

To:	The Sussex Police & Crime Panel
From:	The Sussex Police & Crime Commissioner
Subject:	Local Policing Programme – Progress Update
Date:	20 January 2017
Recommendation:	That the Police & Crime Panel note and comment on the report.

1.0 Background

- 1.1 The Chief Constable published his vision and plan for a new Local Policing Model (LPM) in March 2015 in a document entitled 'Sussex Police in 2020 – Working for a Safer Sussex'. This plan was developed further in a publication entitled 'Sussex Police – Investing for the Future', in April 2016.
- 1.2 The objectives of the LPM are to maintain the delivery of local policing outcomes and meet national standards, improve accountability and transparency, and maximise the use of available resources to reduce costs whilst protecting frontline policing.
- 1.3 The LPM made a series of changes to modernise local policing, to match changing demand and a growing remit, take into account emerging and shifting patterns of crime, and to take advantage of new technology. The LPM is also set to deliver savings of £29m each year.
- 1.4 A summary of the proposed changes to local policing was published on the Sussex Police website and a launch event held for partners, stakeholders and the local media.
- 1.5 The Local Policing Programme (LPP) was established in April 2015. The LPP is charged with implementing the LPM and delivering the benefits articulated in the 'Strategic Outline Business Case'. The LPP was working to a four-year plan but increased planning certainty has reduced that timetable to three-years.
- 1.6 As part of the 'Efficiency' strand of the Police, Effectiveness, Efficiency and Legitimacy (PEEL) annual assessment for 2016/17, Her Majesty's Inspectorate of Constabulary (HMIC) judged Sussex Police to be "good" in respect of keeping people safe and reducing crime. HMIC described the LPP as robust and sophisticated, grounded in a good understanding of current demand and forecast future demand, as part of the inspection report.
- 1.7 This report outlines the progress made towards the implementation of the LPP, configuration of services, external stakeholder engagement and accountability of the Chief Constable for the delivery.

2.0 Implementation

2.1 The LPP is at the mid-way point of implementation and by January 2017 will have made c.£13m in efficiency savings.

2.2 The LPP is reducing the demands placed on Sussex Police through three areas: Resolution Centre, Investigations Framework and Digital Services.

2.3 Resolution Centre

2.3.1 An analysis of the calls that come into the Sussex Police Contact and Command Centre demonstrated that the Force were sending officers to calls that are either unnecessary or should have been dealt with by other agencies. A Resolution Centre is now providing professional advice on the telephone or online to resolve issues at the initial point of contact for Sussex residents. Where a problem would be more effectively dealt with by a partner agency, individuals are directed to them.

2.3.2 The Resolution Centre provides a telephone investigation service for non-urgent and non-time critical calls. It started in October 2015 and was phased in gradually, reaching full capacity in February 2016. It is staffed by experienced police officers and staff who resolve up to 100 enquires each day. Sussex Police estimate that 50,000 police officer deployments will be saved each year, allowing officers to, instead, focus on dealing with emergencies and vulnerable individuals. The introduction of the Resolution Centre is expected to generate savings of £1m each year.

2.3.3 The Resolution Centre is also helping members of the public to resolve their issues more efficiently, at first contact. Satisfaction surveys have been carried out with those individuals who have used the service, of which 72% said that they were happy with the service they had received, and 37% said that they had a better opinion of Sussex Police as a result.

2.4 Investigations Framework

2.4.1 More than 94,000 crimes are reported to Sussex Police each year. Police officers have always had to make tough choices about where to direct their efforts - prioritising the crimes that cause the greatest harm to victims and communities - without ruling out investigating any type of crime.

2.4.2 The Investigations Framework is being rolled out across Sussex to help focus police time and effort on those crimes which cause the most harm. Whilst the aim of the Investigations Framework is to reduce demand, it is also intended to bring more offenders to justice and speed up the process of investigating crimes which should benefit both victims and witnesses.

2.5 Digital Services

2.5.1 Policing must adapt to and embrace the emerging threats, challenges and opportunities it is presented with. The internet is changing the way members of the public are using technology, the way they want to engage with the police, and their expectations of the services they wish to receive.

2.5.2 Sussex Police is at the forefront of developing and rolling-out new on-line services to report crime, track the progress of a case (if you are the victim or witness to a crime), and to share information with voluntary groups through a new community portal, 'in the know'.

3.0 Configuration of Core Services

3.1 The changes Sussex Police are making to configure core services through the LPP can be grouped into three categories: Prevention, Response and Investigation.

3.2 Prevention

3.2.1 Sussex Police will complete the implementation of the full prevention model by April 2017. This will be similar to the historic neighbourhood policing model but will have an increased focus on 'problem solving activity', targeted towards vulnerable people and groups, and the highest threat and risk areas. Police officers and staff will also be more multi-skilled which should reduce the need for specialist single role functions and increase productivity. Consultation with partners started in 2015 and will continue into 2017.

3.2.2 In advance of the full implementation of the prevention model, Sussex Police has already introduced a new Police Community Support Officer (PCSO) role. Whilst overall numbers of PCSOs have reduced, the role has changed significantly to respond to changing patterns of crime and the requirement for a more modern, flexible and adaptable workforce. Despite these changes, PCSO numbers in Sussex have been maintained at the same proportion as other police force areas in England and Wales.

3.2.3 PCSOs are now primarily focused on 'problem solving' to tackle the main causes of anti-social behaviour and putting in place measures to prevent future occurrences, especially where vulnerable people are affected. PCSOs have also been given more powers and access to better technology (e.g. smartphones and Body Worn Video) to assist them in this work.

3.2.4 PCSOs will still be visible on the streets of Sussex but their patrols will be intelligently targeted to locations where they will have the greatest impact, using analysis carried out by Cambridge University to determine the most vulnerable locations. District Commanders have regular contact with their communities and partners, and seek feedback on a regular basis to understand what impact these changes are having.

3.2.5 Sussex Police have already undertaken an interim post-implementation review of the changes to PCSOs, with a full post-implementation review to be conducted early in 2017.

3.3 Response

3.3.1 Sussex Police continue to provide an emergency service response and have protected the overall number of police constables who respond to emergency calls from members of the public. Changes are being made to provide the most effective coverage across Sussex, recognising the seasonal variation in demand and the geographical make-up of Sussex.

3.3.2 Through the introduction of new technology in vehicles and the provision of smartphones, response officers will also provide a 'one-stop-shop' for some types of crimes (e.g. shoplifting) by dealing with the offender and bringing the investigation to a swift conclusion.

3.4 Investigation

3.4.1 Sussex Police has already concluded changes to its criminal justice function by better harnessing its resources to provide a more tailored service to victims and witnesses. The new model in Sussex, introduced this year, embeds the national initiatives that necessitated changes to current ways of working, specifically Transforming Summary Justice (TSJ) and Better Case Management (BCM).

3.4.2 TSJ is a national drive to improve attrition rates and the speed at which cases progress through Magistrates' Courts. BCM looks at the process for cases progressing through Crown Court, with the aim to improve the experience of victims and witnesses by managing cases more appropriately and reducing the time it takes for cases to get to court.

3.4.3 The changes 'shift' resources to the front-end of the investigative process to ensure file quality is built-in early with an emphasis placed on the importance of 'getting things right, first time'. The design of the new model made significant changes to the role, location and number of employees.

3.4.4 From January 2017, Sussex Police is merging its crime investigators into one investigations team. This centralisation and co-location of investigators will allow for greater cohesion and the sharing of skills and working practices. Investigations teams will also have an enhanced combination of experienced police officers and staff working together.

3.4.5 Alongside the Investigations Framework, Sussex Police will focus on prioritising the most vulnerable, bringing more offenders to justice and speeding up the process for victims and witnesses.

3.4.6 Through an increase in the precept in 2016/17 and by using the efficiencies made from merging teams together, Sussex Police has been able to invest £2m of additional resources to manage the increase in demand for public protection services, including both current and non-recent serious sexual offences and adult and child protection matters. An increase in the number of officers has also ensured that the Force is able to respond to any emerging crime types more effectively.

3.4.7 Sussex Police will continue to seek the views of the public through the Customer Satisfaction team to monitor the implementation of the new arrangements when they go live in January and April 2017, respectively.

4.0 External stakeholder engagement

4.1. The LPP has a comprehensive 'Change Strategy' to support its implementation. As well as managing the expectations of police officers and staff, engaging with and listening to the views of partners and stakeholders is integral to the LPP and forms a critical part of the strategy.

- 4.2. Sussex Police provided an update to primary stakeholders and partners in respect of the LPP in June 2016, through a second series of 'roadshows', led by Assistant Chief Constable Laurence Taylor.
- 4.3 This 'one-year-on' series followed similar sessions conducted at the same time in 2015. Participants included local authorities, district councils, crime prevention groups, and other statutory bodies in the criminal justice system. This was in addition to the regular engagement that occurs with command teams at local accountability meetings.
- 4.4 The Chief Constable has given a commitment to the Commissioner that Sussex Police will continue to work closely with communities across Sussex in communicating how the LPP is being implemented and the benefits it will bring to policing in Sussex.

5.0 Accountability

- 5.1 The Commissioner has supported the Chief Constable in the development of the LPP. Now that implementation has begun, the Commissioner continues to hold the Chief Constable to account for the delivery of the LPP.
- 5.2 The Commissioner continues to challenge the Chief Constable on the implementation of the LPP at both her informal weekly meetings, and her formal monthly Performance & Accountability Meetings (PAMs).
- 5.3 The LPP was a theme at four PAMs in 2015 (18 March, 22 May, 31 July and 20 November) and three PAMs in 2016 (15 April, 22 July and 21 October). These sessions are archived and can be viewed on the Commissioner's webcast through the following link:
www.sussex-pcc.gov.uk/get-involved/webcasting/
- 5.4 The Commissioner also has a seat on the Local Policing Programme Board to monitor progress and challenge, where appropriate, on behalf of the public.

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