

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP17/16

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
28 APRIL 2017**

SUBJECT: EVALUATION OF THE SUFFOLK LOCAL POLICING MODEL

SUMMARY:

1. This report summarises the findings from the evaluation of the Suffolk Local Policing Model (SLPM) conducted by the constabulary's performance and analysis department.
2. The Constabulary has proposed eight initial areas for action for immediate progression.

RECOMMENDATION:

1. The Accountability and Performance Panel is asked to consider the contents of the report.

DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION

General Overview

- 1.1. The SLPM was implemented in April 2016 as the Constabulary's principal response to changing demand.

Executive Summary

- 1.2 The Suffolk Local Policing Model was introduced in two Phases during 2015 and 2016 in order for the Constabulary to adapt to the operational and organisational challenges of the time. Police demand had been changing from 'traditional' crime and anti-social behaviour to increased focus on vulnerability related issues. The Constabulary also needed to considerably reduce its expenditure as part of its medium term financial plan. In 2016 the Constabulary introduced a new vision, mission and values strategy of which the new policing model was a central component.
- 1.3 The new policing model resulted in £5.54million of savings by removing over 200 officer and staff posts from the organisation. The model reconfigured the geographic structure of the County Policing Command and defined new responsibilities for response and neighbourhood teams. A new desk-based investigation department was created and a new process for deploying police response teams adopted. The new model reduced the number of police stations open to the public to three, amended the working hours of Police Community Support Officers and led to the recruitment of new police officers for the first time in several years.
- 1.4 During the implementation of the new model, 999 calls and reported crimes rose. The constabulary also implemented two major new IT systems. While recruitment of new officers took place, some teams had to operate with fewer staff than intended. Other teams required more staff to cope with the additional demands placed on them. Despite these challenges, the Constabulary has maintained performance standards including a reduction in the third largest reduction in anti-social behaviour in the country and received a 'good' grading from HMIC in its recent inspection of police effectiveness.
- 1.5 Consultation with the public, partner agencies and staff has identified no significant concerns with the new model. Staff and managers support the principles of the model and the recruitment of new probationer police officers will increase the Constabularies' ability to maintain and improve services in future.
- 1.6 Taking the findings of this evaluation into account, the constabulary will now undertake to refine its policing model further. A continuous improvement unit, headed by a Detective Superintendent will co-ordinate the following actions points:
- a) An ongoing programme of work into monitoring CCR demand, resourcing and the impact of the new telephony system aimed specifically at maximising the effectiveness and efficiency of the constabulary's first response to callers.
 - b) A specific project to review and refine the THRIVE model in order to maximise the use of front line resources and improve the 'flow' of the local policing model.

- c) Development of a new demand modelling programme to ensure the effective use of the ICMH.
- d) Implementation of the 'Augustus' release of Athena, which will offer additional functions for monitoring compliance with the victim's code, problem solving with partner agencies and more.
- e) Implementation of mobile technologies including phones, tablets and body worn cameras to increase officer capabilities and time available for front line duties.
- f) Introduction of 'sounding boards' to proactively receive, assess and act on ideas and feedback from officers and police staff.
- g) Explore options for further workforce modernisation particularly within specialist skills areas. Options include use of special constabulary in investigative capacities and direct entry.
- h) The formation of a new sickness and absence working group to co-ordinate activities aimed at workforce welfare, morale and capability.
- i) The introduction of an Employee Assistance Programme (EAP) for all employees to provide confidential support to assist with personal or work-related problems affecting health, well-being or performance.
- j) Continuation into reviews of supervisor to staff ratios in the County Policing Command, working hours for PCSOs, and the management of property.

2. FINANCIAL IMPLICATIONS

- 2.1. At this time there are no immediate financial implications, but these may arise as the actions outlined are progressed.

3. OTHER IMPLICATIONS AND RISKS

- 3.1. None.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	No
Has the PCC's Chief Finance Officer been consulted?	No
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	No
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes