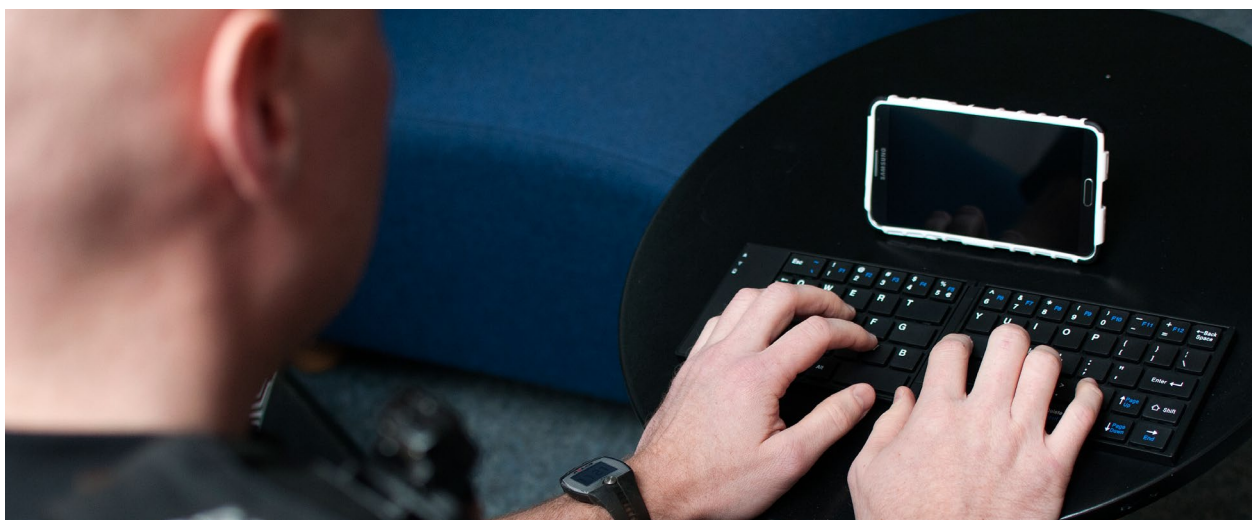
What this means for our partners

- We will not deliver some services or accept responsibility for demand that is not our core mission except where co-production or joint services can provide mutual benefit
- Partnership activities will focus on services that address agreed priorities that mutually benefit partners, the police and the public

A modern workforce

Creating a smaller, modern workforce that is flexible, capable, trusted and acts with integrity

Our promise to be open and accountable remains central to how we operate as a police force. The public of Sussex must be confident that our staff and officers will always act with fairness, impartiality and integrity and that the service they provide is their foremost priority.



The duty to protect the public falls primarily to the police. It can be forgotten sometimes that police officers are merely members of the public, paid to protect society. In this regard the police hold not only a special position of power in society, but also one of trust.

With those positions go high expectations; these are expectations not only of integrity and honour, but of efficiency and effectiveness in dealing with the causes and the consequences of crime.

Regardless of the pressures we face and the changes we will introduce, we will remain transparent, open to scrutiny and honest when we get things wrong. Sussex Police will act at all times with integrity, with our officers and staff consistently displaying the highest ethical standards and in accordance with the College of Policing's Code of Ethics.

HMIC acknowledges Sussex is already a

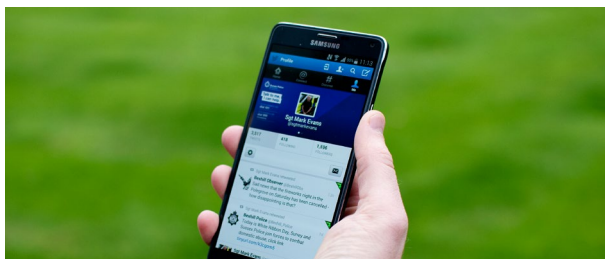
comparatively low spending police force – spending less per head of population on policing than most other forces in England and Wales. But, low costs and our track record of making savings on what we spend on equipment, vehicles and accommodation means future savings will necessitate further staffing reductions.

For too long the debate on policing has focused on its capacity: the number of officers, the proportion of officers on the frontline and the size of police budgets. Instead we need to concentrate on what can be delivered with the resources we have.

The police officer of the future will be more multi-skilled; we will only create and maintain specialisms where it is essential. That means our workforce will be more adaptable, skilled and professional, able to respond quickly to changing demand as we prioritise our response to meet the policing needs of the public and business.

A modern workforce

Creating a smaller, modern workforce that is flexible, capable, trusted and acts with integrity



Our new local policing model is designed to operate effectively and efficiently with a smaller workforce. That is an inevitable consequence of the financial challenge facing us. It will develop

over the next three years after being rigorously tested – no substantial changes will be made until we know the model works.

It is designed to be more flexible and we will embark on a programme of training so our workforce can carry out a broad range of problem-solving activities from licensing to tackling antisocial behaviour and hate crime. Professional staff will be in the right place, with the right information and the right skills to provide the service that is expected and deserved.



Our commitments

- Our officers and staff will always act with fairness, impartiality and integrity



What this means for the public we serve

- The public must be able to trust the police to be competent and to act ethically. The Code of Ethics allows the public to assess what they should expect from the police
- The level of investigation applied to crimes will be informed by a combination of available lines of inquiry, available evidence and by the victim's wishes
- Tailored witness care, based on vulnerability



What this means for our workforce

- An embedded Code of Ethics will support us to deliver the highest professional standards in our service to the public
- They will be empowered to make proportionate decisions on the basis of risk and harm
- Opportunities to develop the behaviours and skills we need, with supervision shifting away from officers and staff who consistently apply their skills effectively, coupled with a consistent demonstration of professional and ethical behaviours
- More ownership of cases from start to finish
- Support so they can become the best leaders they can



What this means for our partners

- Clear agreement on what the best use of police resources looks like based on local priorities

A modern workplace

An organisation that exploits technology, Fleet and Estates to enable new ways of working

The perception, and too often the reality, that officers and staff spend too much time completing paperwork at a desk - rather than spending time out and about in the community – is finally about to change.



Our officers - through improvements in equipment and technology - will require less time in police stations, freeing them to be out in the community to fight crime, catch criminals and reassure local people.

Our staff are increasingly working from buildings shared with other agencies. We've seen it works and we will push this further as we develop new ways of working with partners and providers.

Serving local people through increased partnership, whether with local authorities or the voluntary or private sector, leads to increasingly innovative service delivery, shared facilities and working in multi-agency teams. Integral to our model

is greater flexibility - whether it's teams working together to share skills, experience and working practices, or geographical flexibility - allowing us to send the most suitably trained people to incidents.

Together we get a better picture of what is actually going on in a community rather than seeing things from the perspective of just one agency.

When we look at ways to solve problems we are able to draw on the knowledge, expertise and powers of the different teams. This gets better results for local people. We will increase our use of online services to keep in contact with the public. This change will be recognisable to anyone who shops or banks online. Our new

model retains much of what the public, businesses and partners are familiar with. We will not introduce this change until we can be confident that we have the skills and technology to deliver it successfully. We will also keep traditional methods of communication for those people that can't access our online services.

The introduction of mobile devices to officers and staff is a significant step forward, with fewer, more integrated systems that will bring a range of information to one place. This will ensure that officers and staff are better able to use their professional judgement to prioritise our service based on hard facts and an understanding of the issue that needs to be resolved.

With emergency response vehicles fitted with GPS tracking coming from geographical hubs, and from carefully targeted standby locations, we will be able to deploy the nearest, suitably trained officer to incidents. In the majority of cases this officer will investigate and be the point of contact for the victim until the matter is resolved.

A modern workplace

An organisation that exploits technology, Fleet and Estates to enable new ways of working



As we increasingly deliver more of our services in collaboration with other partners, like local authorities or organisations from the voluntary or

private sector, it will be more efficient, effective and sensible to share space, information and facilities, or just work in multi-agency teams. This is not new. We have been doing this in lots of areas, but it will become more commonplace.

As our workforce shrinks, and improved technology enhances both the capabilities of our workforce to remain mobile and offers new ways for the public to access policing services, we will reduce the size and number of the buildings we will operate.



Our commitments

- Efficient and affordable buildings and vehicles so we can invest in our people
- Improved services through investment in technology and automation of processes



What this means for the public we serve

- Our workforce will be smaller, but our officers and staff will be equipped and supported to be out in the community
- We will be there in times of need



What this means for our workforce

- Real time joined-up information on mobile devices about offenders and vulnerable people to support proactive policing and investigations
- A fully digitised criminal justice system, including video statements, digital capture of evidence and paperless courts
- Officers and staff will have access to information and intelligence whilst on patrol



What this means for our partners

- More shared spaces, in more convenient locations, to improve our services to the public
- Further opportunities to rationalise the size of our estate, increasing value and reducing cost

The policing model

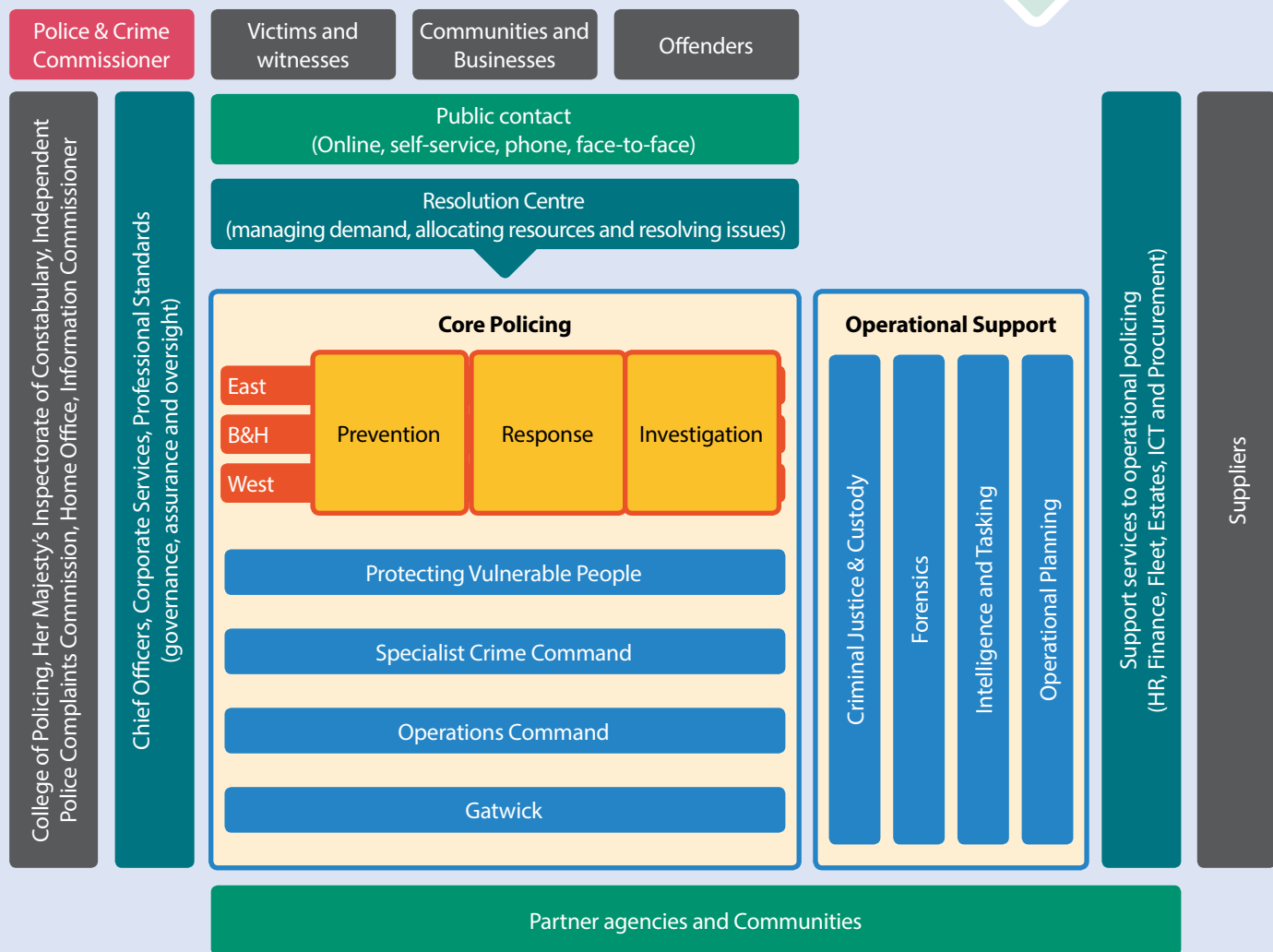
How policing will work across Sussex

An array of organisations and agencies will work regionally, nationally and internationally together to protect the public, communities and businesses from crime and disorder. Key service areas such as major crime, forensics and firearms are delivered successfully with Surrey Police. We work with the South East Counter Terrorism Unit, creating a regional

response to terrorism and offering specialist support and expertise when it's required. The National Crime Agency has a wide remit and alongside its staff we tackle serious and organised crime, strengthen our borders, fight fraud and cybercrime and protect children and young people from sexual abuse and exploitation. Our model aligns the local

with the global, with local commanders responsible for policing in their area for the millions of people who live, work in or visit Sussex each year.

The diagram below shows the different parts of the force and how they relate to the community, partners and stakeholders



The Policing Model





Prevention

Local resources deployed in crime prevention, with trained officers and staff, working closely with partners, providing problem-solving activities tailored to local needs and demands. A strong focus on targeted work in the most vulnerable areas.



Response

Emergency response delivered from geographical hubs, linked to custody centres. Vehicles will use standby locations, similar to the ambulance service, to ensure rapid and county-wide coverage. Access to officer skills, availability and location will mean controllers will send the most appropriate officer to incidents, first time. Officers will be equipped with mobile devices meaning that, unless an arrest has been made at the scene, they will not need to return to a police station and can return quickly back to their response role.



Investigation

Clear investigative principles and standards will be applied by the new Resolution Centre to ensure that those calls for assistance that require further investigation are dealt with effectively by officers and staff with enhanced skills.



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101 (non-emergency)



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