

Sussex Police

Target Operating Model Design Principles

Version 1.8

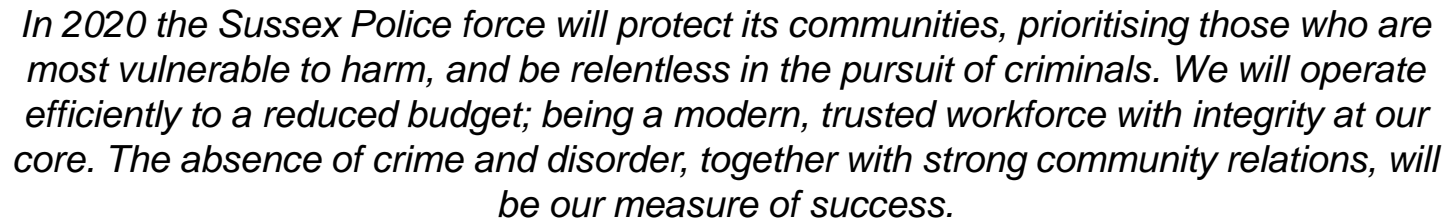


The vision for Sussex Police Force

Sussex Police and Crime Plan



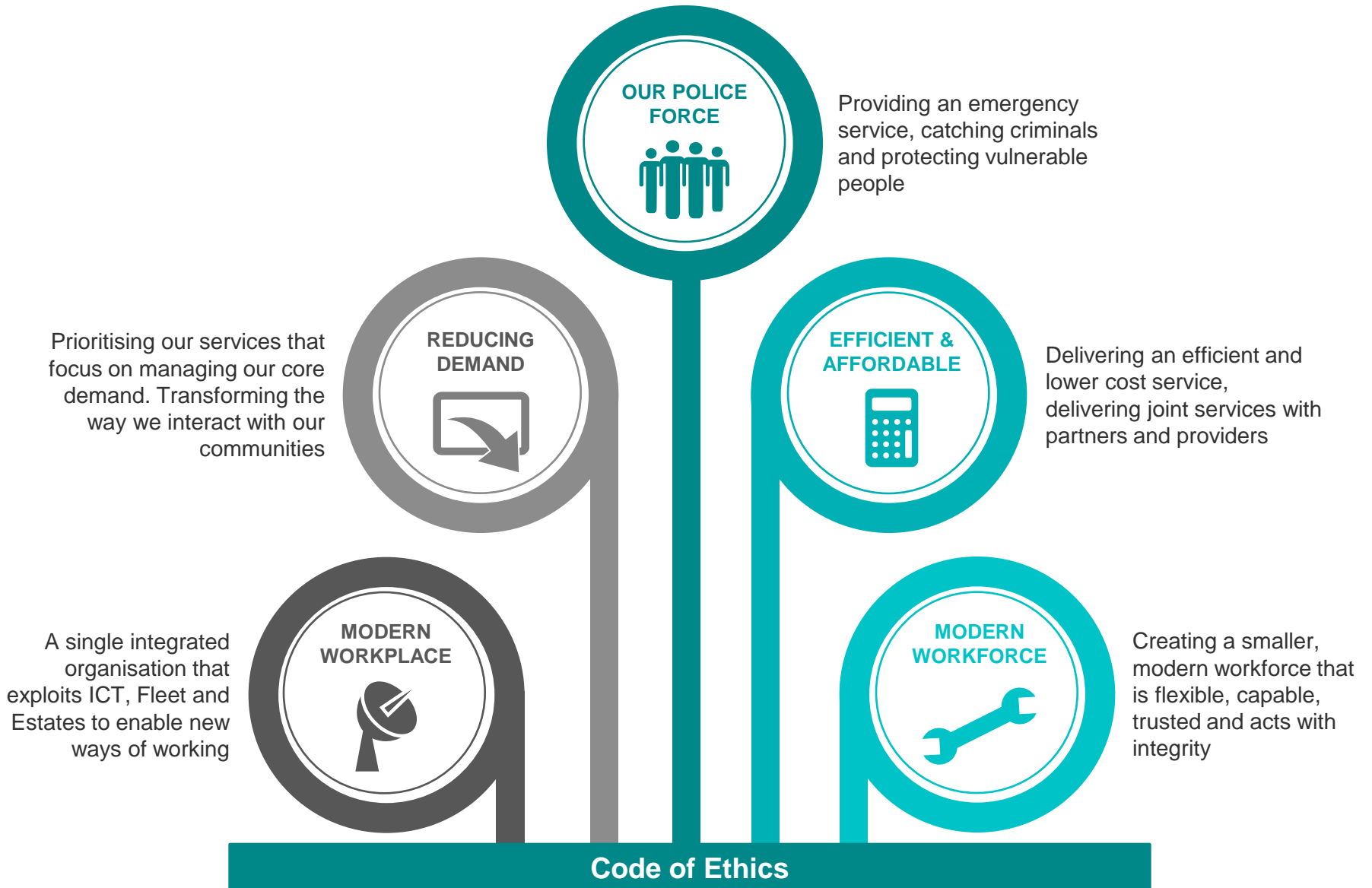
In 2020 the Sussex Police force will protect its communities, prioritising those who are most vulnerable to harm, and be relentless in the pursuit of criminals. We will operate efficiently to a reduced budget; being a modern, trusted workforce with integrity at our core. The absence of crime and disorder,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



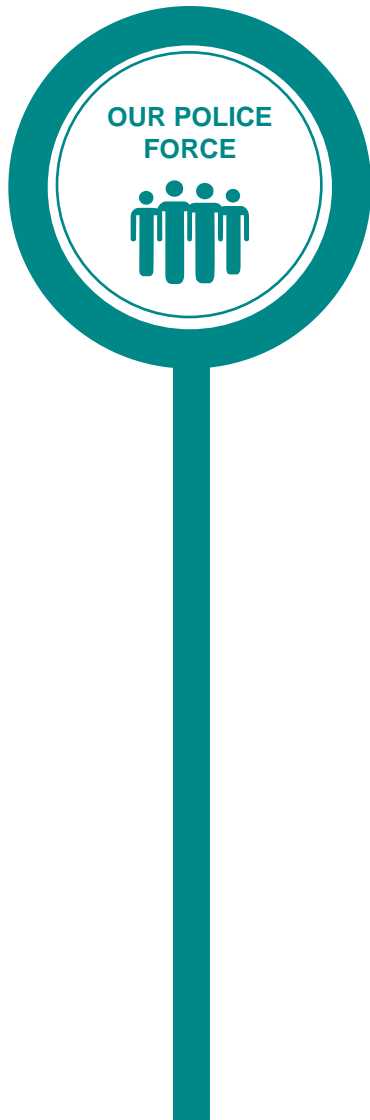
**Design Principles for the
Target Operating Model**

**Sussex Police 2020
Business Strategy**

Key themes for Sussex



Key Theme 1: Our Police Force



1.1 We will deliver the objectives of the PCC's Police and Crime Plan and the core policing mission (prevent and detect crime, keep the peace and respond to emergencies)



1.2 We will deliver all statutory and College of Policing mandated activities



1.3 We will not respond to or investigate everything. We will make decisions on which services to prioritise, and to whom they will be delivered, based on the level of threat, risk and harm



1.4 We will prioritise evidence-based crime prevention, in particular for vulnerable people



1.5 We are an emergency service. We will not respond to non-emergency issues that could be better dealt with by other partners or agencies

Key Theme 2: Reducing Demand



2.1 We will not have a physical policing presence in every geographic location. We will still provide a clear point of community accountability and remain visible through other means



2.2 We will flex our resources across our organisation to meet demand pressures. We will reduce our demand to meet our resource capacity



2.3 We will not deliver some services or accept responsibility for demand that is not our core mission except where co-production or joint services can provide mutual benefit



2.4 We will prioritise proactive policing where it reduces demand for a police response, which will focus on crimes and incidents that are resolvable



2.5 We will seek to encourage the public and partners to use lower cost channels. We will respond to public contact with lower cost methods for non emergency access to policing services

Key Theme 3: Efficient and Affordable



3.1 Service delivery will be proportionate to the levels of threat, risk and harm



3.2 We will build joint services with other public, private and third sector providers to reduce the overall cost of service and will ensure clear accountability



3.3 Services must be affordable and support the reduction in revenue costs of 30% in target areas by 2020



3.4 Each step in each process should reduce waste. We will seek to minimise multiple points of ownership and handoffs



3.5 We will expect effective ways of working including the use of intuitive technology and automation of processes

Key Theme 4: Modern Workplace



4.1 We will be an integrated organisation. Accountability and ways of working will be developed to enable a collegiate environment



4.2 Designs will minimise costs for Fleet and Estates and reduce the costs of contracts



4.3 We will exploit technology to get the best performance for our people

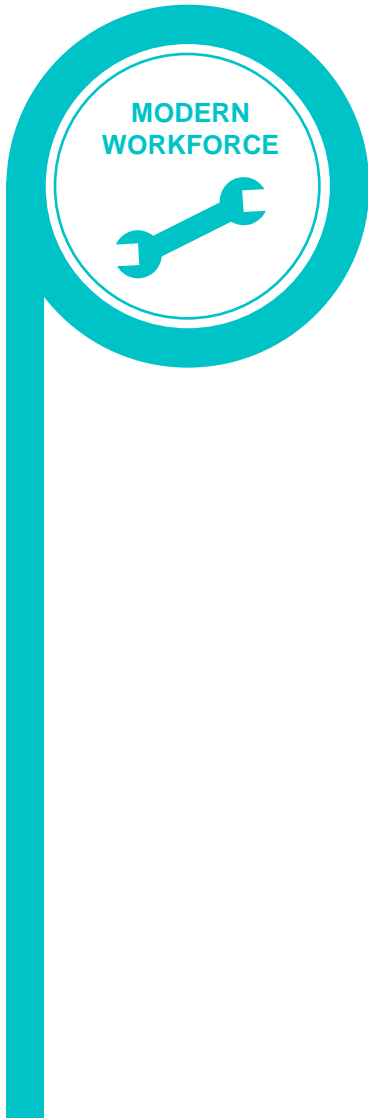







4.4 We will seek to predict and manage demand for services in order to deploy our resources more effectively



4.5 We will utilise modern methods of being 'visible' to the public, reducing the need for a physical presence

Key Theme 5: Modern Workforce

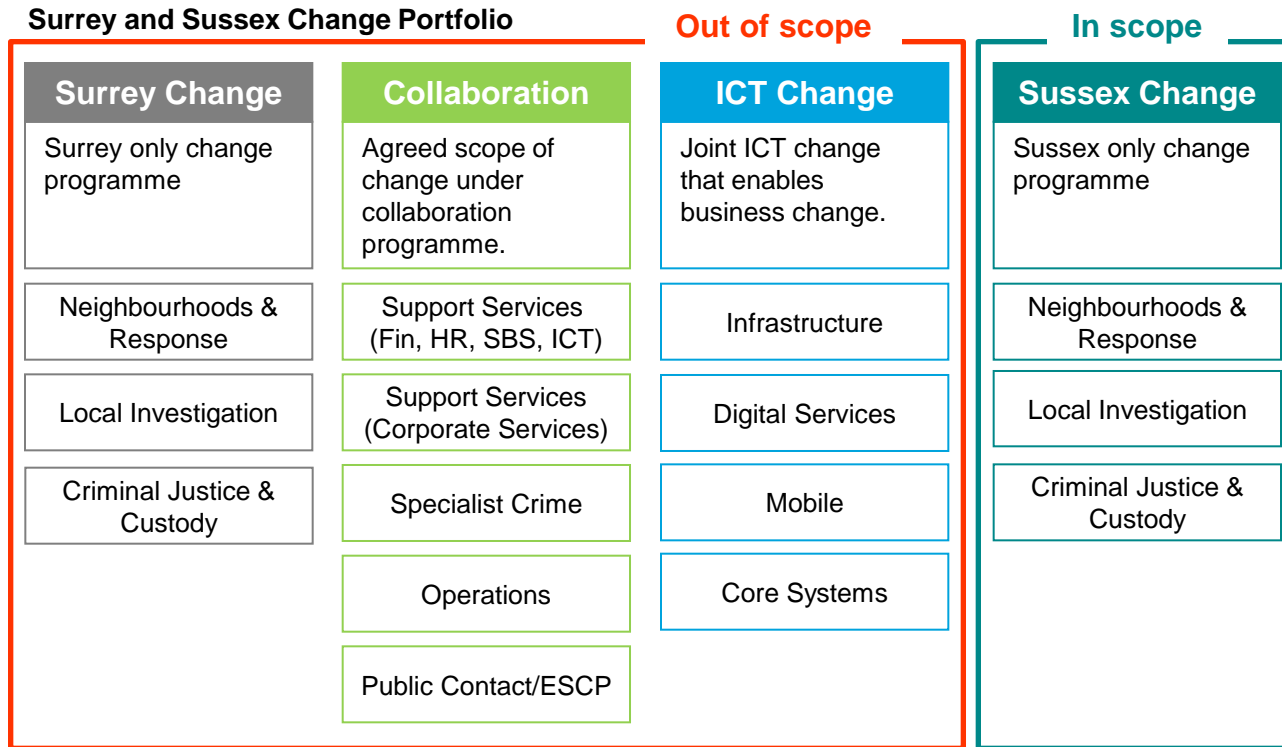


-  **5.1** We will reduce middle and back office roles and maximise resources for front line services. We will make selective choices about what we want to outsource
-  **5.2** Larger supervision ratios should place Sussex best in class against most similar forces. We will aim to have first line supervision ratios of at least 1:8
-  **5.3** There will be more omni-competence; we will only create and maintain specialisms where it is essential. Our workforce mix will balance operational resilience with cost
-  **5.4** We will consider opportunities to resource demand peaks through flexible deployment and employment arrangements. Shift patterns and contractual terms will focus on Force needs
-  **5.5** We will improve service by introducing new ways of working, developing a culture of earned autonomy, organisational learning and delegation of authority to the lowest possible level

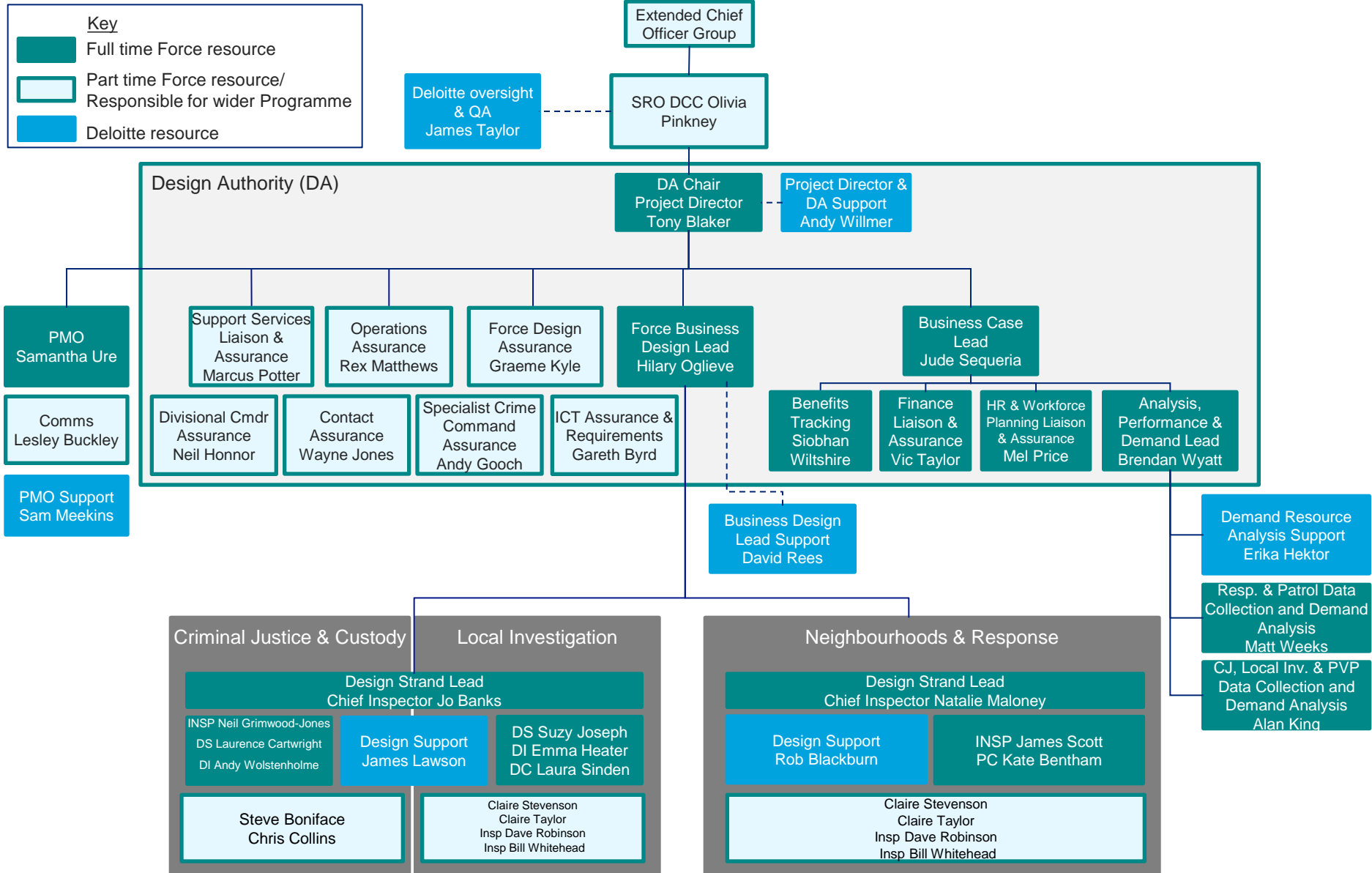
Method & Approach

Scope

- Development of a Target Operating Model for the non-collaborated functions of Sussex Police
- 11 week intensive plan of work, based on the scope outlined below
- A Sussex owned and led project to ensure ownership of the design and continuity into delivery with external support from Deloitte to accelerate the design



A Sussex led team, supported by Deloitte



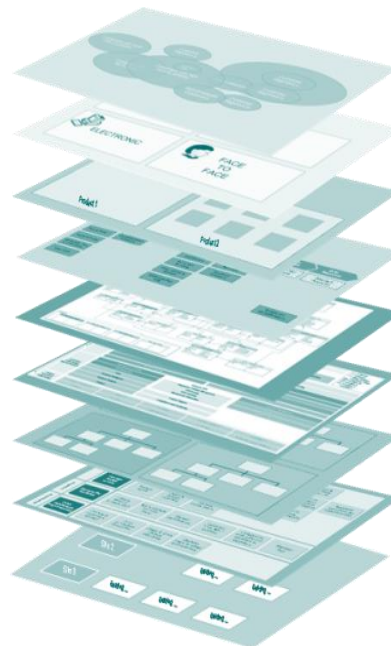
The Target Operating Model method

Operating Model definition

- An Operating Model's primary purpose is to enable the application of a corporate strategy or vision to a business or operation. **At its simplest the Operating Model is a clear representation of how an organisation's components are configured and function together to deliver the vision or strategy.**
- A central feature of the Operating Model is its ability to communicate to internal and external stakeholders how the organisation will work in the future - the Target Operating Model (TOM). It can lay out precisely **how and where the strategy of the organisation will be executed from a process, people and technology perspective.**
- It provides an end-to-end view across the value chain of every significant element of business activity.

Project methodology

- By de-constructing the organisation into its constituent parts the impact of the Business's proposed change can be clearly mapped and visualised.
- Layering the proposed change in such a way assures:
 - That the target state is clearly understood.
 - That change is visually communicated and executive clarity is achieved.
 - That leadership has a real opportunity to optimise all change opportunities in terms of the size, shape, consistency of the Business.
 - That the Business can effectively communicate its new model
 - That design is not constrained by existing ways of working and functional structures



Customers

Executive clarity

Channels

Services

Business model optimisation

Processes

People & Organisation

Strategic planner

Information

Transformation enabler

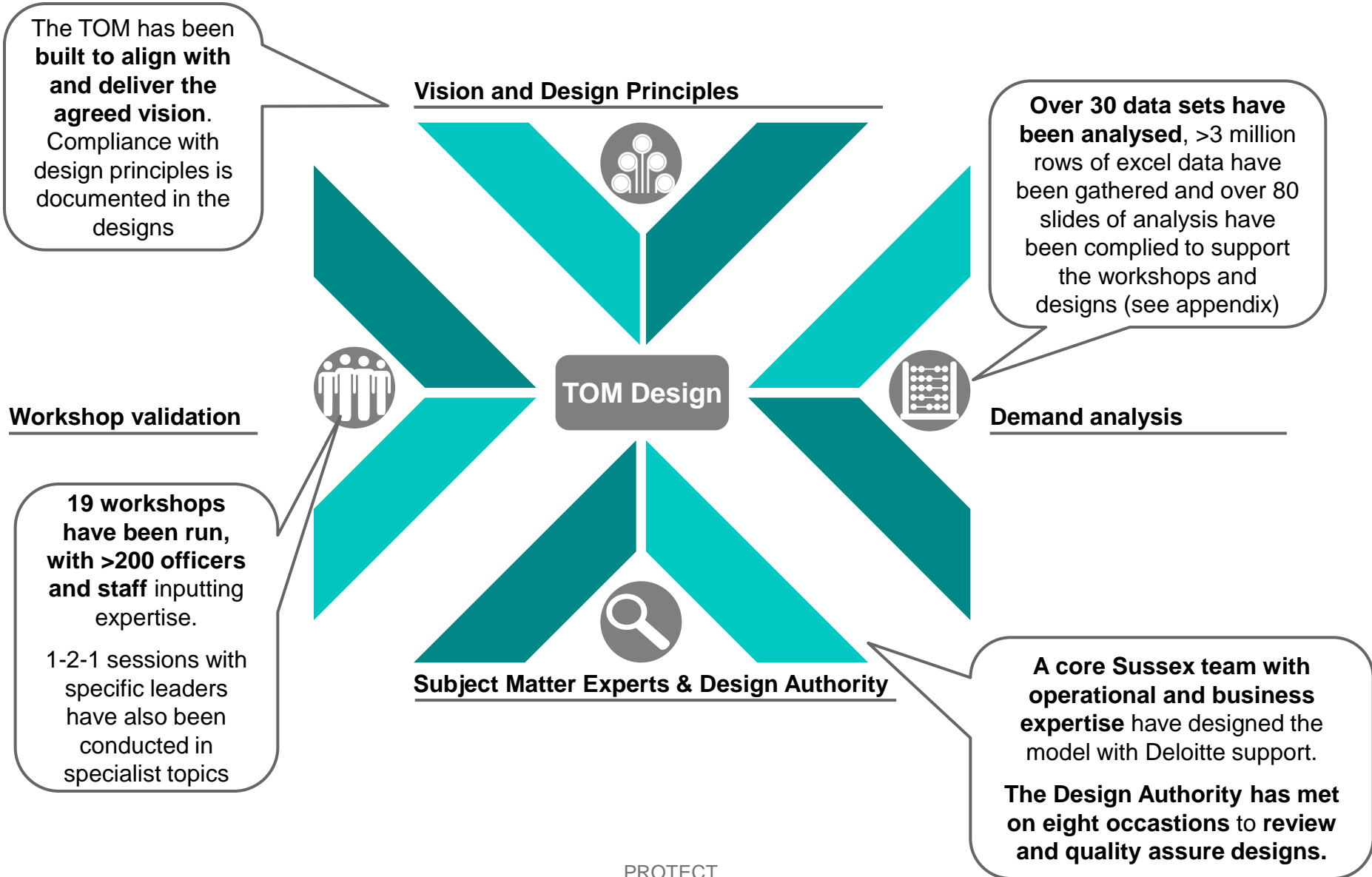
Estates

Fleet

ICT

Consensus builder

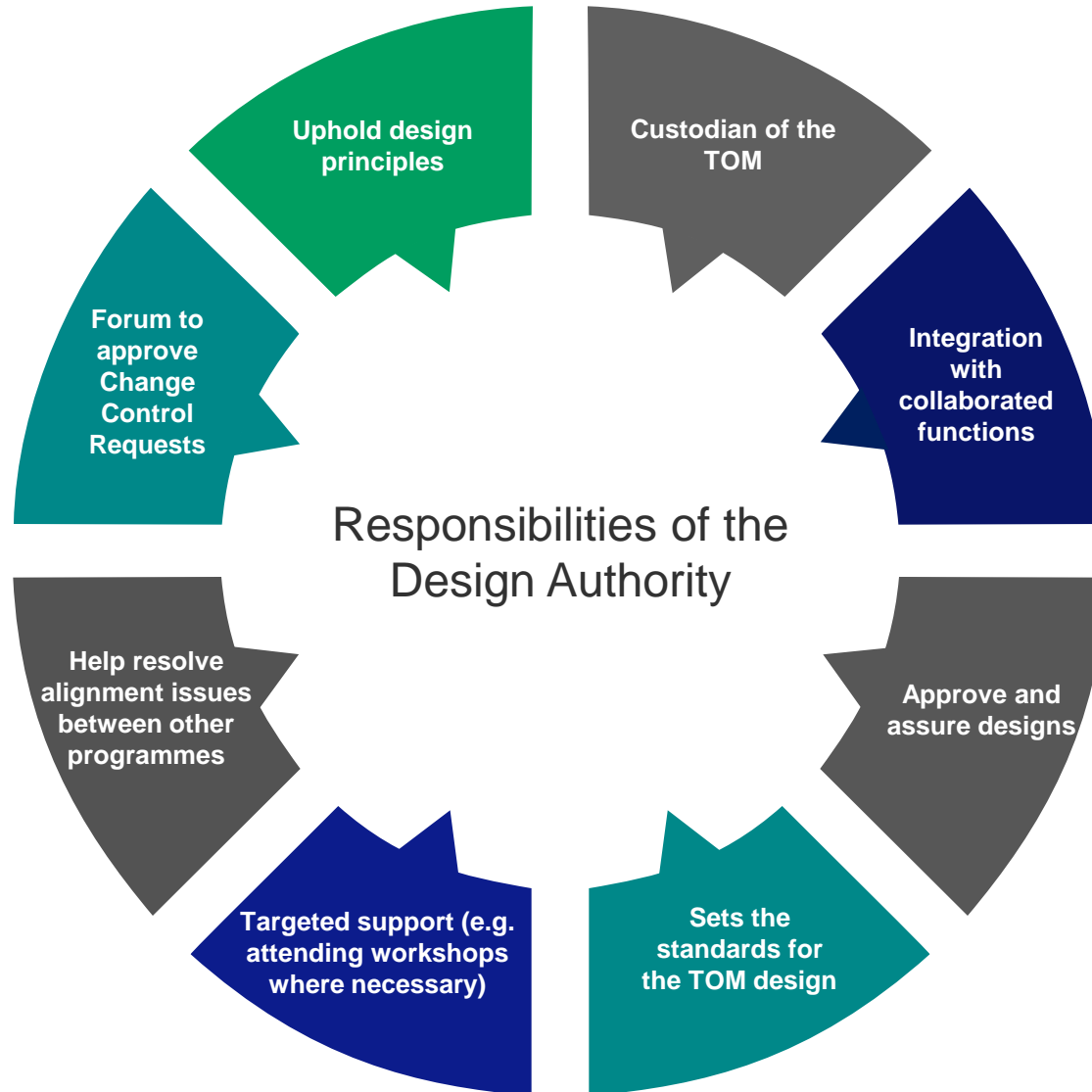
Approach – developing a robust model



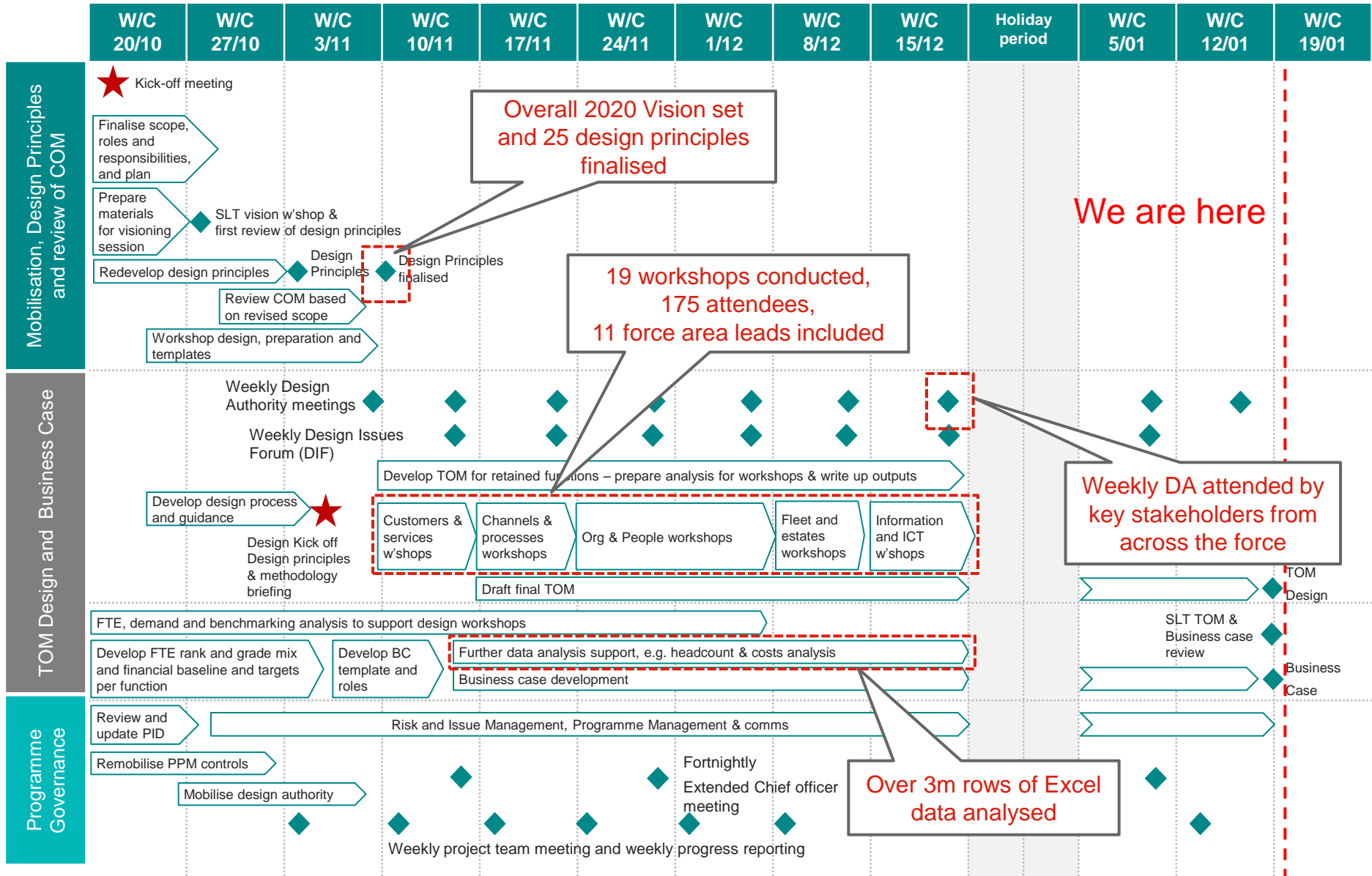
Operating Model Design Workshops

Layer	Date	Key questions to answer in the workshops / meetings	Functions
Customers	w/c 10/11/2014	Who are our customers? What are the services we will deliver?	Neighbourhoods & Response Local Investigation Criminal Justice & Custody
Services		What channels are used to access this service? How might we encourage channel shift or demand management?	
Channels		How do we deliver the services? Which process? Which new processes are required in the new model? Which processes can be improved to achieve savings?	
Processes	w/c 17/11/2014	Design of layers managed on weekly cycle with workshops across functions	
People & Org	w/c 24/11/2014 & 01/12/2014	What are the capabilities required to deliver these services? How should the roles be organised into teams? How many people do we require in each skill profile? How can management be streamlined? What governance is needed to manage the services?	
Information & MI	w/c 08/12/2014	How do we measure...? What management...? How do we collectively define the priorities and targets for the...? How does each function contribute to the delivery of our collective targets?	
ICT		What technology capabilities do we require to support the model?	
Fleet	w/c 15/12/2014	Final workshops concluded in the week before Christmas	
Estates		How will our Estates and enabling infrastructure support future working?	

Design Authority – providing senior operational assurance of the TOM



A fast-paced 11 week plan



What is the TOM?

What the TOM is

- A fully integrated way of working, identifying how Sussex Police will deliver Local Policing Services
- A model that takes account of the dependency between what services are delivered, by whom, with what skills and enablers in support
- A blueprint for the implementation of the Force's strategic vision, which can be changed or amended in a controlled and integrated way through the Design Authority

What the TOM is not

- A design that can only be implemented in part
- A definitive solution that has to be approved in full

Changes will need to be managed in the same way as the design was developed to preserve the integrity of the TOM

Internal and external changes will need to be assessed for their impact on the model.