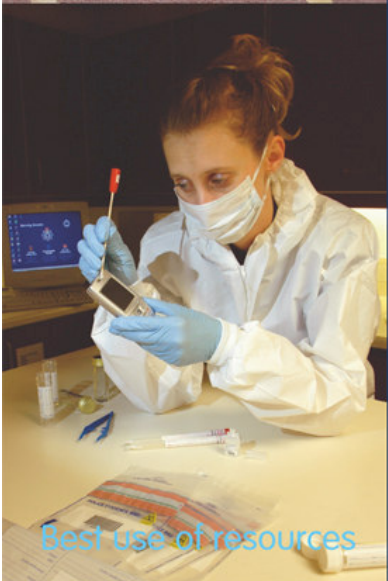




Keeping people safe



Neighbourhood Policing



Best use of resources



# Local Policing Plan for Sussex 2009-12

Sussex Police  
Serving Sussex

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From the Chairman

This Local Policing Plan for Sussex sets out what the Police Authority hopes to achieve for policing in East and West Sussex and Brighton & Hove in the year ahead.

In producing this year's Plan, we have consulted local people more widely than ever before and we are in no doubt that communities want to see more police out and about on the streets, they want the police to come quickly when they are needed in an emergency and they want the police to sort out anti-social behaviour in towns and villages.

The Authority's response is to provide in this Plan for the further improvement and development of neighbourhood policing in Sussex, something we know will be welcomed by residents. At the same time, the Plan seeks to enhance the ability of the police to deal with the most serious forms of crime, including threats to our national security.

The Plan includes some key targets, by which we can measure progress. During the year, the Authority will be monitoring the performance of Sussex Police against these targets and helping the Chief Constable to ensure that they are met.

In drawing up the Plan and the annual budget to support its achievement, the Authority has to balance the need to provide high quality policing and the cost of the service to local taxpayers. This is particularly important in the current economic situation. We believe we have got that balance right, but will be consulting widely across Sussex during the year ahead, seeking your views on how we are doing.

Lionel Barnard  
Chairman

From the Chief Constable

I never cease to be impressed by the sheer range of the challenges that my officers and staff are called upon to face as part of their 24/7 policing service to the people of Sussex.

This Local Policing Plan does not claim to offer a compendium of all those many services. Rather it provides the framework – around our three pillars of Keeping People Safe, Neighbourhood Policing, and Making Best Use of Resources – upon which we will look to develop our service in the year ahead.

Partnership – working alongside our many friends in local authorities and other agencies, and in the community – remains key to all that we achieve. In the current economic climate, the imperative to spend money wisely has never been stronger.

Amid the many challenges that we face on a daily basis, this Plan represents our commitment to serving Sussex in the year ahead, and over the next three years.

Martin Richards, QPM  
Chief Constable

## **Introduction**

### **Serving Sussex**

1. This Plan sets out the vision for Sussex Police over the next three years. It highlights the specific improvements we will make and the objectives we have set for 2009 -10. In setting those objectives we have taken full account of the concerns local communities have identified to us during wide and varied consultation.
  
2. The plan is structured against the three business areas or 'pillars' of Sussex Police:
  - Neighbourhood Policing
  - Keeping People Safe
  - Best Use of Resources

Neighbourhood Policing focuses on being visible and accessible, providing a quality response, and working with communities. Keeping People Safe is about catching criminals, cutting crime, and dealing with critical incidents. Making Best Use of Resources ensures we police with motivated and capable people, who are productive and effective, and that we continue spending wisely.

3. These themes are interdependent, relying on each other to enable Team Sussex to deliver a service that inspires public confidence, tackles local as well as serious crime, and works with the public to allow communities to flourish.
  
4. We do not underestimate the task ahead. Irrespective of the reductions in crime secured over recent years, the demands on policing are greater now than ever before. Our communities want a responsive, visible and locally accountable police service that also deals successfully with the threat from terrorism and serious crime.

5. Those demands are made against the backdrop of a worsening economic climate, where funding for public services will become even tighter. We know it is your money that we invest in policing, so we are committed to delivering the most efficient service we can.
6. It is impossible to predict the future, but history tells us that economic downturn brings with it significant challenges for policing. This Plan is informed by our strategic intelligence assessment. With an eye to future demands our investment aims to reduce the identified risks and help develop cohesive communities confident in their police.
7. Sussex Police remains one of the lowest funded police forces nationally. To ease that position we have worked to secure efficiency gains in excess of £19 million over the last two years (£7m in 2007-08, £12m in 2008-09) to ensure that more of your money is used directly in frontline services.
8. As well as becoming more efficient we have consistently improved our performance, and reduced recorded crime by 20% in the last three years. With our partners we intend to build on that solid base to help make communities feel safer and more confident.
9. Our Plan supports the national policing priorities set by the Home Secretary's Strategic Priorities for the Police (SPP). This year the SPP emphasises building confidence in local policing. Our objectives reflect this focus. We will build upon them by serving Sussex with our team values of humility and generosity of spirit.
10. The SPP reflect the importance of partnerships in delivering Public Service Agreements (PSAs). Our Plan identifies where the police will contribute to the PSA targets alone, or with our partners. The Plan also supports the priorities

identified in our three Local Area Agreements and by the thirteen Crime and Disorder Reduction Partnerships (CDRPs) operating in Sussex.

11. PSA targets were set in 2008 to cover the three years to 2011. Those relevant to policing are:

- PSA 23 – to make communities safer.
- PSA 24 – to deliver a more effective, transparent and responsive criminal justice system for victims and the public.
- PSA 25 – to reduce the harm caused by alcohol and drugs.
- PSA 26 – to reduce the risk to the UK and its interests overseas from international terrorism.

12. The Home Secretary's Strategic Policing Priorities for the Police for 2009-10 are:

- To increase public confidence in the police, reducing crime in line with PSAs 23 and 25, and effectively contribute to partnership working within the CJS in line with PSA 24.
- To work jointly with police forces and other agencies, such as the Serious and Organised Crime Agency (SOCA) and the UK Borders Agency, to ensure that the capability and capacity exist across England and Wales to deliver effective protective services and tackle serious and organised crime, and that necessary improvements are made.
- To work with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy ('Contest').
- To work in all of the above, in line with the Efficiency and Productivity Strategy for the Police Service, to ensure best use of resources to deliver more effective deployment of the workforce; and to realise benefits of new technology.

## **Neighbourhood Policing**

- **Being Visible and Accessible**

*Enhanced teams in neighbourhoods - The public influencing our priorities - Building confidence*

- **Working with Communities**

*Managing demand - Enhancing supervision - Delivering effective interventions*

- **Providing a Quality Response**

*Building strong relationships - Achieving best outcomes through partnerships - Communicating effectively*

13. Neighbourhood policing sits at the heart of our business. It is the visible side of policing, providing assistance, reassurance, response and the opportunity for us to keep in touch with local people. Above all it gives communities the opportunity to influence what their local police do. Policing often focuses on negative aspects of life, but good policing is critical to allow communities to flourish.

14. Because there is a local context to every crime or social issue, ranging from terrorism to anti-social behaviour, our work to tackle crime and disorder must begin at the neighbourhood level.

### ***Being Visible and Accessible***

#### Neighbourhood Priority Setting

15. Neighbourhood Policing Teams cover every part of Sussex. They are made up of police officers and PCSOs, supported by Special Constables, local authority staff, volunteers and other partners,

16. We have recently reviewed our neighbourhood structure to make policing even more local. By identifying the local ward area as the common definition of a neighbourhood, and assigning an individual officer to every neighbourhood, we aim to make policing more visible and more accessible. Across Sussex in the year ahead we will have 230 neighbourhoods and increase to 52 neighbourhood policing teams.



17. This will enable you to play a part in identifying policing priorities in your neighbourhood. We will provide opportunities to meet with you regularly to update you on the priorities and policing issues, and will publicise crime information and police activity, so that you know what is happening in your area.

#### Providing an accessible police service in your area

18. We will engage with all communities, make ourselves even more accessible and seek opportunities to base our staff in premises in the heart of the neighbourhood. We will issue mobile phones to neighbourhood policing officers to make personalised contact that bit easier; and we will develop our website so it provides more of the information you want to see.
19. We will publicise details of the dedicated team for your neighbourhood, as well as details of community priorities and action taken to address them. To ensure your local officer is given every opportunity to become a familiar face in your neighbourhood, we will minimise changes and make certain that they are not taken away from working there unless absolutely necessary. Your officers will spend at least 80% of their time delivering a service that identifies local concerns, and works with local people to find solutions. Further commitments are set out in the Policing Pledge at Appendix 9.
20. We have prioritised those areas where we need to invest more effort and resources for neighbourhood policing. We are committed to providing more officers to neighbourhood teams, increasing support and training, and introducing technology that will allow officers to spend more time in the community. This year we will invest in an additional 28 police officers to deliver neighbourhood policing.
21. To enable people to know what their local police teams are doing and to build on community confidence, it is essential that we communicate effectively to all

sections of the community. We have reviewed our communications capability and recognised the need for growth to support neighbourhood policing. We will make that investment this year, with additional local communications officers.

22. In response to the recommendations from a recent Her Majesty's Inspectorate of Constabulary (HMIC) inspection, we will review our engagement techniques to find out which are most effective. We will develop ways to test the levels of engagement in different neighbourhoods, and will invest in a community engagement manager.

#### Enabling you to influence priorities

23. Neighbourhood policing teams will work with the community to identify the issues that really matter locally and agree neighbourhood priorities. We will work with you and with community partners to find solutions to these priorities, meet regularly to update you on progress, highlighting what action is being taken, and identify new priorities when necessary.
24. We will set up panels of local people in every neighbourhood to identify and oversee your priorities. We will publicise the priorities, as well as local meeting dates for every neighbourhood, on our website and locally by other means.
25. Anti-social behaviour and alcohol-related disorder often feature prominently amongst those priorities. Partnership work supported by policing is key to tackling these important quality of life issues.
26. We will tackle alcohol misuse to reduce the harm it causes to the community. We will be a key partner in delivering local alcohol and substance misuse strategies. In town centres we will take strong licensing action, supported by visible policing; this means working with partners to challenging inappropriate

licensing and ensuring licensees abide by their licence. To co-ordinate these responsibilities we will introduce a Force licensing and public safety manager.

27. We recognise policing is just one part of making communities flourish and become more stable, so we are committed to even closer partnerships as neighbourhood policing evolves into the broader concept of neighbourhood management.

#### Developing the 'Prevent' approach

28. The threat from violent extremism is one of the greatest challenges facing British society today. Neighbourhood policing provides an excellent framework to help counter that threat.
29. Building on the information gained through community engagement, we have introduced new counter terrorism staff who will work with neighbourhood teams to gather local intelligence. We have also introduced counter terrorism security advisors to assess the risks to crowded places and infrastructures. In this way we are working to reduce the threat to communities, businesses and partners.
30. As part of the national 'Prevent' plan we aim to provide support to people vulnerable to radicalisation, disrupt those who promote violent extremism, work with institutions where radicalisation may occur, and help communities resist radicalisation.

#### ***Providing a Quality Response***

##### Responding to calls for assistance

31. Neighbourhood Response Teams provide the essential 999 emergency service, responding to crimes and incidents when you need and expect a 'quick-time' service.

32. In addition to this 24/7 presence, Neighbourhood Response Teams are also responsible for investigating local crime, road crashes, and missing people. They will also be the first to respond to critical incidents as well as non-emergency calls.
  
33. We will review our response service this year, making sure we provide the highest possible standards and meet the commitment set out in the Policing Pledge. This review is being undertaken through Operation Quest, a Home Office sponsored programme to improve efficiency in the police service.

#### Improving ease of contact and managing demand

34. Through Operation Quest we have recently reviewed our call handling systems, ensuring we follow the best national standards to deliver a consistent and efficient service. To build on our accessibility and ease of contact with us, we will invest in an additional 17 contact centre posts this year.
  
35. Answering calls quickly and providing the right advice or service are essential parts of our business. Most calls for assistance are made by telephone, but we recognise that for some people other methods of contact are needed. We will continue to work in close consultation with representative groups, ensuring we achieve inclusive, barrier-free means of contact.

#### Reducing volume crime

36. We know that confidence in policing is heavily influenced by our ability to investigate community crime. We have achieved real success over recent years in reducing those crimes which have the greatest impact on people's quality of life. Last year we removed our total crime detection target, so we could direct our efforts away from just counting numbers, and towards dealing with the cases that matter most to our communities.

37. To ensure that our investigations are of the highest quality, all investigators will receive training over the year ahead, with significant investment being made in those who lead complex investigations such as serious assaults and burglary.
38. We know that the quality of the service we provide directly affects our success as a police service. Communities that have confidence in their police are more likely to report crime, provide information and act as witnesses.
39. To assess levels of confidence we will continue to measure your satisfaction at various stages through our contact with you. Additionally managers will undertake quality of service assessments as part of their supervision role.
40. If you have been a victim of crime, we will agree with you a plan to keep you informed of the progress on your case. This will be at least monthly, for as long as is reasonable.

### ***Working with Communities***

#### Building strong relationships

41. We know that policing will not in isolation deliver the types of communities that people need and deserve. Our Neighbourhood Policing Teams will build strong relationships with their communities and, in cooperation with you, identify the best solutions to problems.
42. We will continue to develop our already strong partnership arrangements, ensuring effective joint action is planned and taken to resolve problems in the most effective way. Working with our crime and disorder reduction partnerships, we will identify district level priorities and jointly take action to increase public confidence.

43. Our neighbourhood schools officers, supported by Neighbourhood Policing Teams, will seek to develop productive relationships with young people. We will engage with and support young people in schools and in the community, promoting responsibility and citizenship. Where necessary we will make effective interventions aimed at diverting young people away from crime and disorder at an early stage.

#### Achieving the best outcomes

44. Through strong relationships, neighbourhood policing helps reduce crime by fostering stronger and more confident and cohesive communities. But crime still happens and it is our business to work with communities and other partners to catch the criminals and bring them to justice.
45. The Sussex Criminal Justice Board brings criminal justice partners together to deal effectively with offenders and increase the confidence of victims and witnesses.
46. As part of the drive to reduce bureaucracy and introduce more practical ways to deliver justice, we have introduced the Criminal Justice Simple, Speedy Summary scheme. CJSSS enables quick, efficient and appropriate justice. This year we will develop that theme by reducing bureaucracy around case files. With the CPS we will adopt the DPP's guidelines to ensure our files are appropriate for the case and to the plea that is anticipated at court.

#### Increasing confidence in the criminal justice system

47. Victims and witnesses are at the heart of the justice system and our commitment to the Victim Code and Witness Charter will help improve their experiences and build confidence. We will ask for feedback on those experiences to improve our service further.

48. Some crimes present specific challenges, with victims needing extra care and support. For victims of domestic abuse, specialist domestic violence courts and independent domestic violence advisors have been introduced. For victims of sexual crimes we now have a dedicated Sexual Assault Referral Centre, and deliver specialist training to sexual offence liaison officers.

#### Reducing re-offending

49. Most crime is committed by a small number of Prolific and Priority Offenders (PPOs). This year we will invest in additional staff to work with partners to reduce the harm caused by these criminals.
50. We will ensure PPOs receive extra attention by way of a premium service through the justice system. We also aim to reduce re-offending rates by jointly managing their re-integration into communities on release from prison.
51. We will use the most suitable solutions to deal with crime and criminals, including conditional cautioning, which allows victims to be quickly compensated, restorative justice, to help reduce re-offending by young people, and penalty notices, which allow minor crime and disorder to be resolved swiftly and efficiently.
52. When people are arrested, their detention will be managed in one of our six specialised custody centres. Where those arrested are young or deemed to be vulnerable, we will provide faster access to appropriate adults by investing in an improved appropriate adult service.

## **Keeping People Safe**

- **Catching Criminals**

*Criminals know the risk they are taking - Prioritising the most serious and persistent offenders - Working to deter those starting out on a life of crime*

- **Cutting Crime**

*Understanding what crimes matter most to the public - Tackling local and serious crimes effectively - Putting victims first when investigating crimes*

- **Dealing with Critical Incidents**

*Specialist staff dealing effectively with serious crime and terrorism - Making our communities safer - Allowing communities to flourish*

53. Specialist policing is delivered at a Force rather than local level in order to provide the greatest resilience and efficiency. It vitally supports neighbourhood policing activity, keeping people safe from the most serious crimes and incidents.
54. Although sometimes less visible, the work undertaken in this area helps ensure that communities are protected from high impact incidents like serious and organised crime, terrorism, road crashes and the supply of drugs.
55. 'Keeping People Safe' is also about protecting the most vulnerable people in communities, wherever possible aiming to prevent crimes through partnership intervention. By handling all serious incidents well, we ensure that the most dangerous criminals are caught, and this builds community confidence.

### ***Catching Criminals***

Tackling serious and organised crime

56. Serious and organised crime can cause immense damage to communities. Organised crime groups can drive up local crime, ruin lives and raise fear. Major crimes like homicide not only devastate families, they also impact more widely on communities.



57. We have invested heavily over the last couple of years to deal with the threat from serious and organised crime. There are new teams of specialist officers, supported by new technical forensic specialists, and asset recovery experts - taking back criminals' ill-gotten gains. We will continue to increase funding in this area up to 2011, when our planned total investment will have been £6.3 million.
  
58. HM Inspector of Constabulary inspected our capability to deal with major crime, and serious and organised crime, last year. They concluded that we met the approved standard with major crime. We regard this as the best possible assessment - to exceed the standard could be considered unnecessary. HMIC made five recommendations for serious and organised crime; all these will be met in the coming year.

#### Tackling terrorism and violent extremism

59. Like organised crime, the threat from terrorism continues to be significant. We are responding to the changing nature of the threat, through mobilisation of the community and with the assistance of our partners. As a police service we are supporting the national 'Contest' strategy, and additionally have recently reviewed and reorganised our Special Branch into two Counter Terrorism Intelligence Units (CTIUs) - HQ and Ports.
  
60. As part of 'Contest', our CTIUs are engaged in Pursuing, Protecting and Preparing against terrorism. As the threat remains significant we need to build our capability by increasing our resources in intelligence, analytical and operational roles. This year we will invest in additional police officer and police staff posts to reduce the risk from terrorism.
  
61. The increase in counter terrorism and serious and organised crime resources will require enhanced senior management support. To do this, and to ensure

the highest level of scrutiny over covert policing techniques, we will introduce the role of Force Authorising Officer.

#### Collaborating with forces across our region

62. Terrorist activity does not recognise boundaries, so it is essential that we work closely with other forces. This is being achieved in the South East through the development of the Regional Counter Terrorism Unit. Collaborating in this way ensures the most efficient use of resources and enables us to build our capacity efficiently.
  
63. We are actively involved in developing other opportunities for collaborative work. As a partner with Hampshire, Surrey, and Thames Valley forces in the South East Regional Collaboration Programme, we are currently working across eight areas of protective service delivery including witness protection, forensics, hi-tech crime, internet policing and air support.

#### ***Cutting Crime***

##### Reducing the harm caused by drugs and tackling their supply

64. The illegal use of drugs causes harm and drives crime. We will reduce that harm by catching dealers, thereby disrupting supply. By working with partners we will divert users into treatment. Through the Street Level Up initiative, we will work with other forces and SOCA, sharing intelligence to target dealers at all levels - from the street to the national.
  
65. To tackle the relationship between drug addiction and re-offending, we will develop our criminal justice intervention teams, ensuring close alignment with prolific and priority offender schemes. We will also review our local drugs strategy against the revised National Drug Strategy.

## Protecting vulnerable people

66. We work with a variety of partner agencies to protect a range of vulnerable adults and children. Our activity in this critical area of business is supported and overseen by a central Specialist Investigations Branch (SIB). Building on the role of the SIB, we have recently formed an operational support team which will ensure the highest standards are maintained and partnerships flourish in this area.
  
67. Hate crime is another area of victimisation where we work closely with partners to build confidence and encourage reporting. The Sussex Police Equality Scheme sets out our commitment to provide an equitable service for all sections of the community, and to respond as a priority when people are targeted because of their 'difference'.

## Safeguarding children

68. This year we will thoroughly review our locally based child protection teams, ensuring the highest quality of service is provided across the whole of Sussex. We will build on our new specialised Paedophile Online Investigation Team, implement new procedures to investigate unexpected child deaths, and play an active part in the three Local Safeguarding Boards covering the Force area.
  
69. The welfare of children and their safe development are key elements in building communities for the future. We will play our part by fully supporting the 'Every Child Matters' agenda, and as a key partner in children's trust arrangements. To promote safety and responsibility, our neighbourhood teams will ensure police officers and PCSOs perform roles that positively interact with young people, both inside and outside the school environment.
  
70. Children are among the most vulnerable group of reported missing people. Finding them and confirming their safety are priorities for us. We treat all reports of missing people as being potentially crime related, but there are

particular risks where children or vulnerable adults are involved. To reduce these risks, and also the rate of repeat incidents, we will invest in additional case managers and introduce an improved case management database.

#### Tackling domestic abuse

71. Tackling domestic abuse by supporting victims, taking positive action and holding perpetrators to account is also a priority for us. Our four divisional Anti-Victimisation Units (AVUs) provide specialist expertise, investigate high risk cases and support strong partnerships.
  
72. This year we will invest in additional police officers in our AVUs, ensuring that they have sufficient staff to respond to high risk cases, and that they can best operate within Multi Agency Risk Assessment Conference (MARAC) arrangements. We will also introduce additional domestic violence case workers, so that we can engage with more victims and implement victim support plans to reduce repeat victimisation.

#### Reducing sexual crime and supporting victims

73. To highlight the risk of sexual assault, we will run a strong preventative publicity campaign during the year. We will also continue to work in collaboration with other agencies and forces to share resources and develop best practice.
  
74. To bring more offenders to justice in rape investigations, we have introduced a joint police/CPS protocol that provides clear guidance from the first point of contact. With our newly opened Sexual Assault Referral Centre and the introduction of the enhanced sexual offence liaison officer role, we will provide an improved service to victims.

Protecting the public from the most dangerous offenders

75. To offer the greatest protection to the community, it is essential that we manage dangerous and sex offenders effectively. Our locally based Public Protection Units will be given additional staff this year, allowing more time to visit and monitor offenders in co-ordination with Multi Agency Public Protection Arrangements (MAPPA).

### ***Dealing with Critical Incidents***

Managing critical incidents

76. Critical incidents can occur at any time, and our ability to deal effectively with their aftermath is an important factor in maintaining community confidence. We maintain a solid command system to manage critical incidents, and will deliver specialist training at various levels of command.
77. With the help of Independent Advisory Groups (IAGs) at Force and divisional levels, we will actively seek advice about how critical incidents and police actions impact on our diverse communities. To make certain that we are fair and equitable to all, we will review and develop policies and decisions with the IAG acting as our critical friend.
78. By establishing strong links we have a good understanding of our communities. IAGs complement this knowledge and ensure we consider the wider community impact of incidents.

Specialist operations staff

79. Our Operations Department brings together a number of uniformed 'protective services' including Gatwick Airport policing, road policing, tactical firearms, dogs, ANPR, air support, specialist search, licensing, and public safety.

80. Integrating our operational units in this way ensures greater efficiency. Building on those benefits we will improve the co-ordination of resources with additional posts, ensuring better business information, research and analysis in an enhanced research and intelligence function.

#### Policing Gatwick

81. Gatwick is the busiest single runway airport in the world, handling 35 million passengers a year and employing 26,000 staff.
82. We will maintain the safety of the airport by bringing together three key areas of policing - specialist skills to respond to incidents; neighbourhood policing to provide visibility and accessibility and gather community intelligence; and border policing to tackle organised crime and terrorism.
83. To provide airport security, we work closely with other organisations including airport management, airlines and handling and cargo agents. Operation Griffin is a series of briefings which builds on these solid partnerships to raise awareness of security issues at the airport. This year we aim to have delivered Griffin briefings to more than 800 staff from partner organisations.
84. Gatwick operates the only airport Joint Ports Intelligence Unit (JPIU) in the UK, where we work in collaboration with other agencies such as the UK Border Agency, Department for Work and Pensions, Metropolitan Police, Serious Organised Crime Agency and US Department for Homeland Security, to share intelligence and ensure a safe environment for all airport users.

#### Reducing road casualties

85. Our aims in road policing are to make roads safe for people to use, to reduce the risk of injury and damage, and to deal positively with those who break the law. We will continue to target the 'high-risk' people most likely to be responsible for crashes.

86. Road safety is a consistent local priority for communities. Our Road Policing Unit has responded to that concern with a number of partnership activities such as Operation Crackdown, a community-led system to identify anti-social drivers.
  
87. We are answering community complaints about speeding by directing the most appropriate response to the problem. In neighbourhoods speeding is now often targeted by local teams or, in some areas, by the community themselves working under the guidance of the police.
  
88. We are a key partner in the Sussex Safer Roads Partnership, through which our approach to speed enforcement is set and camera enforcement managed. With the partnership we will balance enforcement with education to reduce road casualties.

#### Managing information and intelligence

89. Exploiting intelligence is essential to reduce the risk of crime and critical incidents in our communities. Through the national IMPACT Programme we will improve the quality of our information, enabling it to be shared through the Police National Database, and ensure compliance with the Management of Police Information (MoPI) standards by 2010.
  
90. Automatic Number Plate Recognition (ANPR) capability is now available throughout Sussex, reducing crime and denying the use of the roads to criminals. We will build on the investment in this new technology this year by increasing our analytical capacity.

## **Best Use of Resources**

- **With Motivated and Capable People**

*Properly resourced, equipped and trained - Everyone focusing on 'How have I served the people of Sussex today' - Being confident to do the right thing, not just follow the rules*

- **Being Productive and Effective**

*Using the smartest processes and systems to run our business effectively and efficiently - Knowing what works and learning from our own and others' experience*

- **Spending Wisely**

*Entrusted with public money in an ever tightening financial climate - Continuing to look for better, more efficient ways of doing things - Ensuring good governance in using resources*

91. Over recent years we have seen significant increases in both resources and performance. Crime has fallen and, with the introduction of neighbourhood policing, public confidence has increased. These successes have been achieved through increased funding and by securing ever greater efficiencies.

92. The vast majority of our budget is spent on our workforce. Our people are our biggest asset: it is through them that we make a difference in communities and deliver the services that matter. This year we will increase our workforce by 45 officers and 68 staff.

93. The challenges that we face continue to change, so it is essential that our organisation develops to meet those new threats and challenges. To do this we need to ensure we have the right balance of officers and staff, use the best support systems, give staff freedom to innovate, and continue to be highly efficient. It is through our 'Best Use of Resources' business area that we govern this work.

### ***With Motivated and Capable People***

Workforce planning and resources

94. With 3,221 police officers and 2,714 police staff (including PCSOs), we are one of the largest employers in Sussex. We will make the best use of our



workforce, ensuring the right people are in the right place, with the right skills to meet the challenges of policing and to build public confidence.

95. Our three-year workforce plan provides the opportunity to forecast future workforce pressures and to manage growth and change effectively. Good planning, together with training, will ensure we can successfully deliver our planned growth in neighbourhood policing and protective services.
96. Building on our workforce plan this year, we will introduce new targets to assess our resilience and strength. These will include a specific measure of 'visible neighbourhood policing', identifying the number and mix of officers required to deliver against community priorities.
97. We will also implement a retention strategy, to monitor and analyse trends with a particular focus on transferees, putting measures in place to ease any skill shortages that arise.

#### Workforce performance and productivity

98. To build on the quality of our services and enhance customer focus, we will develop an ever more robust performance culture. We will provide a compelling vision for staff, helping them see how they as individuals and teams contribute to our shared purpose, with a particular focus on coaching to help them perform and develop.

#### Health and well-being

99. Sickness absence has significant implications for maintaining levels of service and productivity. To reduce absence and improve the well-being of our staff we will more proactively promote health and well-being. We will equip supervisors so that they can better manage these issues in the workplace, and introduce an improved approach to assessing risk. We will also invest in an internal substance misuse testing programme.

100. Our staff often work in stressful environments where experiences can impact heavily on their health. So to reduce the impact of trauma and to help recovery from sickness, we will increase the support we provide by investing in additional counselling services.

### ***Being Productive and Effective***

#### Workforce modernisation

101. To ensure we have the right mix of police officers and staff to deliver modern policing as effectively as possible, we will take a more proactive approach towards workforce modernisation. Over the next three years we will review the current mix of our staff, making changes that allow us to free up more police officers for frontline duties such as neighbourhood policing.

102. Workforce modernisation will happen alongside plans to grow our overall establishment of police officers. To ensure decisions fit with our priorities and that freed-up positions are effectively deployed elsewhere in the Force, we will introduce a high-level Oversight Board.

#### Workforce diversity

103. Equality and diversity are business imperatives. Our workforce must reflect the population we serve if we are to build trust and confidence amongst all communities. A diverse workforce also provides us with a broader range of talent, skills and experience that improve and enrich our service. We continue to attract increasing numbers of female recruits but need to improve our recruitment from other under-represented groups in our communities.

104. Our new single Equality Scheme brings together our race, disability and gender equality schemes and adds three further 'strands' of diversity: age, faith and belief, and sexual orientation.

105. The decision to produce a scheme that goes beyond legislative requirements is a clear statement of intent. We aim to deliver services that reflect and respond to the needs of all the communities we serve, and to apply employment practices that meet the needs of those who work for us now and in the future.
106. Through staff surveys and focus groups we are able to assess and respond to issues around employee satisfaction, retention and progression, particularly for minority groups. We will promote and support new gender and disability groups for our staff and maintain ongoing engagement with our gay and black police associations.
107. We will develop a new policy this year to promote fairness and good working relationships in the workplace. We will refresh our Equal Opportunities and Dignity at Work policies, review our Flexible Working policy, and trial a new carers' support service, to provide a support network for people with parenting and caring responsibilities.

#### Learning and development

108. We have significantly grown our police officer establishment in order to fulfil our commitments to neighbourhood policing and protective services. This has meant extending our training provision to meet that increased demand.
109. This year we will train 320 new officers through our Student Officer Course, and, to meet our commitment to neighbourhood policing, we will also train a further 120 PCSOs. This is in addition to providing training for Specials and other members of the extended police family.
110. To ensure best value for money we will review the Student Officer Course, with a view to reducing its length from the present 43 weeks. Plans also include introducing a fast-track approach for PCSOs, PNSOs and Specials

training to become warranted officers through an accredited 'prior learning' scheme.

111. In work led by the National Police Promotion Framework, we have been one of seven forces trialling a work based assessment approach to promotion. To mainstream the process and reduce the burden of assessment on operational supervisors, we will invest in our central team to enable them to undertake all assessments.

#### Human resources strategy

112. The recent appointment of a new HR Director enables us to develop a clear strategic direction for HR over the next three years. Taking a longer term look at the sort of workforce we require will help to refine our planning to drive recruitment, retention, training and progression strategies.

113. As a result we are now better placed to meet future challenges such as delivering the Policing Pledge, responding to economic and labour market trends, and the increasing need for regional and national collaboration.

#### Environmental strategy

114. As a large business it is essential that we act in a sustainable manner. We will ensure that we work in accordance with good environmental practice, meeting our legislative requirements, and aspiring to go beyond them. To do this we will invest in a new post to manage our commitment to the environment and reduce our energy use.

### ***Spending Wisely***

#### Physical resources and investment plans

115. We maintain many physical resources, including 68 police stations, other buildings, 1,100 vehicles, and equipment. This year we will invest in these

essential assets, as well as supporting operational work, from a three-year capital programme budget of £38.682m.

116. Our capital investment plans include a new police station for Lewes, improved custody facilities at Crawley and Hastings, and replacement workshop facilities in Hastings and Lewes. We will enhance and, where required, replace our operational vehicle fleet and invest in a number of large IT projects.

#### Budget settlement and precept

117. Sussex Police Authority regularly scrutinises the use of resources within Sussex Police, supported by independent inspection from the Audit Commission and others. Latest assessments show that Sussex Police is performing well - and improving. That improving performance has been made against a background of low funding, compared with other police forces around the country.

118. Over the next three years we expect an even tougher financial settlement from central Government. This, alongside the expectation of lower council tax increases, will result in further pressures on our budget. To enable us to realise business benefits and resolve financial challenges, we will invest in new financial specialist posts.

#### Efficiency and productivity planning

119. We recognise that our funding comes from your money, so it is essential that we manage it carefully. Since 2005 we have achieved efficiency gains worth some £35m. Identifying further savings will be very demanding, but to meet that challenge this year we will increase collaboration with other forces, seek more effectively to deploy our workforce, and realise further benefits from new technology.

120. Despite falling crime rates, the demands on the police continue to rise. To meet those demands, we will reinvest our efficiency savings in service delivery. Where we make savings, we will ensure that they are sustainable and that the reinvestment achieves greater benefits.

121. We have already made and reinvested savings through Operation Quest in Brighton and Hove. This year we will continue the project across the rest of the Force.

#### Information technology

122. New technology helps us do our job better, but it is costly. To ensure that we make the right investment decisions, we will follow national guidance.

123. This year we will make major upgrades to a number of our current IT systems, including our telephony, command and control, and gazetteer systems. This will make it easier for you to contact us, and for us to contact you.

**Performance targets 2009-10**

Keeping People Safe		Neighbourhood Policing	Best Use of Resources
<b>Catching Criminals</b>		<b>Being Visible and Accessible</b>	<b>With Motivated and Capable People</b>
Domestic burglary detection rate	18%	<i>Home Office-set confidence target:</i>	Maintain employee turnover (voluntary separation) at 7%
ABH (assault with injury) detection rate	50%	By March 2011, increase the proportion of people who agree 'the police and local council are dealing with the anti-social behaviour and crime issues that matter in this area' to	Reduce sickness absence rate (average days per employee) to 8.5
Serious sexual offences detection rate	30%		Increase proportion of black and minority ethnic officers in the workforce to 2%
Serious violent crime detection rate	55%	Increase strength of neighbourhood teams by	Increase proportion of black and minority ethnic people joining Sussex Police to 6%
Domestic abuse detection rate	55%	999 calls answered within 10 seconds	Increase proportion of female officers and staff in the workforce to 45%
		Satisfaction with ease of contact	
<b>Cutting Crime</b>			
Reduction in overall crime rate	3%		
Reduction in vehicle crime rate	3%		
Reduction in criminal damage rate	5%		
Reduction in domestic burglary rate	3%		
Reduction in serious violent crime rate	5%		
Domestic abuse repeat incident rate	19%		
<b>Dealing with Critical Incidents</b>		<b>Providing a Quality Response</b>	<b>Spending Wisely</b>
Number of confiscation orders	TBC <sup>1</sup>	Overall satisfaction with criminal justice agencies	Efficiency gains £9.3m
Value of confiscation orders		Satisfaction with police action taken	Amount of waste recycled by the Force to exceed 50%
Organised criminal groups disrupted	10	Satisfaction with being kept informed	Average vehicle CO <sub>2</sub> emissions (kg/m) not to exceed 0.375
Reduction in the number of people killed or seriously injured on Sussex roads in 2009 to, at most,	828		
Reduction in the number of children killed or seriously injured on Sussex roads in 2009 to, at most,	70		

<sup>1</sup> Asset confiscation figures will match those agreed by the Sussex Criminal Justice Board following negotiation with the Office of Criminal Justice Reform.

## **Appendices**

1. Sussex Police Vision for Equality and Diversity
2. Partnership working
3. The Sussex Criminal Justice Board (SCJB)
4. Collaboration
5. Consultation
6. Audit and inspection reports
7. Risk management and organisational governance
8. Environmental strategy

### Performance and Targets

9. Policing Pledge
10. Statutory Performance Indicators for 2008-09
11. Comprehensive Area Assessments
12. Force performance targets 2008-09

### Making Best Use of our Physical, Financial and Information Resources

13. Information systems
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16. Physical and information resources and investment plans
17. 2009-12 Budget settlement, precept and investment options
18. Reserves
19. Planned spending and investments
20. Budget targets and indicators



## **1. Sussex Police Vision for Equality and Diversity**

The quality of our services directly affects how successful we are as a police service - communities that are confident in their police are more likely to report crime and act as witnesses. Sussex Police is committed to promoting equality, fairness and respect for all sections of the community; our aim is to provide a service that recognises, understands and applies the experience and needs of all communities in our decision making and service delivery.

We will:

- Deliver a citizen-focused policing service that recognises the needs of different communities and individuals, with Sussex Police actively engaged with the public and our partners.
- Take care to assess the impact of our policies on gender, disability, race, religion or belief, sexual orientation and age equality.
- Create a working environment where diversity is recognised, valued and celebrated.
- Ensure equality of opportunity in our recruitment, selection, appraisal, training and career progression processes.
- Employ a workforce that reflects, at all levels, the diversity of the communities of Sussex.
- Develop all our staff to realise their full potential.
- Treat all our staff and the people we serve with dignity and respect.

The actions we take to tackle discrimination and promote equality improve the service we provide. Our Equality Scheme covers age, disability, gender, transgender, race, religion and belief and sexual orientation.

In 2008 we introduced Equality Champions, all of whom are senior leaders in Sussex Police, to work with community members and independent advisory groups, staff associations and Unison to:

- Engage consistently and coherently with communities and staff, to hear what they say and effect change where necessary.
- Increase awareness, knowledge and understanding of diversity and equality issues, adding value and making us better at what we do.

The seniority of our champions reflects the importance placed on the role and will ensure they can draw upon support to 'get things done'.

Our equality scheme can be found at:

[http://www.sussex.police.uk/about\\_us/race\\_diversity.asp](http://www.sussex.police.uk/about_us/race_diversity.asp)

## 2. Partnership Working

Sussex Police is a key contributor to partnerships at various levels throughout Sussex and the region. Leading our partnership work are the three Local Strategic Partnerships and respective Local Area Agreements, covering East and West Sussex County Council areas, and Brighton & Hove City Council.

### Local Area Agreements

To deliver the priorities within these agreements, we are engaged in community safety strategies and delivery plans that detail how partners will work together to address crime, disorder, anti social behaviour and substance misuse issues.

Community safety plans are informed by partnership strategic assessments which are built from data collected by partners, enabling the consideration of longer term broader community safety issues to identify effective and sustainable solutions.

The LAA Priorities that Sussex Police are either leading, or will make a significant contribution to in the coming year, will be:

National indicator	Measure	Division
	Number of police recorded LGBT hate crimes and incidents	B&H
	Number of police recorded racist and religiously motivated crimes and incidents	B&H
	Number of police recorded sexual offences	B&H
NI1	% of people who feel that they can get on with others from different backgrounds	B&H, WSX, ESX
NI111	First time entrants to the youth justice system aged 10-17	B&H
NI17	Perceptions of anti-social behaviour	B&H, WSX
NI19	Rate of proven re-offending by young offenders	WSX, ESX
NI20	Assault with injury crime rate	B&H, ESX
NI26	Specialist support to victims of a serious sexual offence	B&H
NI30	Re-offending rate of prolific and priority offenders	WSX, ESX, B&H
NI32	Repeat incidents of domestic violence	B&H, WSX, ESX
NI33	Reducing arson incidents	B&H
NI38	Drug related offending rate	B&H
NI4	People who feel they can influence decisions in their locality	WSX, B&H, ESX
NI40	Drug users in effective treatment	B&H
NI47	People killed or seriously injured in road traffic accidents	WSX, ESX, B&H
NI39	Rate of hospital admissions per 100,000 for alcohol related harm	B&H, WSX
NI69	Children who have experienced bullying	WSX

B&H - Brighton and Hove, ESX - East Sussex, WSX - West Sussex

## Crime & Disorder Reduction Partnerships

Police Districts contribute to LAAs and other local community safety priorities as part of their local Crime and Disorder Reduction Partnership (CDRP). In a similar process to the community safety plan, each CDRP will undertake a strategic assessment identifying very local priorities.

Because our 12 policing districts (plus Brighton & Hove division) share common boundaries with local councils, we are well structured for CDRP activity. Together with CDRPs we will build on community consultation as a key theme for the coming year, enabling the identification of issues that matter most to neighbourhoods.

### **3. The Sussex Criminal Justice Board (SCJB)**

The SCJB is the key partnership to deliver PSA 24. Our three - year Strategic Delivery Plan outlines the main indicators for the delivery against PSA 24.

The main elements of the plan are:

1. Effectiveness and efficiency of the CJS in bringing offences to justice - We will compare our performance nationally and with 'similar areas', focusing on: serious violent and sexual crime; reducing re-offending; increasing effective trials; and developing Specialist Domestic Violence Courts and Sexual Assault Referral Centres.
2. Public confidence in the fairness and effectiveness of the CJS - We will work with partners to improve confidence in the CJS through 'PLACES' (Public Liaison and Community Engagement Strategy) providing: information about getting involved; encouraging and supporting people; and by publishing our performance. CASES (CJS Agencies Staff Engagement Strategy) will ensure we develop and listen to our own staff to help build from their wealth of knowledge and promote our aims and objectives.
3. Experience of the CJS for victims and witnesses - Our victim and witness strategy sets out our commitment to deliver support, expertise, and confidence for victims and witnesses, through the entire criminal justice process.
4. Understanding and addressing race disproportionality at key stages in the CJS - We will review how we deliver services to victims, witnesses and offenders in the criminal justice system, to ensure we are best placed to tackle inappropriate disproportionality.
5. Recovery of criminal assets - working closely with partner organisations we will prevent people benefiting from crime. Our Economic Crime Unit in Sussex, and the Regional Recovery Unit at Dover, will ensure a greater focus on asset recovery this year.
6. Compliance and enforcement - To build on public confidence we will work with partners to ensure: enforcement of community penalties; payment of fines; and return people to prison on recall.

#### 4. Collaboration

To improve capability and gain further efficiencies, we are keen to identify areas of inter force collaboration. To progress activity we are a key partner in the South East Collaboration Programme (SECP), set up in 2007 to progress joint working.

The Chief Constables and Police Authority Chairs from Sussex, Surrey, Hampshire and Thames Valley oversee the SECP which is supported by a jointly funded team to develop areas of collaboration.

Protective services offer some of the greatest benefits for integrated work. Our first eight work streams come from that business area. These are: Advanced Search; Air Support; High Tech Crime; Internet Policing; Fingerprint Services; Forensic Procurement and Submissions; Technical Support; and Witness Protection.

In addition to protective services, we are developing collaborative work in the business areas of: IT standardisation; joint procurement; and reconciliation of employment issues around pay and conditions of mixed regional teams.

Collaboration business area	Lead Force	Progress
Advanced Search	TVP	Consideration for a single sourced capability for the region is ongoing. A Memorandum of Understanding (MoU) is yet to be agreed.
Air Support	Sussex	A case for a regional consortium has been presented and deferred pending the ACPO national review on Air Support.
High Tech Crime	Hampshire	A regional MoU has been agreed, as have joint procurement arrangements with identified lead forces.
Internet Policing	Surrey	Surrey and Sussex have dedicated teams with similar working practices, a consistent approach across all 4 forces is now being progressed. A review of demand and capacity is being undertaken.
Fingerprint Services	TVP	A regional MoU has been agreed. Standardisation of terminology & working practices has been agreed but yet to be completed.
Forensic Procurement & Submissions	Sussex	A regional MoU has been agreed. A Joint procurement submission is being prepared in support of the National Forensic Framework.
Technical Support	TVP	A regional MoU has been agreed. Early indications are that significant savings will be made through the MoU. Further work is being undertaken to address data storage systems and regional procurement
Witness Protection	Hampshire	A regional MoU has been agreed. Dorset Police have also recently joined this programme, which is scoping a single dedicated team for the region.

## **5. Consultation**

We consult with our communities at many levels, enabling local people to have a say in improving the service we provide.

### Engagement

At a neighbourhood level we engage through our neighbourhood policing teams at street meetings, Local Action Teams, Neighbourhood Panels, Key Individual Networks, surgeries and through officers' 'blogs' on our website. This year we will audit our engagement activity ensuring it is effective in each neighbourhood.

Operationally we consult about the impact of critical incidents on communities. In completing 'Community Impact Assessments', we seek advice from a wide and diverse range of 'critical friends', key community advocates, and Independent Advisory Groups.

At the strategic level we undertake surveys of crime victims to assess their levels of satisfaction. Understanding the experience of victims has helped us to significantly increase satisfaction levels over the last couple of years.

Our expanding network of external reference groups is invited to test, challenge and inform our policies and practices. Groups are structured around strands of diversity: Race, Disability, Gender, Age, Faith and Belief, and Sexual Identity.

Through annual staff surveys and a network of representative groups and support associations, we actively seek the involvement of our own people in decision making and priority setting.

### Surveys

Other large scale surveys, such as the British Crime Survey and the new Place survey, allow us to assess community perception and determine levels of confidence. This year we will conduct a range of our own surveys to explore public confidence and the 'fear of crime' at a more local level.

#### Sussex Police Authority

Sussex Police Authority also conducts a wide range of consultation, from public meetings to an annual postal survey. The Police Authority seeks to consult with all sections of the community to find out what people think are the most important issues for the police to tackle.

#### Quality of Service Assessment

Frontline supervisors undertake Quality of Service interviews with local people to hear their experiences. The checks ensure local supervisors are hearing directly about the quality of their officers' service.

#### Partners

Through the Sussex Improvement Partnership (SIP) we work with local authorities and partners to plan future consultation and share learning from research and surveying. As part of local CDRPs we undertake 'face the people' and other joint consultation helping to identify local priorities.



## 6. Audit and Inspection Reports

Our fitness to deliver efficient and effective services is assessed by a number of different auditors and inspectorates over the year.

### HMIC inspection of protective services

HMIC activity has recently focused on protective services, reflecting the concerns expressed in its 'Closing the Gap' report. The report put pressure on forces to build capacity through mergers; when that requirement was ultimately removed, forces were required to invest in protective services locally.

The HMIC inspection therefore was an important test of whether Sussex Police has invested sufficiently in protective services, to address the 'Closing the Gap' shortfalls. In summary HMIC has been positive about the progress we have made to develop our protective services, and recognised the investment made by the Authority.

Major Crime Inspection - published in July 2008, graded Sussex as meeting the required standard. The recommendations made were:

1	Review community mapping and profiling to ensure that all available information is appropriately shared.
2	Review the number of databases in use within the Force to ensure appropriate management of information.
3	Introduce bespoke diversity training for major crime branch staff.
4	BCU intelligence products should contain greater focus and emphasis on the Level 1 contribution towards tackling major crime and serious and organised crime.
5	Review working practices to ensure that all major crime best practice and learning opportunities are centrally captured and shared.

Serious and Organised Crime Inspection - published in July 2008. The recommendations made were:

1	Conduct a review of the responsibilities of the chair of TTCG meetings, to ensure an integrated approach to the deployment of resources against force priorities.
2	Review working practices to ensure that all organisational learning opportunities are consolidated and shared.
3	Introduce definitions for the disruption and dismantlement of OCGs, and introduce key performance indicators to measure targeted activity.
4	Introduce clear prevention strategies to all formal NIM processes.
5	Review the system by which it manages the Proceeds of Crime Act including Force guidance, BCU procedures and knowledge and awareness of staff to ensure an effective response to this area of business.

We were due to be inspected around other protective services during the autumn, but following a 'risk/threat/demand assessment' by HMIC the visit was cancelled.

#### HMIC inspection of neighbourhood policing

HMIC also assessed the delivery of the neighbourhood policing programme which was required to be in place in all forces by April 2008. Sussex was assessed as meeting the required standard in neighbourhood policing and in developing citizen focused policing. In both areas the Authority has made significant investment.

Neighbourhood Policing and Citizen Focus Inspection - Published in September 2008, graded Sussex as meeting the standard. The recommendations made were:

1	The Force should broaden its approach to publishing the identities and contact details of neighbourhood staff beyond the Force's web site.
2	Undertake a review of its engagement techniques including thorough public consultation to better understand what works, to improve the effectiveness of preferred techniques and to strike the right balance between pure cost versus output and the needs of the community.
3	The Force should take urgent action to implement quality control of 'Blog' pages on the Force's internet site, and provide training for staff to ensure that the potential of this powerful community engagement and intelligence tool is maximised.
4	Develop mechanisms to qualitatively test and monitor engagement levels within Sussex at a neighbourhood level, thereby ensuring opportunities to improve access to more challenging communities are identified and consistently acted upon.
5	Review the published opening hours of its front offices to confirm that these meet the identified need. Mechanisms should be established to ensure that those realistic expectations of the public established through the publication of opening hours are always consistently met.
6	The Force develop corporate mechanisms to monitor compliance with the National Quality of Service Commitment and drive strategic action to improve longer term performance.

#### Audit Commission assessment of use of resources

The Audit Commission undertook an assessment around the use of resources, through their PURE (Police Use of Resources Evaluation) programme. Published in August 2008 PURE assesses forces across five key themes and gives scores between 1 and 4 (4 being the highest). An overall judgement is also given. The scores for Sussex were:

<b>Theme</b>	<b>Score</b>
Financial reporting	3
Financial management	4
Financial standing	4
Internal control	3
Value for money	3
<b>Overall Judgement</b>	
Use of resources	4

## **7. Risk Management and Organisational Governance**

The management of risk is an inherent part of policing. Where it exists we take a proportional approach to its management that allows innovative decision-making and supports improvement in services.

Risk management is embedded within our daily business. Operational risk is managed through the National Intelligence Model (NIM), and organisational risk is managed as an integral part of the Force and Authority's meeting structures, supported by an on-line management system.

Oversight of risk management is provided by the Organisational Development 'Learning the Lessons' Meeting, which is chaired by the Deputy Chief Constable, and where recommendations and organisational learning are actively progressed.

A Strategy to further develop our approach to risk management is in place, overseen by the Authority and its Corporate Governance Committee.

## **8. Environmental Strategy**

Sussex Police has an Environmental Strategy which seeks to ensure we conduct our business in accordance with good environmental practice, as well as enabling us to meet and go beyond our legislative requirements.

Our Environmental Strategy has been positively commented on by the Audit Commission and has delivered tangible improvements, but there is still more to do. The Strategy sets out our sustainability targets and actions for improvement, including energy reduction initiatives for information services, buildings, and transport plans. The Strategy focuses on three key priorities:

1. **Local measures:** Taking effective measures to minimise negative environmental impact. These include:
  - All paper being purchased from renewable sources
  - Increasing waste recycling to over 50% by volume
  - Reducing fleet carbon dioxide emissions by 7% per mile
  - New buildings being built to BREEAM 'very good' standard
  - Flora and fauna being protected and developed at selected sites
  - Receiving a Carbon Trust award of "Accreditation for Achievements in Energy Efficiency".
  
2. **Supply chain:** Ensuring environmental factors are given proper consideration when preparing contracts, tendering for work and assessing proposals.
  
3. **Offsetting** the environmental impact by introducing measures such as carbon trading. This is still in its infancy, but carbon trading is due to be adopted by police forces in April 2012, with a pilot in January 2010.

## **Performance and Targets**

### ***9. Serving Sussex - Policing Pledge.***

Sussex Police will support law abiding citizens and pursue criminals relentlessly to keep you and your neighbourhoods safe from harm. We will:

1. Always treat you fairly with dignity and respect ensuring you have fair access to our services at a time that is reasonable and suitable for you.
2. Provide you with information so you know who your dedicated Neighbourhood Policing Team is, where they are based, how to contact them and how to work with them.
3. Ensure your Neighbourhood Policing Team and other police patrols are visible and on your patch at times when they will be most effective and when you tell us you most need them. We will ensure your team are not taken away from neighbourhood business more than is absolutely necessary. They will spend at least 80% of their time visibly working in your neighbourhood, tackling your priorities. Staff turnover will be minimised.
4. Respond to every message directed to your Neighbourhood Policing Team within 24 hours and, where necessary, provide a more detailed response as soon as we can.
5. Aim to answer 999 calls within 10 seconds, deploying to emergencies immediately giving an estimated time of arrival, getting to you safely and as quickly as possible. In urban areas, we will aim to get to you within 15 minutes and in rural areas within 20 minutes.
6. Answer all non-emergency calls promptly. If attendance is needed, send a patrol giving you an estimated time of arrival, and:
  - If you are vulnerable or upset we will aim to be with you within 60 minutes.
  - If you are calling about an issue that we have agreed with your community will be a neighbourhood priority and attendance is required, we will aim to be with you within 60 minutes.

- Alternatively, if appropriate, we will make an appointment to see you at a time that fits in with your life and within 48 hours.
  - If agreed that attendance is not necessary we will give you advice, answer your questions and/or put you in touch with someone who can help.
7. Arrange regular public meetings to agree your priorities, at least once a month, giving you a chance to meet your local team with other members of your community. These will include opportunities such as surgeries, street briefings and mobile police station visits which will be arranged to meet local needs and requirements.
  8. Provide monthly updates on progress, and on local crime and policing issues. This will include the provision of crime maps, information on specific crimes and what happened to those brought to justice, details of what action we and our partners are taking to make your neighbourhood safer and information on how your force is performing.
  9. If you have been a victim of crime, agree with you how often you would like to be kept informed of progress in your case and for how long. You have the right to be kept informed at least every month if you wish and for as long as is reasonable.
  10. Acknowledge any dissatisfaction with the service you have received within 24 hours of reporting it to us. To help us fully resolve the matter, discuss with you how it will be handled, give you an opportunity to talk in person to someone about your concerns and agree with you what will be done about them and how quickly.

We want to do our best for you but if we fail to meet our Pledge we will always explain why it has not been possible on that occasion to deliver the high standards to which we aspire and which you deserve.

## 10. Statutory Performance Indicators for 2008-09

The Assessment of Policing and Community Safety (APACS) is the single framework used to measure policing and community safety. The framework is a means to measure everything the police do alone or in partnerships. The same Statutory Performance Indicators (SPIs) are used throughout forces in England and Wales. Some of the SPIs are also included in the 198 National Indicators (NI).

SPI	NI	Measure
1.1		Satisfaction with service delivery (Police)
1.2		Comparative satisfaction with service delivery (Police)
1.3		Satisfaction with service delivery (racist incidents)
1.4		Satisfaction with service delivery (CJS)
2.1	27	Understanding local concerns (agencies)
2.2	21	Dealing with local concerns (agencies)
2.3		Residents perception of police performance
2.4		Effectiveness of the CJS
2.5		Fairness of the CJS
3.1		Minority ethnic police officer recruitment
3.2		Female police officer representation
4.1	17	Perception of anti-social behaviour
4.2	41	Perception of drunk or rowdy behaviour
4.3	42	Perception of drug use/drug dealing
5.1	15	Serious violent crime rate
5.2	16	Serious acquisitive crime rate
5.3	20	Assaults with less serious injury rate
5.4	34	Domestic homicide rate
5.5	29	Gun crime rate
5.6	28	Knife crime rate
6.1		Serious violent offences brought to justice
6.2		Serious acquisitive offences brought to justice
6.3		Sanction detection rate for racially and religiously aggravated crimes
6.4		Serious sexual offences brought to justice
7.1	33	Deliberate fires
8.1		Asset recovery
9.1	47	Road traffic casualties
10.1	30	Prolific and other Priority Offender re-offending rate
11.1	18	Adult re-offending rate
11.2	19	Youth re-offending rate
11.3	111	First time youth offending
12.1		Police service efficiency
13.1		Police officer sickness absence rate

Our year performance against these measures will be publicised during 2009.



## **11. Comprehensive Area Assessments**

This year a new collective assessment of public services will be undertaken through Comprehensive Area Assessments (CAA). The CAA will look at how well local services are working together to help improve the quality of life for local people. It will make straightforward independent information available to people about their local services, helping them make informed choices and influence decisions. Information about the assessments will be provided through the Audit Commission.

## 12. Force Performance targets 2008-09

This table reproduces the targets that Sussex Police Authority set for last year (2008-09). Our performance against those targets will be publicised during 2009.

### Key performance targets 2008-09

Description	Target
<b>Deliver a quality service that is visible and reassures</b>	
Satisfaction with being kept informed	70%
Domestic abuse repeat victimisation rate	19%
ABH (assault with injury) detection rate	50%
Increase in neighbourhood specialist officers	47
We will undertake quality investigations in line with our investigations standards.	
We will seek to reduce the proportion of time that NST PCs and PCSOs are abstracted from their neighbourhoods.	
<b>Reduce and detect crime</b>	
Reduction in overall crime rate	5%
Reduction in vehicle crime rate	6%
Reduction in criminal damage rate	5%
Reduction in domestic burglary rate	5%
Reduction in serious violent crime rate	10%
Domestic burglary detection rate	18%
Serious sexual offences detection rate	30%
Serious violent crime detection rate	55%
Domestic abuse detection rate	55%
Detections for supply or possession with intent to supply Class A drugs	400
Number of confiscation orders	117
Value of confiscation orders	£2.8m
Overall satisfaction with criminal justice agencies	80%
We will review our protective services provision and ensure that our capacity and capability to meet the known and emerging threat to the people of Sussex is sufficient, robust and meets ACPO Minimum Standards for Protective Services.	
<b>Respond to calls for assistance</b>	
999 calls answered within 10 seconds	90%
Satisfaction with police action taken	80%
<b>Deliver local policing</b>	
Resolution of local problems – We will address local issues and find lasting solutions through problem-solving in partnership with other agencies and the community.	
Increase the number of Special Constables to	300
Reduce the number of people killed or seriously injured on Sussex roads to	918
Reduce the number of children killed or seriously injured on Sussex roads to	60
<b>Improve ease of contact and accessibility</b>	
Ease of contact user satisfaction	90%
<b>Develop our organisational capability</b>	
Proportion of recruits from minority ethnic groups	6%
Proportion of female recruits: PCSO/police staff 50% & Police officers 45%	
Efficiency gains	£9m
Deliver 90% of the targets specified in the Force's Climate Change and Environmental Strategy.	

## **Making Best Use of our Physical, Financial and Information Resources**

### **13. Information systems**

The management of police information systems is changing under Home Office proposals for greater standardisation across police forces. For Sussex our IS strategy for the next three years sets out clear goals which align with the emerging national direction, rolling out systems that enable more efficient use of police officer time, better total cost of ownership, and improved ability to react to business change.

To meet the IS strategy we are undertaking a modernisation programme intended to deliver easy-to-use connected information in a sustainable way that can change with the business of policing. This includes working with the NPIA's Information Systems Improvement Strategy (ISIS) Programme.

Key work plans for 2009-10 are:

- Improvements to contact management, telephony and command and control systems
- Implementing our Mobile Data Strategy
- Further upgrading internal communications: e-mail, intranet and document management
- Implementing the national IMPACT programme
- Enhancing our Disaster Recovery resilience
- Strengthening our information security arrangements

#### **14. Efficiency and productivity planning**

Sussex has a strong track record in delivering efficiency savings and improving productivity. We are on course to achieve cash-releasing efficiency savings in 2008-09 of £10.3m and plan a further £6.1m cash-releasing savings in 2009-10.

The Home Office Efficiency and Productivity Strategy has set a police service-wide target of efficiency gains equal to 9.3% of gross revenue expenditure (GRE) by the end of 2010-11. Police Authorities have been asked to set challenging local efficiency targets. The delivery of local efficiency and productivity improvements counts towards this and, in Sussex, this work is overseen by the Police Authority's Planning and Performance Steering Group. Locally we have set a cumulative efficiency target equivalent to £30.7m (10.28%) by the end of 2010-11. Achieving efficiency gains at this level will be very demanding.

Based on the latest budget projections, the efficiency and productivity targets over the period to 2010-11 are set out below.

**Efficiency Targets for Sussex**

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Efficiency target</b>				<b>30.0</b>
Carry forward from 2007-08	8.6			8.6
<b>Cash releasing gains</b>	10.3	6.1	2.0	16.4
<b>Productivity gains</b>	1.8	2.9	1.0	5.7
<b>Total efficiencies</b>	<b>20.7</b>	<b>9.0</b>	<b>2.9</b>	<b>30.7</b>

Improving our productivity can count towards our efficiency target. So we will achieve this by:

- Managing our people better. This is being progressed through improvement plans involving front line officers (such as Operation Quest) as well as revising our HR Strategy to develop our approach on managing absence.

- Reducing bureaucracy, by streamlining Finance & HR processes; better use of operational information; through inter-operability; and more use of mobile data.
- Increasing collaboration through the South East Collaboration Programme and other programmes.
- Harnessing small improvements as well as other transformational changes.
- Workforce modernisation.
- New procurement gains.

## **15. Business change programme**

Sussex Police has a business change programme overseen by the Deputy Chief Constable. This takes forward agreed change programmes intended to

- Make front-line policing services more effective and efficient
- Free up front-line officers and staff time
- Develop sustainable solutions
- Re-invest savings in policing services that matter to local communities

During the period of this Plan we will embed a continuous improvement methodology intended to deliver benefits which ensure our communities receive improved services.

## 16. Physical and information resources and investment plans

The development of our physical and information resources is set out in our Capital Strategy, which is agreed annually.

The strategy covers all capital resources including the estate, information systems, the fleet and major equipment and is supported by asset management plans that provide detailed objectives, priorities, performance standards and benchmarks for each asset type.

Because it is updated annually, the Capital Strategy has flexibility to adapt to changing priorities and demands. The strategy sets out investment plans over a five year period, with the funded three year capital programme being agreed as part of the Authority's budget setting process. This allows revenue expenditure and capital investment plans to be considered together.

The 2009-10 capital programme proposals were agreed by the Authority in February 2009 and are summarised in the table below.

	2009-10	2010-11	2011-12	Total
	£m	£m	£m	£m
IS	4.801	3.217	4.525	12.543
Estates	5.000	4.390	3.703	13.093
Fleet	3.131	3.558	3.322	10.011
Protective Services	0.700	0.700	0.767	2.167
Operational Capital	0.868	0	0	0.868
<b>Total</b>	<b>14.500</b>	<b>11.865</b>	<b>12.317</b>	<b>38.682</b>

The three year capital programme includes provision for:		
Estates	Fleet	IS Strategy
<b>NEIGHBOURHOOD POLICING</b>		
<b>New and improved Buildings:</b> <ul style="list-style-type: none"> <li>▪ Replacement Lewes Police Station</li> <li>▪ Enhanced custody facilities in Crawley</li> <li>▪ Increase custody capacity at Hastings</li> <li>▪ Crowborough Police station</li> </ul>	<b>Replacement of fleet vehicles</b> to meet operational requirements	<b>Changes to improve working practices:</b> <ul style="list-style-type: none"> <li>▪ Implementation of Mobile Data Strategy</li> <li>▪ Command and Control (major upgrade for OIS)</li> </ul> <b>Improving contact with public:</b> Implementation of Contact Management strategy
<b>KEEPING PEOPLE SAFE</b>		
<b>New and improved Buildings:</b>	<b>Replacement of fleet vehicles</b> to meet operational requirements	<b>Changes to improve working practices:</b> <ul style="list-style-type: none"> <li>▪ ANPR Programme</li> <li>▪ Continuity / Disaster Recovery</li> <li>▪ Command and Control (major upgrade for OIS)</li> </ul> <b>Improved management of information:</b> <ul style="list-style-type: none"> <li>▪ NSPIS</li> <li>▪ IMPACT</li> <li>▪ Holmes 2020</li> <li>▪ NSBIS</li> </ul>
<b>MAKING BEST USE OF OUR RESOURCES</b>		
<b>Improved Buildings:</b> <ul style="list-style-type: none"> <li>▪ Improvement of Police HQ Lewes</li> </ul> <b>Improved Facilities:</b> <ul style="list-style-type: none"> <li>▪ Relocation of Astley House vehicle workshop</li> <li>▪ Locker Rooms</li> </ul> <b>Improved security:</b> Provide appropriate site security and access	<b>Ensuring best industry practice</b> in the management of vehicle fleet and workshops.  <b>Purchase of diesel vehicles (low CO<sup>2</sup> ) where possible</b>  <b>Fitting of data recorders to vehicles</b>  <b>Use of national and local procurement agreements</b> where applicable to reduce the cost of operating the fleet.	<b>Changes to improve working practices:</b> <ul style="list-style-type: none"> <li>▪ NSPIS Programme</li> <li>▪ Implementation of Mobile Data Strategy</li> <li>▪ Remote Access/ Home Working</li> <li>▪ Business Continuity / Disaster Recovery</li> </ul> <b>Improving contact with public:</b> Implementation of Contact Management Strategy

The proposed capital programme, totalling £38.682m, enables the delivery of the Capital Strategy within the funding and timescales proposed. The financing of the capital programme is summarised in the table below. The additional revenue implications, including financing charges arising from the capital programme, have been taken into account in the revenue budget and in the Medium Term Financial Forecast.



**Capital Programme Financing 2009 to 2012**

	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>Total</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Proposed Capital Programme</b>	<b>14.500</b>	<b>11.865</b>	<b>12.317</b>	<b>38.682</b>
Home Office Grant	3.112	3.112	3.112	9.336
Revenue Support	1.740	1.740	1.740	5.220
Capital Receipts	0	0	6.951	6.951
Capital Reserve Specific	0.543	0	0	0.543
General Reserves	5.967	7.013	0.514	13.494
Prudential Borrowing	2.885	0	0	2.885
Major Change Reserve - CCTV	0.123	0	0	0.123
Asset Replacement Reserve	0.130	0	0	0.130
<b>Total Capital Funding</b>	<b>14.500</b>	<b>11.865</b>	<b>12.317</b>	<b>38.682</b>