



# Sussex Police in 2020

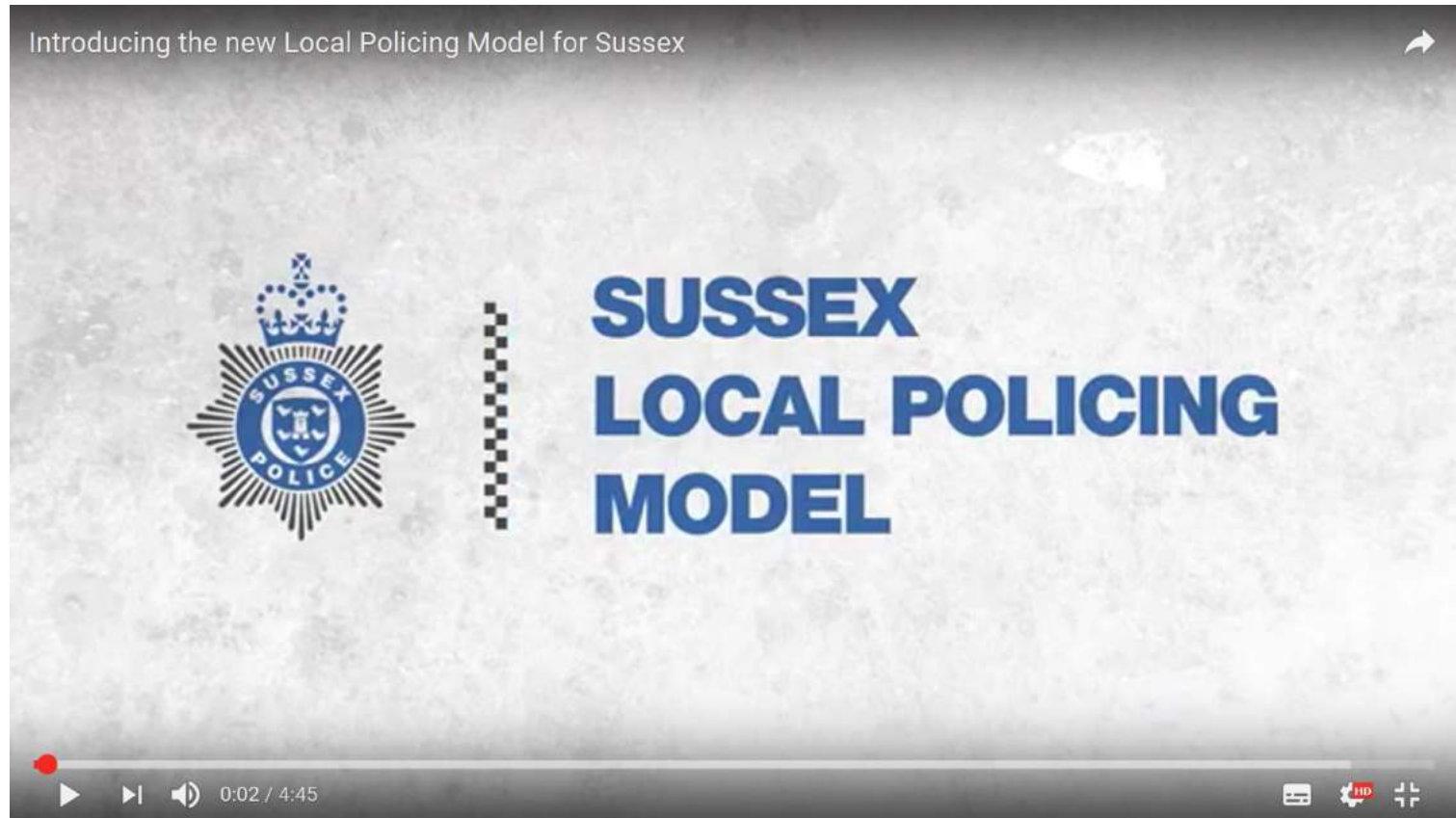
Working for a safer Sussex

Transforming Local Policing



# Sussex Local Policing Model

Two years ago, we set out the vision for Local Policing in Sussex



[Introducing the new Local Policing Model for Sussex](#)

# Looking to 2020

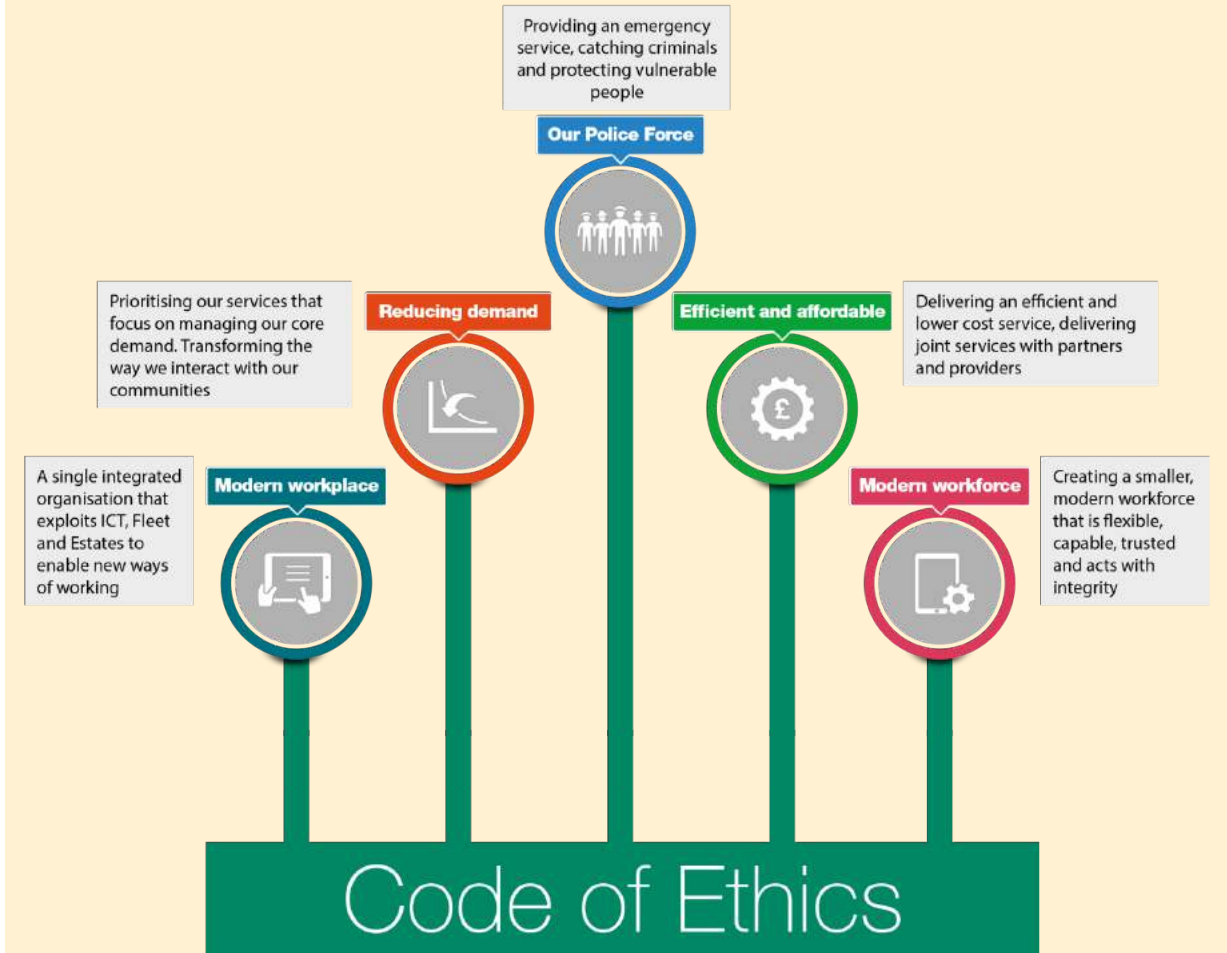


Chief Constable Giles York OPM

“ 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 ”

Vision

## Transformation themes

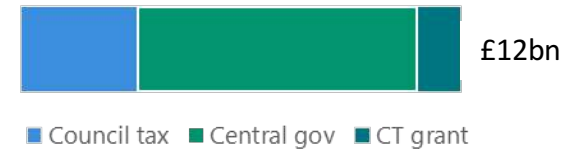


# The range of policing services



## Funding

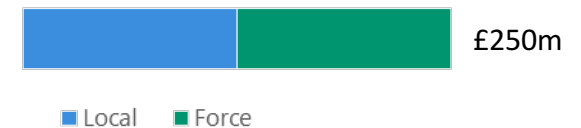
Overall UK policing budget



Sussex budget

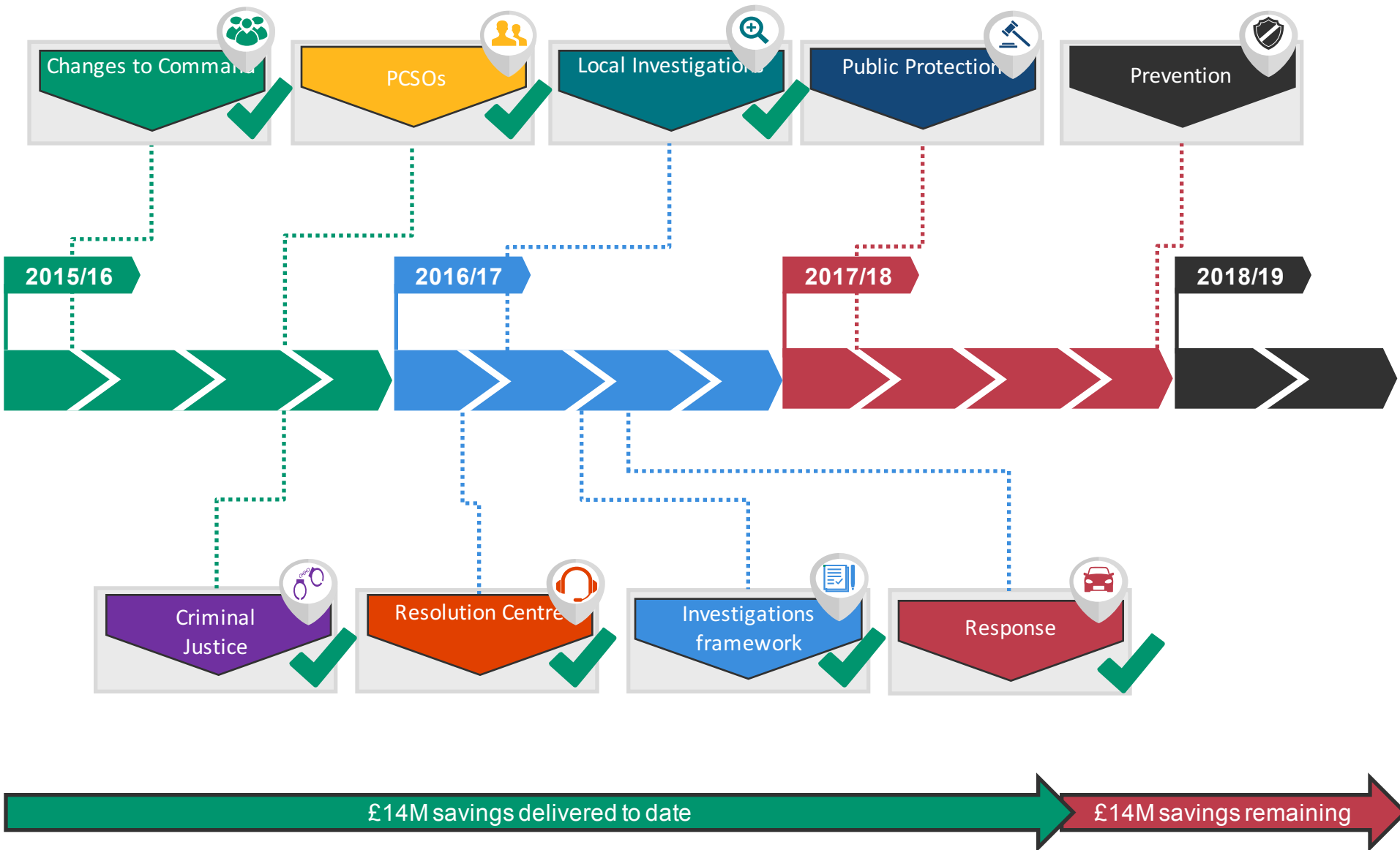


Local policing vs Force services



£27.5M savings target for local  
policing

# Our Change Journey for Local Policing





# Local Leadership – Pooling Skills and Breaking-down Silos

The new Prevention model encompasses six local policing areas with a District Commander for each.



# Completing the Local Policing Model







# PCSOs – keeping people safe and reducing crime


Implemented June 2016


*“The ability to take statements has been very valuable as it not only enables PCSOs to assist in problem solving but it can be useful to assist in incidents where multiple statements need to be taken.”*

Current PCSO

- 

Flexible problem solving in communities with 14% of incidents being solved by PCSOs outside of their home hub
- 

PCSOs are now completing a range of basic investigations providing a more efficient and effective victim service
- 

PCSOs are keeping witnesses and partners updated on progress cases, contributing to an improvement in police/public relations.
- 

PCSOs now have eight enhanced powers and have undergone extensive training around health, well-being and fitness.



One of our new PCSOs has taken the lead for troublesome car cruise activity and is working with businesses and partners, providing community reassurance and planning multi-agency operations to disrupt the activity.

Impact of the new PCSOs in Crawley



# Impact of the new PCSOs

## Impact of the new PCSOs in Crawley






- There have been some excellent examples of how the PCSOs have worked together to problem solve i.e. tackling with partners the causes of issues such as anti-social behaviour in Maidenbower Crawley. The team tackled it via a problem solving file and worked with Crawley Borough Council ASB teams and community groups.
- The PCSOs have worked on Op Treasure which is the disruption of the Organised Crime Group dealing drugs in Crawley town centre. Having a positive impact on making the town a safer place for residents and visitors.
- 2 new PCSO's were called to an incident in Ladbokes in Crawley Town Centre in relation to an aggressive male. They immediately recognised Op Treasure nominals within Ladbokes, and identified that they had been dealing there on a daily basis since activity under the banner of Op Treasure had caused them to be displaced from Memorial gardens. This has been crucial intelligence with regard to the activity of the nominals and in planning further operations.
- Following the report of a 2 year old having fallen from a first floor window, 2 PCSO's attended the scene. They secured the scene and started to take details prior to the arrival of SIU officers. Further members of the team despite being about to go off duty, attended to assist and commenced H2H enquiries, assisting with scene guard and filming of the scene.
- Following an assault the suspect(s) were arrested nearby to the scene. Owing to the language barrier, one of our new PCSO's who is Romanian attended the location and assisted the attending officers by translating for them and making the process a far easier and smoother experience.

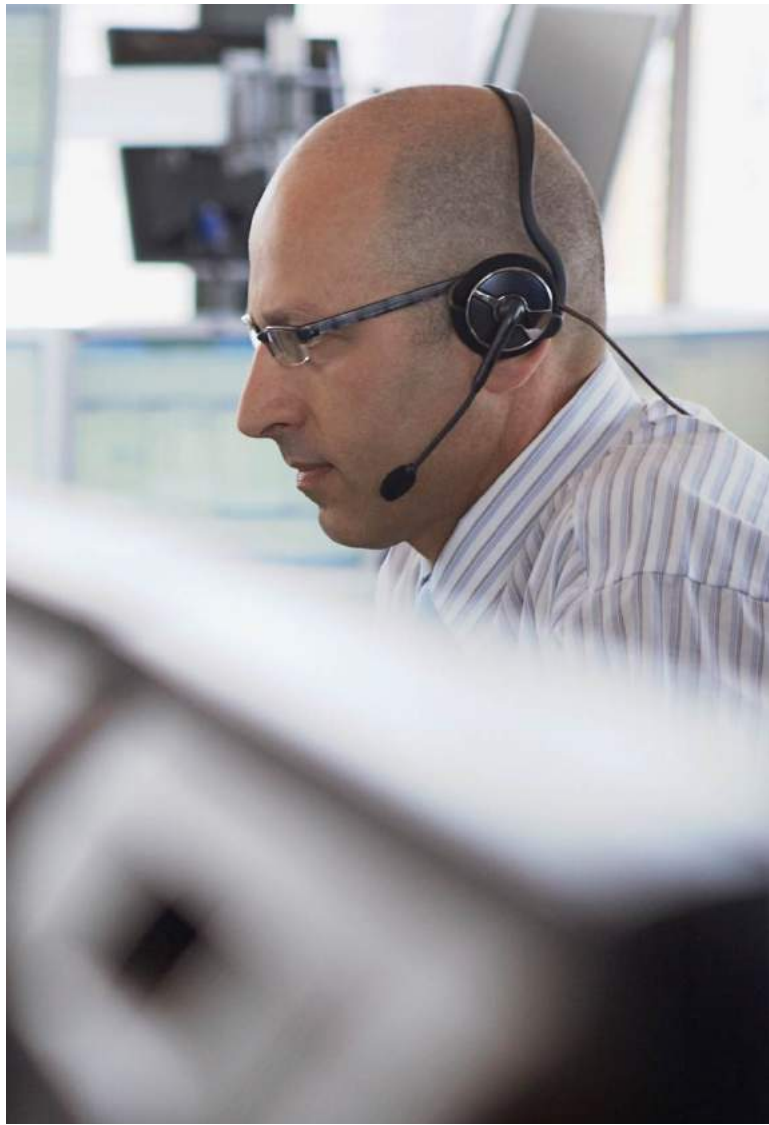
## Feedback from current PCSOs


- “No allocated patch. Having all PCSO's responsible for the whole district rather than individual areas I think does work better. Often when work would come in for your patch while on a rest days or leave, it would remain untouched. Now all jobs are allocated evenly and is also in my opinion developing closer team working.”
- “Having PCSO's take control of ongoing problems and investigating them is hugely beneficial.”
- “I feel the new shift pattern works well as it balances the week out well and enables us to work more efficiently. The old pattern would see a week of early shifts and would often present issues if the jobs we were dealing with could only be dealt with in the evening.”

# Resolving problems and focusing our investigative effort

Implemented December 2016

	Introduction of a new Resolution Centre able to efficiently and effectively deal with victim incidents
Percentage of callers who were satisfied with their Resolution Centre experience	<b>Over 70%</b> 
 <b>98%</b>	Percentage of respondents contacted within 48 hours of initial interaction with the Resolution Centre
Percentage of cases that are resolved within the Resolution Centre on an annual basis	<b>73%</b> 
 <b>89%</b>	Percentage of respondents who fully understood the reasoning behind the next course of action that would be taken



 The police have finite resources so it is only right that we focus our efforts on the most vulnerable, considering threat, risk and harm. We should investigate when it is proportionate and in the public interest.

CID Inspector

# Response – being there when you need us most



Implementation in April 2017



Prioritising our emergency service

Smarter deployment



Technology enabled

Protection of Response Police Constable numbers



Officers retaining a caseload, providing swifter victim outcomes

Controllers empowered to deploy the most appropriate unit to an incident



# Investigation – focused enquiries into cases which cause most harm

Implemented in January 2017



Flexible investigations teams working out of six hubs: Hastings, Eastbourne, Brighton, Worthing, Chichester and Crawley

Integration of offender management



Improved efficiency through retention of file build by investigators

Additional investment in Community Investigations teams



Focusing effort on the right cases

Percentage of front line local policing staff who have been trained on use of the Investigations Framework

80%



# Investing in Public Protection of the most vulnerable in society

Implementation in December 2017

Specialist investigators being recruited to deal with child sexual exploitation, rapes, sexual assaults and associated safeguarding

Increased reporting of crimes including rapes, serious sexual assaults and domestic abuse suggesting increased public confidence in the police

## Optimisation initiative example – MASH review

We will be reviewing and redesigning police resourcing and processes within our Multi-Agency Safeguarding Hub's (MASH). We are looking to expand the current remit of what services our MASHs' offer and see how far initial assessment processes can be developed with partners to improve efficiency and effectiveness whilst removing unnecessary duplication

**May 2017**

Recruitment of 45 investigators

**June 2017**

Defining roles for remaining Investigators

**On-going**

Recruitment of 30 investigators

**On-going**

Delivery of twelve optimisation initiatives

**December 2017**

Implementation completed



# The New Prevention Model: Key Features

## Community Engagement

Community engagement will be focused on **increasing confidence in policing**

It is an **ongoing process** enabled by the use of a wide range of existing channels, such as social media that **enhance visibility** in the community

'**In the Know**' is an **essential tool**, however all need to ensure that the **correct engagement tools** are used to meet the target sections of the community

Community engagement will enable the Prevention teams to gather **local community intelligence**

## Intelligence

Officers in **communities** will gather intelligence to support the **local policing activity**

**Information and intelligence** will be **shared** appropriately to enable more **effective partnership working**



## Problem Solving

**Problem solving** will be at the **core of Prevention**

Prevention will be the **main hub for problem solving** activity

**All Staff and Officers** will all be involved in **problem solving** activity

**Problem profiles** will be used to **gather intelligence** and identify the best way to **engage with vulnerable communities**

Work will be prioritised on the basis of **threat, harm, risk and vulnerability**

**Best practice** will be shared using **Prospero and other methods**

## Enforcement

The **Prevention activity** includes a **dedicated enforcement capability**

Prevention Enforcement Officers will be **deployed flexibly** to support the Prevention work

**Officers support PCSOs**, especially when enforcement action is required

## Partnership Working

The **Partnership Decision Model (PDM)** provides a clear framework that will enable the Prevention teams to engage with Partners locally, guided by a common set of **expectations and SLAs (e.g. Parish Council SLA and the Draft LAT SLA)**

The Prevention teams will focus on **working closely with local partners**, negotiating with them regarding what tasks each organisation should be doing, recognising partners financial pressures

# Prevention – a multi-layered approach

Implementation to be completed by November 2017



**Layer 1** – PCSOs are working together with partners to resolve problems that harm communities. They are more responsive and flexible.

As this layer has now been implemented, a post implementation review is taking place assessing the effectiveness of the change and its impact on community engagement, service provision and victim outcomes.



**Layer 2** – We will dedicate a proportionate number of neighbourhood police officers to our most vulnerable locations.

This layer has been designed with a focus on victim outcomes and public service provision – focusing officers back on the core mission of proactive, preventative policing.



**Layer 3** – A renewed focus on proactive, preventative policing

In developing the design we held partner engagement sessions, and internal workshops with staff and completed an eight week piece of detailed demand analysis outlining what activities prevention teams currently perform and how they can be most effectively utilised in the future.