



SUSSEX POLICE AND CRIME PANEL

FRIDAY, 20 JANUARY 2017

11.00 AM COUNCIL CHAMBER, COUNTY HALL, LEWES

MEMBERSHIP - Councillor Watson (Chairman)
Councillors Bill Bentley (Vice Chairman), Simmons, Wotherspoon, Daniel,
Wares, Lintill, Jones, St. Pierre, Shuttleworth, Davies, Dowling,
Rowbottom, Nicholson, Webster, Kirby, James, Turner, Hill and Nightingale

AGENDA

1 Declarations of Interest

Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt contact Democratic Services, West Sussex County Council before the meeting.

2 Minutes of previous meeting: 23 September 2016 (*Pages 5 - 12*)

To confirm the minutes of the previous meeting on 23 September 2016

3 Urgent Matters

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency.

4 Police & Crime Plan and Precept Working Group (*Pages 13 - 16*)

Report by the Clerk to the Police and Crime Panel

The report sets out detail of the work of the Police and Crime Plan working group and recommendations arising from the two meetings of the group.

The Panel is asked to consider the report and the endorsement of the Group's recommendations.

5 a) Revenue and Capital Budget 2017/18 & b) Proposed Precept (*Pages 17 - 46*)

Report by the Police and Crime Commissioner

a) Revenue and Capital Budget

The draft budget is attached for information, to inform the discussion on the proposed precept.

The Panel is asked to note:

- the draft revenue budget for 2017/18;
- the latest Medium Term Financial Forecast;
- the latest savings schedule to 2020/21; and
- the draft capital budget for 2017/18 and capital and investment programme

2020/21.

b) Proposed Precept

Report by the Police and Crime Commissioner

The Police and Crime Commissioner will update the Panel on the proposed precept and draft budget for 2017/18. The Panel is asked to consider the proposed precept of £153.91 (on a Band D property), an increase of **£5.00**, equivalent to **3.36%**, and make recommendations.

Under Schedule 5 of the Police Reform and Social Responsibility Act 2011 the Panel is responsible for reviewing the Commissioner's proposed precept and making reports and recommendations. If the Panel does not accept the proposed precept the power of veto is provided under this Schedule. The power of veto can only be exercised with a two thirds majority, at least, of the current Panel membership, i.e. 14 members or more, voting in favour of a veto.

In the event of a veto the Commissioner must produce a revised precept by 15 February. A provisional meeting date of Monday 20 February 2017 has been arranged for the Panel to meet to consider a revised precept and make reports to the Commissioner if required. The Panel does not have the power of veto over the revised precept.

6 Police & Crime Plan 2017 - 2021 (*Pages 47 - 70*)

Under Section 28, paragraph 3 of the Act, a police and crime panel must review the draft police and crime plan, or draft variation, given to the panel by the Police and Crime Commissioner and make a report or recommendations on the draft plan or variation to the Commissioner, to which the Commissioner must have regard.

The Panel is asked to review and make reports or recommendations on the Police and Crime Plan 2017 – 2021, informed by any recommendations of the Working Group agreed under item 4.

7 Local Policing Programme Update (*Pages 71 - 76*)

Report by the Police and Crime Commissioner

The report provides an update on the new Local Policing Model. The Panel is asked to note the report.

8 Resolution Centre Tour Feedback

Members who attended the tour of the Resolution Centre are requested to provide feedback on the experience.

9 Quarterly Report of Complaints (*Pages 77 - 80*)

Report by the Clerk to the Police and Crime Panel.

Six pieces of correspondence have been received since the last meeting of the Panel. The report provides details of the complaints received and the action taken.

There are currently no complaints awaiting final determination by the Panel or the Clerk to the Panel.

The Panel is asked to consider the report and raise any issues or concerns regarding the complaints received.

10 Written Questions (*Pages 81 - 86*)

Report by the Clerk to the Police and Crime Panel

Written questions may be submitted by members of the public up to two weeks in advance of a meeting. The Chairman of the Panel or the Commissioner will be invited to provide a response by noon of the day before the meeting.

Questions have been received from three correspondents prior to this meeting of the Panel. The questions to the Commissioner and the responses are attached for the Panel to note.

Please can members ensure that any supplementary questions relate specifically to the subject matter of the initial question.

11 Questions for the Commissioner

The Panel is asked to raise any issues or queries concerning crime and policing in Sussex with the Commissioner.

12 Date of next meeting

The next meeting of the Panel will take place on Friday 7 April 2017, 10:30 a.m. at County Hall, Lewes. **Please note:** there is currently no substantive business for this meeting; if no business is forthcoming the meeting will be cancelled.

The prospective meeting date of Monday 20 February 2017 will be cancelled if the Panel does not trigger the power of veto over the proposed precept at this meeting.

Future meeting dates below:

Friday 30 June 2017
Friday 6 October 2017
Friday 19 January 2018

Contact Ninesh Edwards,
Senior Adviser, Democratic Services,
West Sussex County Council
033 022 22542
Email: pcp@westsussex.gov.uk

NOTE: As part of the County Council's drive to increase accessibility to its public meetings, this meeting will be broadcast live on its website and the record archived for future viewing. The broadcast/record is accessible at

www.eastsussex.gov.uk/yourcouncil/webcasts/default.htm

This page is intentionally left blank

Sussex Police and Crime Panel

23 September 2016 – at a meeting of the Panel held at 11.00 a.m. at County Hall, Lewes.

Present:

David Simmons	Adur DC
Len Brown (1)	Arun DC
Emma Daniel	Brighton and Hove CC
Lee Wares	Brighton and Hove CC
Eileen Lintill	Chichester DC
Alan Shuttleworth	Eastbourne BC
Bill Bentley	East Sussex CC
Trevor Webb (2)	Hastings BC
Kate Rowbottom	Horsham DC
Tony Nicholson	Lewes DC
Eleanor Kirby-Green	Rother DC
Claire Dowling	Wealden DC
Sandra James	West Sussex CC
Brad Watson OBE	West Sussex CC
Kevin Jenkins (3)	Worthing BC
Peter Nightingale	Independent
Susan Scholefield (4)	Independent

- (1) Substitute for Paul Wotherspoon
- (2) Substitute for Warren Davies
- (3) Substitute for Val Turner
- (4) Substitute for Graham Hill

Apologies for absence were received from Warren Davies (Hastings BC), Val Turner (Worthing BC), Graham Hill (Independent), Michael Jones (Crawley BC) and Paul Wotherspoon (Arun DC).

In attendance: Katy Bourne, Sussex Police and Crime Commissioner; Mark Streater, Chief Executive and Monitoring Officer of the Office of the Sussex Police and Crime Commissioner (OSPCC); Peter Gillett, Chief Finance Officer of Sussex Police; and Ninesh Edwards and Rachel Allan (Host Authority - West Sussex CC).

Declarations of Interest

38. In accordance with the code of conduct members of the Panel declared the personal interests contained in the table below.

Panel Member	Personal Interest
Brad Watson	Member of Horsham Safety Partnership
Dave Simmons	Chairman of Safer Communities Partnership, Adur and Worthing Vice-Chairman of Safer West Sussex Partnership
Bill Bentley	Chairman of East Sussex Safer Community Board Member of the LGA Safer and Stronger Communities Board. LGA National Member Champion for domestic violence

	issues.
Emma Daniel	Member of Brighton and Hove Safe in the City Partnership Board
Eileen Lintill	Member of Chichester Community Safety Partnership
Tony Nicholson	Chairman of Lewes Community Safety Partnership
Michael Jones	Chairman of Safer Crawley Partnership
Kate Rowbottom	Chairman of the Community Safety Partnership at Horsham
Warren Davies	Chairman of the Safer Community Partnership at Hastings
Lee Wares	Applicant to funding provided by the Commission on behalf of a Local Action Team
Norman Webster	Member of Mid Sussex Partnership
Alan Shuttleworth	Chair of Eastbourne Community Safety Partnership
Kevin Jenkins	Member of Adur and Worthing Safer Communities Partnership.
Susan Scholefield	Magistrate
Len Brown	Member of Safer Arun Partnership

Welcome

39. The Chairman welcomes the Police and Crime Commissioner and the High Sheriff of West Sussex to the meeting.

Minutes

40. The Panel asked for clarification on the date for the Commissioner's business case for the potential changes to the fire and rescue service. The Commissioner advised that this would be around the end of December 2016/beginning January 2017.

41. Resolved – That the minutes of the meeting of the Sussex Police and Crime Panel held on 4 July 2016 be confirmed as a correct record.

Appointment of Chief Finance Officer

42. The Panel noted the response from the Police and Crime Commissioner that confirmed the appointment of Iain McCulloch as the Chief Finance Officer of the Office of the Police and Crime Commissioner.

Annual Report

43. The Panel noted the response from the Police and Crime Commissioner to the Panel's comments on the Annual Report discussed at the previous meeting of the Panel.

Working Group Update

44. The Panel received a verbal update on the Police and Crime Plan Working Group. The Chairman advised that the group met in August 2016, and had received a presentation from officers on the Police and Crime Plan. He added that the group would be meeting again in December 2016 and would continue to keep the rest of the Panel up to date.

Medium Term Financial Forecast and Budget Timetable 2017/18

45. The Panel considered the Report by the Police and Crime Commissioner which set out the latest budget planning assumptions for the financial year 2017/18. It also contained the Medium Term Financial Forecast (MTFF) covering the period up to 2021.

46. The Head of Finance (Sussex Police) took the Panel through the Report. He advised that this report set out the position statement and timetable for the OSPCC. He added that a review was currently being undertaken in relation to the police grant formula, and that Sussex Police would ensure they took a full part in the consultation. He further added that the accounts had now been formally approved. These accounts assumed no precept increase as yet, and set out the budget savings that were required.

47. The Panel raised the following issues and questions of the Commissioner:

- A question was raised about the cost of asset management. *The Head of Finance confirmed that there was currently a review being undertaken of asset management, and the report would be updated consequently if changes needed to be made.*
- The Panel raised concerns that, although it had been promised that neighbourhood policing was a priority, a significant amount of the budget had been cut from this area as part of the wider savings that needed to be made. *The Commissioner explained that the local neighbourhood policing model had not been reviewed for some time. Savings did need to be made, and changes in the nature and types of crimes being committed needed to be addressed. She assured the Panel that local neighbourhood policing was still a priority, and she would continue to scrutinise the Chief Constable on the new model, and would continue to listen to stakeholders and members of the public on this issue.*
- A question was asked in terms of street drinking in Hastings. *The Commissioner was happy to talk further on this issue outside of the meeting, and advised that the member in question may wish to see if the recent local alcohol action area's pilot could be extended.*
- The Panel asked for the level of cuts to PCSOs. *The Commissioner confirmed that there had been a reduction of around 60 PCSO roles.*
- In relation to the financial provisional, as set out page 26 of the agenda, the Panel asked for a breakdown of these costs. *The Head of Finance agreed to provide a breakdown to the Panel.*
- Regarding the level of reserves currently set at 4.3%, the Panel asked if this was being reviewed. *The Commissioner advised that the lower limit had been set at 4%, providing flexibility for unforeseen circumstances.*
- The Panel asked if the interim forecast was looking accurate, in terms of the original budget. *The Head of Finance confirmed that they anticipated a balanced budget and agreed to provide a line on this issue in further reports.*
- The Panel asked when the Commissioner would have further information on the possible changes to the police grant formula. The Commissioner advised

that they had no further information at present, but would ensure that they were fully engaged in the consultation process.

- Regarding the level of savings required, the Panel asked why a surplus in some years was being carried over when significant cuts were being made to budgets. *The Commissioner advised that it was prudent to plan sensibly, and be prepared for other issues that may arise.*
- Concern was raised regarding the level of savings required, and the Panel asked if the Commissioner lobbied government for more funding. *The Commissioner confirmed that she continued to lobby government, and had effectively done so in previous years.*
- The Panel asked if the Commissioner was aware of upcoming changes to pension provision for women. *The Commissioner confirmed that she would look into this matter.*
- Regarding income generation, the Commissioner advised that she was open to this, and always looking for opportunities. She continued to work with Gatwick Airport and Brighton and Hove Albion Football Club in terms of policing costs.
- The Panel asked what options there were for an increased precept. *The Commissioner advised that the budget had been set on an assumption of no precept increase, and it was the Chief Constable's responsibility to provide evidence to her if an increase was necessary. At that point she would consult with the public.*
- The Panel questioned the level of communication that had been undertaken regarding the changes to neighbourhood policing. *The Commissioner advised that Sussex Police had undertaken a very detailed and thorough communications plan for this, and that she had been disappointed in the low turnout by local members to public meetings and roadshows.*
- The Panel asked if the Commissioner was confident that the Chief Constable had the sufficient resources to deliver the Police and Crime Plan as the detail was still being developed. *The Commissioner explained that this was an assumption based on current knowledge.*
- The Commissioner confirmed that the Police Hub was not closing in Hastings.

48. Resolved – that the Panel:

1. Notes the Medium Term Financial Forecast and Budget Timetable 2017/18

Development of Police and Crime Plan 2017-21

49. The Panel considered the Report by the Police and Crime Commissioner which set out the Police and Crime Plan 2017-21.

50. The Chief Executive of the OSPCC took the Panel through the Report. He explained that the Sussex Police & Crime Commissioner (PCC) had a statutory duty to set the police and crime objectives for their area through a Police & Crime Plan. The prescribed content of the Plan was set out in Chapter 3 – Section 7(1) of the Police Reform and Social Responsibility Act 2011 (PRSRA).

51. The current Plan was approved by the Sussex Police & Crime Panel on 11 January 2013 and had been refreshed annually in accordance with Section 5(9) PRSRA. This Plan also remained valid until 31 March 2017.

52. Work on the Police & Crime Plan 2017/21 had begun and would include shaping, developing and designing community safety priorities which reflected accurately the expectations of the public. The Plan was intended to cover the (second) four-year term of office of the PCC and would again be refreshed annually. He added that a reference group had been set up, which would meet before the Panel's working group.

53. The Panel raised the following issues and questions of the Commissioner:

- The Chief Executive Officer confirmed that he would circulate the presentation given to the Working Group to all Panel members.
- The Panel asked if the objectives were unique to Sussex. *The Commissioner confirmed that they were, as they were part of her manifesto, informed from talking to local residents. She advised the Panel on what the objectives covered.*
- The Panel raised concerns regarding the objective "Strengthening local policing", as residents may feel that changes to the neighbourhood policing model contradicted this statement, since it sounded as though this meant more local policing. *The Commissioner advised that she would ensure that stakeholders and the public understood the term.*
- The Panel questioned recent concerns highlighted by the Youth Commissioner, specifically young people being victims rather than perpetrators of crime. *The Commissioner advised that Sussex Police continued to work with young people in this area.*
- The Panel asked whether more information could be put into the Plan. *The Commissioner reminded the Panel that this was a strategic document and that it was for the Chief Constable to ensure its delivery.*
- The Commissioner confirmed that "access to justice" meant ensuring new technologies were embraced to help officers and victims of crime access courts and the justice system more easily.
- The Panel was concerned that the reduction in neighbourhood policing would impact on the elderly population, and that while credit card fraud was typically addressed by the credit card companies, this was not the case for the banking industry in respect of bank fraud. *The Commissioner explained that fraud covered a multitude of issues.*
- Concerning the precept, the Commissioner advised that the Chief Constable would need to show a clear business case for any increase.
- The Chairman confirmed that all comments under this item would be included on the Working Group agenda at its next meeting.

54. Resolved – that the Panel:

1. Notes the Development of the Police and Crime Plan 2017-21.

Police and Crime Panel Work Programme 2016/17

55. The Panel considered the Work Plan of the Panel for 2016/17 (copy appended to the signed minutes). The Chairman invited the Panel to make any comments on the topics highlighted in the Work Programme and make suggestions on any further topics that should be considered by the Panel.

56. The Panel advised that scrutiny of any proposed changes to responsibility for fire and rescue services should be added to the work programme.

57. Resolved – That the Panel agreed the Work Plan.

Quarterly Report of Complaints

58. The Panel received and noted a report providing an update on complaints received in the last quarter.

Written Questions

59. The Panel received and noted the schedule of written questions submitted prior to the meeting and the responses from the Commissioner's Office (copy appended to the signed copy of the minutes).

60. The Commissioner advised that, regarding the issue of street drinking in Hastings and other towns in the county, a multi-agency approach was being undertaken to address this issue, and that Sussex was not alone in this issue.

Commissioner's Question Time

61. The Panel raised the following issues and questions of the Commissioner:

- The Panel asked whether the Commissioner could provide further information relating to performance measures and data that she used in order to evidence the Chief Constable's successful delivery of the Neighbourhood Policing Model. *The Commissioner advised that she used various data sources, including police systems as well as HM Inspection data and regular public and stakeholder meetings. She added that the Chief Constable was undertaking the new neighbourhood policing review, and that she was happy for the Panel to look at the performance measures that were being used.*
- The Panel asked if the Commissioner was confident that adequate resources were in place for Lewes Bonfire, as this year's event was on a Saturday therefore higher turnout figures were expected. *The Commissioner confirmed that she was confident the Chief Constable had the required resources in place, and she always ensured that she scrutinised the event afterwards.*
- The Panel asked if it could be involved in the design of the review of the new Neighbourhood Policing Model. *The Commissioner advised that she would ensure that the Chief Constable heard the Panel's concerns, and that any specific questions the Panel had could be sent to her.*
- The Panel raised concern over the correct recording of crime, and indicated that Sussex Police should be aiming for a figure of 100%. *The Commissioner explained that 100% was hard to achieve, and that a recent inspection had raised the Police's result from 82% to 95% which was a great achievement.*
- The Panel asked for the Commissioner to assure members that Sussex Police did not have cases of sexism in the workplace as some other police forces. *The Commissioner gave that assurance.*
- The Panel asked what work was being undertaken to ensure the recruitment, and career opportunities were there for women and BME communities within Sussex Police. *The Commissioner advised that she sat on the board of the College of Policing, where work was being undertaken in this area and she held regular governance meetings to address this topic. She added that a*

new campaign would be starting in October in order to recruit more police officers from BME communities.

- The Panel asked for the timescales in relation to the police restructure concerning police constables and sergeants. *The Commissioner confirmed that as this was an operational question she would get a response outside of this meeting.*
- The Panel asked a question concerning the commissioning of victim services. *The Commissioner explained that she would continue to help fund projects for victims, and to secure further funding.*
- The Panel asked the Commissioner for an update on the 101 service, specifically any access problems and performance measures that were available. *The Commissioner advised that progress was varied, and that perhaps the target that had been set was too high. She reminded the Panel that this was for non-emergency calls and that she continued to monitor this issue.*
- The Panel asked if the Commissioner used benchmarking data from other areas. The Commissioner confirmed that data was available online that could be used.
- The Chairman highlighted the issue of transparency in terms of decision making, and asked if the Commissioner felt her decision reporting was in enough detail. The Commissioner advised that her decision making had been audited as good, but that she would look into this issue.

Date of next meeting

62. The next meeting date of 20 January 2017 was noted.

The meeting ended at 1.55p.m.

Chairman

This page is intentionally left blank

Report from the Police and Crime Panel Working Group

20 January 2017

Police and Crime Plan and Precept Working Group – Final Report

Report by the Chairman of the Working Group

Summary

This report is intended to inform scrutiny of the proposed Police and Crime Plan 2017/21 presented under agenda item 6, and the proposed policing precept for 2017/18, presented under agenda item 5b.

The Police and Crime Plan and Precept Working Group made recommendations related to the Plan, which the Panel is asked to consider.

Recommendations

The Plan

1. That the Panel notes the sections identified in para 2.3, and satisfies itself that these areas are adequately scrutinised during the meeting.
2. That the Commissioner and the Panel note the risks associated with setting objectives which are not measureable.

1. Background and Methodology

- 1.1 This Working Group (WG) was established by Sussex Police and Crime Panel (PCP) at its meeting of 28 June 2013, to act as critical friend to the development of the Police and Crime Plan 2014/17, and report its findings back to the Panel. At the January 2014 meeting, it was agreed that the Group would meet at the appropriate point during each year's cycle (while always reporting back to the January Panel meeting), and that the Group's terms of reference would expand to include consideration of budget and precept development.
- 1.2 During 2016 the Group met twice, on 31 August and 14 December 2016. The Group heard evidence from the Commissioner's Chief Executive and Chief Finance Officer.
- 1.3 The Panel has a statutory duty to:
 - Review and make a report or recommendations on the draft Plan, or variation, to the Commissioner.
 - Review the proposed precept and make a report to the Commissioner on the proposed precept. The report may include recommendations.
- 1.4 In support of the Panel's statutory duty the Group acted as a critical friend to the Commissioner as the Plan was drafted and the medium term financial

forecast was developed. The Group's recommendations are intended to inform the Panel's statutory scrutiny of the proposed Plan, and the proposed policing precept, at its formal meeting on 20 January 2017.

2. Discussion and Recommendations

- 2.1 Following the elections on 5 May 2016, the Commissioner was required to publish a new Plan as soon as practicable, but, in any case, within the 2016/17 financial year. The Group made syntax and stylistic comments on the draft Plan text, which the Commissioner's officers will have considered and addressed in the draft formally presented to the Panel, as appropriate.
- 2.2 In developing the new Plan, the Commissioner has established a reference group which included representatives of the Youth Commission, the Elders' Commission and other stakeholders. The group was consulted on the four objectives, prior to consideration of these by the Working Group. Sam Williams, (Assistant Director Planning, Performance and Engagement, East Sussex County Council) having attended reference group meetings, attended the Working Group's second meeting to feed back the views of the reference group.
- 2.3 The following sections of the draft Plan had not been drafted in time for the Group to review:
- Foreword
 - Collaboration – Sussex Police and South East Region
 - Policing Budget and Precept

Recommendation 1

That the Panel notes the sections identified in para 2.3, and satisfies itself that these areas are adequately scrutinised during the 20 January session.

Plan - Performance and Measures

- 2.4 The Group was concerned by the lack of performance measures, or even detail or definitions, in respect of achievement of the objectives. These are to instead be included in a separate document, to be agreed between the PCC and the Chief Constable. The Group felt this made it difficult for the public and the Panel to hold the Commissioner to account for successful delivery of her Plan, but were informed that this approach was being adopted by PCCs in other areas.
- 2.5 The Group reflected that the issue of performance measures had been one of significant interest and concern, both to the Group, and to the wider Panel, for some years. The Group was unconvinced that the proposed approach represented an improvement in accountability for holders of public office.

Recommendation 2

That the Commissioner and the Panel note the risks associated with setting objectives which are not measureable.

- 2.6 The Group felt residents still understood the term “local policing presence” to mean a visible local policing presence. Use of words such as “accessible” might equally raise unrealistic expectations in respect of the local policing model to be delivered within Sussex’s communities.

Precept

- 2.7 The Group did not review the proposed precept, as the Commissioner’s consultation on a proposed rise for 2017/18 was still running at the time of the Group’s second meeting.

3. Working Group Resource Implications and Value for Money

- 3.1 The cost associated with the Working Group has been met from within the funding received by Sussex Police and Crime Panel from the Home Office.

4. Risk Management Implications

- 4.1 Scrutinising the Annual Police and Crime Plan and its variations, and reviewing the proposed policing precept are core aspects of the Panel’s role. A failure to adequately undertake these duties risks breaching the applicable sections of the Police Reform and Social Responsibility Act 2011.

5. Other Considerations – Equality – Crime Reduction – Human Rights

- 5.1 The Police and Crime Plan sets out the strategic direction for policing in Sussex. As such, there are clear implications for local authorities’ duty to avoid or to reduce crime or anti-social behaviour, or to assist partners to do so.
- 5.2 There are no implications which compromise human rights. The recommendations treat all members of the community equally.

TFG membership

Bill Bentley, East Sussex County Council
Eileen Lintill, Chichester District Council
Tony Nicholson, Lewes District Council
Peter Nightingale, Independent Member
Dave Simmons, Adur District Council
Lee Wares, Brighton and Hove City Council
Brad Watson, West Sussex County Council (Chairman)

Contact:

Ninesh Edwards - 0330 222 2542

This page is intentionally left blank

To:	The Sussex Police & Crime Panel
From:	The Sussex Police & Crime Commissioner
Subject:	Revenue and Capital Budget 2017/18
Date:	20 January 2017
Recommendation:	That the Police & Crime Panel note – i) the draft revenue budget for 2017/18; ii) the latest Medium Term Financial Forecast; iii) the latest savings schedule to 2020/21; and iv) the draft capital budget for 2017/18 and capital and investment programme to 2020/21

1.0 Introduction

1.1 This report sets out the latest draft revenue and capital budget proposals for 2017/18, taking into account the impact of the provisional finance settlement that was published on 15 December 2016. It includes:

- the overall funding position and draft revenue budget for 2017/18;
- spending and saving proposals within the draft revenue budget 2017/18;
- draft capital budget for 2017/18 and capital programme to 2021;
- Medium Term Financial Forecast (MTFF) and savings projections up to 2021.

1.2 The Panel is provided with this information as background to support the Police & Crime Commissioner's recommended precept increase.

2.0 Grant Funding Settlement

2.1 The Provisional 2017/18 Police Finance Settlement was announced 15 December 2016. The key points are:

- It is a one year settlement;
- Police core grant funding (including the revenue support grant) has been reduced by 1.4% in cash terms. Total grant funding has been reduced by 1.8%;
- Local policing budgets would be protected in cash terms if Police & Crime Commissioners maximise the potential to raise funding through the precept;
- Sussex can increase its precept by £5;
- The police core grant distribution formula allocation has not changed but a review is underway to determine the most suitable method for future years.

2.2 A summary of the provisional grant settlement for Sussex is set out in Table 1 on the following page.

TABLE 1: Provisional Grant Settlement 2017/18

	2016/17 £'000	2017/18 £'000	Difference £'000	Difference %
Police Core Grant	97,828	96,462	(1,366)	-1.4%
Formula Funding	53,892	53,136	(756)	-1.4%
Total Core Grant Funding	151,720	149,598	(2,122)	-1.4%
Council Tax Support Grants	13,202	13,202	-	-
Total Revenue Funding	164,922	162,800	(2,122)	-1.3%
Capital Grant	1,766	906	(860)	-48.7%
Total Grant Funding	166,688	163,706	(2,982)	-1.8%

- 2.3 The settlement reduces the core revenue grant funding for Sussex by £2.1m (1.3%) on a like for like basis compared to 2016/17. The impact of the provisional finance settlement announcement is that revenue funding reductions for 2017/18 are £0.022m higher than anticipated in the current MTFF.
- 2.4 Legacy grants relating to Council Tax Freeze for 2011/12 and 2013/14, together with the Council Tax Support grant, continue to be included in the baseline Home Office settlement. These are now allocated as specific grants alongside Home Office core funding. These grant amounts remain unchanged but their allocation in future years may be subject to outcomes of the Funding Formula review.
- 2.5 Whilst the overall grant figures covering Private Finance Initiative (PFI) and Counter Terrorism funding were announced within the Home Office settlement, individual allocations to forces have not been announced yet. These along with grant funding for victims and restorative justice are expected to be announced in January 2017.
- 2.6 Other funding may be made available to individual forces in relation to the Police Technology Programmes (Emergency Services Network, Airwave system, Home Office Biometrics and the National Law Enforcement database) and other transformation programmes in 2017/18 or within the period up to 2021 but no detailed announcements have been made yet.
- 2.7 The Home Office capital grant has reduced by 48.7% to £905,750 following further top slicing of this grant for the National Police Air Service (NPAS) and Communications Capabilities Development Programme, including the replacement for Airwave.
- 2.8 No announcements have been made on revenue or capital individual force allocation for future years. The Force is planning on the basis of a cash reduction in police core grant funding of 1.4% per annum up to 2019/20. This is based on actual force settlements in 2017/18.

- 2.9 The provisional settlement announcement confirmed the Government will be investing additional funding in police technology and will increase the size of the Police Transformation Fund in 2017/18 (an increase of over £40m to £175m). This aims to allow the policing sector to invest additional funding in the projects that will improve efficiency, protect vulnerable victims of crime, further improve the leadership and culture of policing, the diversity of its workforce and cross-force specialist capabilities, exploit new technology and tackle emerging crime types, including cyber-crime.
- 2.10 It was expected that a police core grant distribution formula allocation review would result in a change to the grant allocation for Sussex in 2017/18 and beyond. This has been postponed and will not be implemented until 2018/19 at the earliest. Due to the uncertainty it is not included in the MTFF but remains a risk.
- 2.11 The current arrangements for individual Force allocations continue in 2017. A review of the funding formula is underway and a public consultation on the proposed model could be published in the spring.
- 2.12 A proposed revised police core grant distribution formula could also be issued for public consultation in the spring.

3.0 Precept Funding

- 3.1 The Home Office states that overall no Police & Crime Commissioner will face a cash reduction in their total funding (police grants, plus legacy council tax grants plus precept income) as long as they maximise their precept. This also assumes an increase in the Council Tax base on which the precept is calculated of 0.5%.
- 3.2 During 2016/17 the council tax base increased by 1.5% to 605,514.43 Band D. This is 1.0% higher than the Home Office assumption of 0.5% growth and will raise a further £0.904m at the current Band D rate of £148.91. The latest estimates showing a 1.5% growth have been used to determine the precept included in the draft revenue budget 2017/18.
- 3.3 The Localism Act 2011 introduced a power for the Secretary of State for Communities and Local Government to issue principles that define what should be considered excessive Council Tax, including proposed limits. From 2013 onwards, any Police & Crime Commissioner that wishes to raise council tax above the limits that apply to them will have to hold a referendum.
- 3.4 The 2017/18 draft settlement assumes that Police & Crime Commissioners in England will increase their precept to the maximum referendum limit of 2% or £5. Additional flexibility has been given to the 10 Police & Crime Commissioners in England and Wales with the lowest precept levels each year (the lower quartile), so that they can raise their precept by up to £5 per year per band D household. Sussex has the 5th lowest precept in England and Wales and is, therefore, able to raise its precept by up to £5.

4.0 Draft Revenue Budget 2017/18

4.1 In preparing the Revenue and Capital Budgets for 2017/18 the Commissioner has considered the following issues:

- Cuts to the police core grant funding;
- Delivery of the Police & Crime Plan;
- Key principles underlying the four year MTFP;
- Provisional Police Grant settlement for 2017/18;
- Likely revenue and capital outturn for 2016/17;
- Budget pressures in 2017/18;
- Budget savings;
- Options for the council tax precept;
- Reserves;
- Risk assessment; and
- The Prudential Code for Capital Finance in Local Authorities.

4.2 Despite undertaking a comprehensive range of efficiency measures, including reducing the workforce, collaborating, making efficiencies, transforming activities using technology, cutting waste, selling property and consolidating, further reductions to expenditure are required to match our spend with resources.

4.3 The draft revenue budget figure of £253m detailed in Table 2 below excludes the precept increase because the decision has not yet been approved. It does, however, include a slightly higher tax base increase in line with the latest estimates from billing authorities. The core grant funding and estimated precept income (based on a £5 Band D precept increase and 0.5% tax base increase, as per Home Office estimates) would provide resources for a revenue budget of £256m.

TABLE 2: Budget and Funding Resources 2017/2018

	£'000
2017/18 Initial Revenue Budget (As per Home Office assumptions based on maximum precept increase of £5 and 0.5% tax base increase)	255,060
Less Precept increase proposed (as yet to be approved)	(2,997)
Plus 1% additional tax base increase	904
2017/18 DRAFT REVENUE BUDGET	252,967
If the Precept increase is approved it would add a further:	3,028
2017/18 REVENUE BUDGET MAXIMISING PRECEPT INCOME	255,995

4.4 A summary of the draft revenue budget is attached at Appendix A and summarised in the table on the following page. The allocations within the Force are estimates and subject to change in line with changes to the structure and services delivered.

TABLE 3: Draft Total Police Fund Revenue Budget 2017/18

	£'000
Base Budget 2016/17	254,977
Base Budget Adjustments	(2,247)
Pay Related Costs	7,230
Price Inflation and Other Additional Costs	4,268
Savings Requirement	(11,261)
Draft Revenue Budget 2017/18 *	252,967

**Assumes no change to current Band D precept (£148.91 per year)*

- 4.5 Despite the current cash protection of police funding, there is a continuing need for a significant programme of savings in order to deliver a balanced budget. This is due to uncertainty over future grant levels, outcomes of the funding formula review, and additional increases to contractual and pay related costs, which are expected to increase from 2017/18 onwards.
- 4.6 The draft budget includes unavoidable cost pressures and commitments identified and assessed as part of the budget setting process. These include the new apprentice levy scheme, business rates revaluation, changes to police officer pay scales and allowances, increases to employer pension contribution rates, IT contract changes and other contract inflation.
- 4.7 This requires cashable savings of approximately £11.3m to be delivered, with any new or increasing policing demands and risks to be managed within the current level of resources. The separate precept report to the Panel outlines proposals for additional investment to meet the most significant policing demands and risks to be funded from an increase in precept in 2017/18. This additional funding and cost is not included in the current forecast.
- 4.8 The draft budget does not include the cost of implementing any new change programmes to be identified and/or developed throughout 2017/18. Any underspend for 2016/17 will contribute towards a cost of change reserve to fund these one off earmarked costs and will be drawn down as required during the 2017/18 year.

5.0 Medium Term Financial Forecast

- 5.1 The impact of the latest four year MTFF assumptions is a savings requirement of £32.6m for the next four years as set out in table 4.

TABLE 4: Estimated Annual Savings to 2020/21

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Savings Requirement	11,261	4,717	8,292	8,280	32,550

- 5.2 The Chief Constable's current change programmes include, the Local Policing Programme, Policing Together Programme and the South East Regional Integration Plan (SERIP) to modernise policing in Sussex, deliver on the savings requirement over the next four years and enable maximum allocation of resources to national and local policing priorities. Improvement changes include the Operations implementation team, Share Point Development, Emergency Services Network (Airwave replacement), the Enterprise Resource Planning implementation team and the Specialist Crime implementation team.
- 5.3 Planned savings and budget reductions in 2017/18 aim to facilitate the Force to meet the financial constraints and provide capacity to meet emerging crime threats, such as public protection and digital crime.
- 5.4 In preparing the draft budget for 2017/18, the senior management considered the implications for future years of the commitments set out in the budget, ongoing levels of grant funding and potential new commitments and cost pressures. The latest MTFF and planning assumptions are set out in Appendix B.
- 5.5 The grant settlement for 2017/18 was in line with expectation but there remains some uncertainty on the level of funding for future years and what additional funding and/or operational requirements may be provided or mandated. The MTFF assumptions represent a mid-case scenario based on the all the available information at this time. Funding for 2018/19 onwards could be subject to the Funding Formula review, which is likely to change the core policing grant totals allocated to forces. At this time we do not know the value of those changes.
- 5.6 The implication of the Chancellor's announcement on protection of police funding for Sussex is predicated on a £5 increase per annum for a Band D household in each of the next four years. The MTFF adopts a prudent approach and does not assume a Council Tax increase for 2018/19 or beyond. This is consistent with the continuation of the approach adopted in the last four years where precept decisions are made on an annual basis against the need for new investment in policing priorities.

6.0 Risks and Issues

- 6.1 The forecasts include a number of assumptions that are subject to a range of risks and/or issues. New and significant risks emerging for the medium term are highlighted below and detailed in Appendix C.
- 6.2 Pay inflation is included at approximately 1% until 2021. This is a risk area because there are many pressures on employers with pay claims above inflation and the improvement in the employment market is leading to a higher turnover due to more constrained salary levels in the public sector. Specific pay pressures remain for certain specialist job roles for both police officers and staff. It will, therefore, be difficult to manage pay pressures for a further four years and employee recruitment and retention is a risk to the Force.
- 6.3 A new Apprenticeship Levy is being introduced and an estimated cost of £0.850m has been included from 2017/18 although the levy will be dependent on the payroll levels in year.
- 6.4 The introduction of pension automatic enrolment in 2017 may further impact by increasing employer pension fund contributions from 2017/18.

- 6.5 The Home Secretary announced a full review of the Police Core Grant Allocation Formula would take place in 2016/17. That work is ongoing but the outcome is not expected to impact until 2018/19. The new formula outcome may not be beneficial to Sussex Police which would put further pressure on other sources of funding such as precept increases.
- 6.6 The assumption of future grant funding levels may be affected by future government announcements which could reduce the grant income further.
- 6.7 Sussex has the 5th lowest precept but has the option to protect its overall resource funding by increasing its precept by the maximum allowable each year.
- 6.8 There are continuing risks surrounding Police IT systems and infrastructure changes nationally. This may result in mandated cost increases to the Force. The Government has, over the last two years, employed top slicing to fund national initiatives or growth in national functions. It remains a distinct possibility that this approach may result in further reduction on the level of funding to police forces. The Emergency Services Network (ESN) is currently out to tender. ESN is a cross-Government departmental programme, including all three emergency services and a wide range of other users. It is not yet clear how much new funding will be required to implement the new ESN service and how much will be allocated to individual forces for implementation and transition costs. It is clear that forces will be required to fund a significant portion of their implementation costs.
- 6.9 The decision to leave the European Union has had a detrimental impact on currency exchange rates. Currency fluctuations may in turn lead to supplier price increases. The decision has also impacted on interest rates which have in turn reduced investment income for the Force.
- 6.10 The programme of change remains complex with operational and organisational risk to delivering the range and volume of change including regional and national programmes of changes regarding firearms capability and other specialist functions, implementation of a new core finance and HR system for Surrey, Sussex and Thames Valley, new national and local transformation projects for digitalisation of policing and blue light collaboration are expected to commence over the next three years.

7.0 Planned Savings

- 7.1 The Chief Constable's saving plans are based on the programmes of change (Local Policing Programme and Policing Together Programme) to deliver improvements in policing and realise cashable savings. A summary of the savings planned up to 2020/21 are set out in Table 5 on the following page.

TABLE 5: Latest Savings Proposals

Work streams	2016/17 £'m	2017/18 £'m	2018/19 £'m	2019/20 £'m	2020/21 £'m	Total £'m
Specialist Crime Operations	1.7	0.6	1.0	0.5	0.5	4.3
Contact & Deployment	1.1	0.7	0.8	0.4	0.4	3.4
Support Services	0.2	0.5	0.6	0.3	0.3	1.9
Corporate Services	0.7	1.6	1.6	0.5	0.4	4.8
Local Policing	0.5	0.4	0.3	0.1	0.1	1.4
Other	5.5	12.4	9.1	0.0	0.0	27.0
	(0.6)	0.3	0.1	0.0	0.0	(0.2)
Total Savings Target	9.1	16.5	13.5	1.8	1.7	42.6
Savings Requirement	11.5	11.3	4.7	8.3	8.3	44.1
Savings Gap/(Surplus)	2.4	(5.2)	(8.8)	6.5	6.6	1.5
Savings Risk Rating						
Red/Purple (high risk)	1.1	9.6	3.7	1.8	1.7	17.9
Amber/Green (low risk)	8.0	6.9	9.8	0.0	0.0	24.7

7.2 The status of savings is colour-coded to show the confidence of achieving the savings. Purple represents assessed savings targets only; Red represents the higher-risk areas where outline proposals have been considered. Amber represents savings which have been detailed but are subject to final business case approval, and Green represents proposals where detailed business cases have been approved and achieved or a timeline for implementation agreed.

7.3 Nearly £71m of savings will have been delivered over the last six years (up to March 2017).

7.4 The proposed new savings for 2017/18 are based on:

- Local Policing Programme – including elements of local investigations, response policing and completion of neighbourhood policing and criminal justice projects;
- Policing Together Programme (collaboration with Surrey Police) – including building upon the existing work within the Specialist Crime and Operations Commands, and developing joint functions within Contact and Deployment, Support Services, Corporate Services, and Joint Procurement contracts;
- Estates and Future Workplace Programme – including further rationalisation of accommodation and estates cost reduction;
- Smaller savings from non-pay budgets and contracts.

7.5 Specialist Crime savings will be achieved through a revised operating model with fewer specialist teams. The Operations team is also revising their operating model with greater emphasis on multi-disciplinary teams.

7.6 Planned savings from the Local Policing Programme continue this year following a review of the policing model in terms of demand and operational ways of working. The new model builds resilience and breadth of skills within local policing teams.

- 7.7 If all planned savings for 2017/18 are achieved this will exceed the savings target requirement in year by £5.2m, however further plans will be required to meet the full savings target requirement by 2021, based on the current MTFE estimates to meet the remaining gap of £1.4m beyond current plans. The Force will continue to review its savings plans to ensure quality service delivery is maintained, future financial risks are taken into account and funding can be directed to priority areas.
- 7.8 There is still a significant savings requirement up to 2021, currently estimated to be in the region of £32.6m. This estimate could be impacted by any further changes as a result of anticipated grant reductions and the outcome of the Funding Formula review.

8.0 Capital and Investment Programme

- 8.1 The draft capital and investment programme totals £45.2m of expenditure over the next four years. The proposed funding is summarised in Table 6 below:

TABLE 6: Draft Capital and Investment Programme Financing

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	Total £'000
Home Office Capital Grant	906	906	906	905	3,623
Revenue Contribution	2,025	2,025	2,117	2,025	8,192
Reserves and Receipts	15,531	9,973	7,343	576	33,423
Total Capital and Investment Programme	18,462	12,904	10,366	3,506	45,238

- 8.2 The draft capital budget of £18.5m for 2017/18 includes provision for the revised estates and fleet plans, plus investment in the mobile policing network. The detailed IT Strategy for 2017 to 2021 is still being developed and the latest draft estimate is included. It includes the latest proposed transfer of funding for specific capital schemes from 2016/17 to 2017/18 following capital reviews throughout the year.
- 8.3 The capital and investment plans to 2021 require no additional borrowing but subject to assumptions on the profile of delivery of the programme and achievement of capital receipts, the capital and investment reserves will be exhausted by 2021 and provides no headroom for further new investment requirements. These could be significant in relation to ESN, ICT infrastructure, digitalisation of policing services and criminal justice. The reducing levels of investment reserves over the four year period means prioritisation of capital schemes may have to be reviewed, the current approach of not borrowing may have to be revisited before 2021 and/or provision made in revenue budget for financing of capital investment.
- 8.4 The draft capital and investment budget for 2017/18 and programme to 2020/21 are set out in Appendix D.

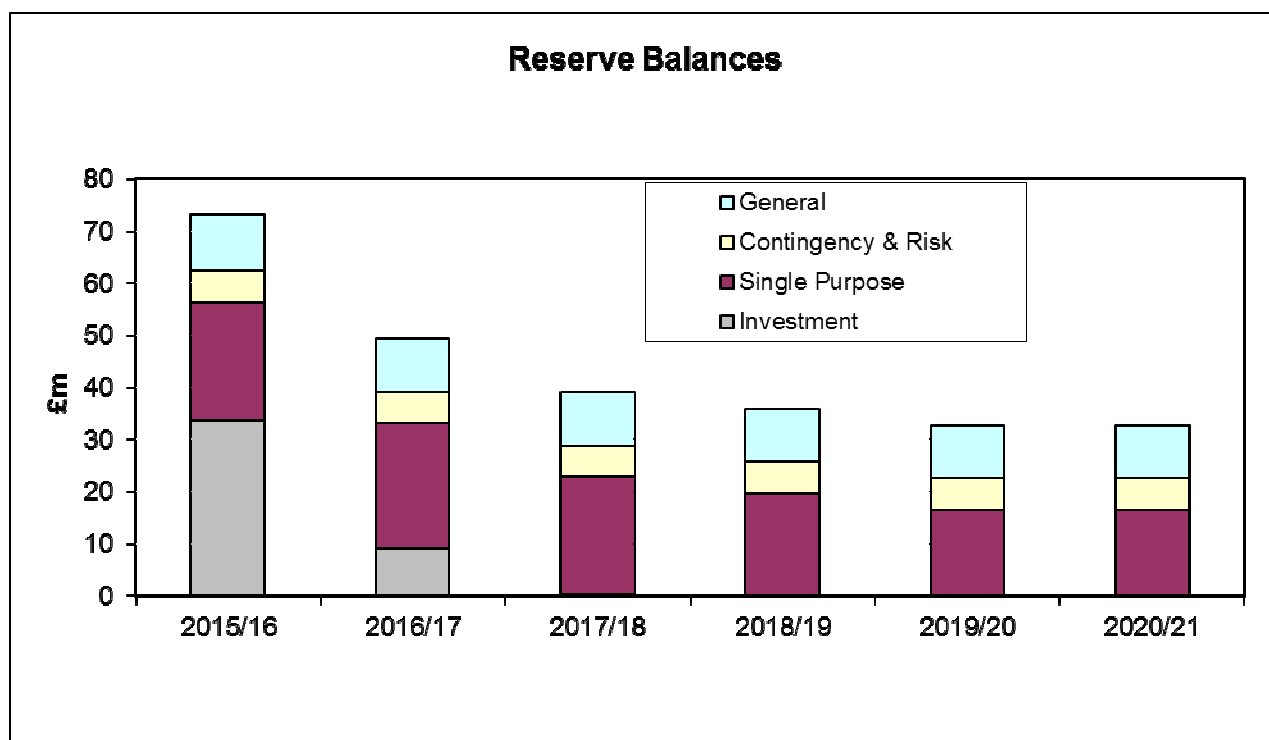
9.0 Reserves

9.1 Reserves are a key resource to support the budget plans and manage financial risk. The forecast level of reserves from 2017 to 2021 is set out in Appendix E.

9.2 The following proposed movements in reserves are included in the draft revenue and capital budgets for 2017/18:

- Funding from capital and investment reserves and capital receipts to fund the draft capital budget (£15m);
- Funding from the Sussex Safer Roads Partnership (SSRP) reserve to fund specific partnership capital investments (£0.3m);
- Funding from the Delegated Budget Holder reserve for the uplift in South East Allowance for 2017/18 (£1.1m).

9.3 The following graph shows the total forecast level of reserves at 31 March 2021 as £21.7m. This includes general balances of £10m (4.0% of net budget requirement, in line with the Police & Crime Commissioner's Reserves Policy of 4% of Net Revenue Expenditure). Further detail of earmarked reserve balances and movements is shown at Appendix E.



9.4 The forecast level of uncommitted investment reserves by 2021 is nil. The actual level of investment reserves remaining at 31 March 2021 will depend on achievement of capital receipts in line with the Estates Strategy and any revenue budget surplus in 2016/17 and future years, which may be transferred to investment reserves.

Mark Streater
Chief Executive, Office of the PCC

Giles York
Chief Constable

Iain McCulloch
Chief Finance Officer, Office of the PCC

Peter Gillett
Director of Finance

Contact: Iain McCulloch, Chief Finance Officer

Email: iain.mcculloch@sussex-pcc.gov.uk

Tel: 01273 481582

Contact: Peter Gillett, Director of Finance

Email: peter.gillett@sussex.pnn.police.uk

Tel: 01273 404008

Appendices

Appendix A – Draft Revenue Budget 2017/18

Appendix B(i) – Draft Police Fund Medium Term Financial Forecast

Appendix B(ii) – Medium Term Financial Forecast Planning Assumptions

Appendix C – Areas of Financial Risk & Issues 2017/18 and Beyond

Appendix D – Draft Capital Programme 2017 to 2021

Appendix E – Forecast Use of Reserves 2017 to 2021

Spend Area	£'000
Employees	
Police Officer pay	122,771
Overtime	4,475
Pension Employers Contribution	26,077
Total Police Pay	153,323
Police Staff Pay	68,564
PCSO Pay	6,442
Total Police Staff Pay	75,006
Other Employee Costs	2,711
Ill Health Pensions	2,854
Total Pay Costs	5,565
Buildings And Premises	11,080
Transport Costs	4,558
Supplies and Services	34,867
Third Party Payments	6,005
Total Non Pay	56,510
Gross Operational Delivery Budget	290,404
Fees, Charges & Specific Grants Income	(31,021)
Net Operational Delivery Budget (before savings)	259,383
Savings Requirement	(11,261)
Net Operational Delivery Budget	248,122

Office of PCC Budget	1,274
Community, Victims & Restorative Justice	3,584
Grant Income (Victims & Restorative Justice)	(1,949)
Financial Provisions & Reserve Transfers	1,936
Total PCC retained Budget	4,845
Total Police Fund	252,967

Financed by :

Police Grant	96,462
Ex DCLG Grant	53,136
Council Tax Support Grants	13,202
Precept	90,167
Total Financing	252,967

Incremental Budget Changes	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Base Budget	254,977	252,967	254,181	252,402
Base Budget Changes	(2,247)	1,100	0	0
Pay Costs	5,280	5,071	5,142	5,223
Pay Costs - S.E. Allowance	1,100	(1,100)	0	0
Pay Costs - Apprenticeship Levy	850	0	0	0
Price Inflation & Cost Pressures	4,195	1,250	1,279	1,312
Cost Pressures		0	0	0
Investments	73	(390)	92	0
Total Cost Increases	9,251	5,931	6,513	6,535
Gross Budget Requirement	264,228	258,898	260,694	258,937
Savings Target	(11,261)	(4,717)	(8,292)	(8,280)
Net Budget Requirement	252,967	254,181	252,402	250,657

Funding Sources	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Core Policing Grants	162,800	160,521	158,273	156,058
Council Tax Precept	90,167	93,660	94,129	94,599
NET BUDGET REQUIREMENT	252,967	254,181	252,402	250,657

Continued

Chief Constable	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Employees				
Police Officer Pay (incl. overtime)	127,246	128,355	130,580	132,823
Police Pension Employer Contributions	26,077	26,510	26,950	27,399
Total Police Pay	153,323	154,865	157,530	160,222
Police Staff Pay	68,564	70,577	72,636	74,742
PCSO Pay	6,442	6,630	6,822	7,019
Total Police Staff Pay	75,006	77,207	79,458	81,761
Other Employee costs	5,565	5,634	5,703	5,774
Total Pay Costs	233,894	237,706	242,691	247,757
Buildings & Premises	11,080	11,352	11,929	12,332
Transport Costs	4,558	4,675	4,794	4,917
IT & Communications	6,005	6,175	6,349	6,526
Other Supplies & Services	34,867	35,265	36,084	36,920
Total Non Pay Costs	56,510	57,467	59,156	60,695
Cumulative Savings Target	(11,261)	(15,979)	(24,271)	(32,552)
Gross Operational Delivery Budget	279,143	279,194	277,576	275,900
Income	(22,428)	(22,428)	(22,428)	(22,428)
Specific Grants	(8,593)	(8,593)	(8,593)	(8,593)
Total Income and Grants	(31,021)	(31,021)	(31,021)	(31,021)
Net Operational Delivery Budget	248,122	248,173	246,555	244,879
Police and Crime Commissioner	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Office of the PCC	1,274	1,313	1,352	1,391
Community Safety & Victims Services	3,584	3,584	3,584	3,584
Grant Income (Victims)	(1,949)	(1,949)	(1,949)	(1,949)
Financial Provisions & Transfers to/from Earmarked Reserves	1,936	3,060	2,860	2,752
Total PCC Retained Budget	4,845	6,008	5,847	5,778
TOTAL POLICE FUND	252,967	254,181	252,402	250,657

Medium Term Financial Forecast Planning Assumptions Appendix B(ii)

Assumption	2017/18	2018/19	2019/20	2020/21
Core funding changes	-1.4%	-1.4%	-1.4%	-1.4%
Specific Grants change	No Change	No Change	No Change	No Change
Council Tax Support Grant	-0%	-1.4%	-1.4%	-1.4%
Legacy Council Tax Freeze Grants	-0%	-1.4%	-1.4%	-1.4%
Tax base increase	1.5%	0.5%	0.5%	0.5%
Collection Surplus/(Deficit)	-	-	-	-
Pay award (Sept average)	1.0% - 1.25%	1.0% - 1.25%	1.0% - 1.25%	1.0% - 1.25%
Police staff pension contributions	1%	1%	1%	1%
Precept	0%	0%	0%	0%
General Price inflation	2%	2%	2%	2%
Investment Interest Returns	0.40%	0.40%	0.40%	0.40%
Employers NI Increase	No further increase	No further increase	No further increase	No further increase

Issue	Assumption	Comment
Maintaining & improving service performance levels	Resources sufficient to meet targets and priorities in the Local Policing Plan and Strategic Policing Requirement	The Chief Constable believes that there are sufficient resources to deliver future Police and Crime Plan priorities and Strategic Policing Requirement. However there remains risk from the cost of major operations including counter-terrorism, particularly if these are not fully funded nationally.
Pay and price budgets and establishment control	Provision for national pay awards ceiling of 1%. Staff turnover and increments based on detailed analysis of current staff profile and trends. General price inflation of 2%	The number of police officer leavers is difficult to predict but recruitment and promotions are managed during the year across the Force to match staffing need and resources to budget. Close corporate monitoring of the overall budget and management action to maintain financial discipline. Pay and price contingency is available to meet any unexpected increases in year.
Limits to Precept Increases	Future precept planning assumption of a 0% increase.	The Localism Act 2011 gives a statutory obligation for council tax referendums to be held should a precept higher than prescribed be considered by the Police and Crime Commissioner (PCC). The Secretary of State for Communities and Local Government set the level above which a referendum would be required at 2%. Decisions on any increase to the precept are made by the PCC annually. Compared to other police areas across the country, Sussex has a low level of precept.
Grant Levels	Overall revenue grant reduction of 1.3% in 2017/18. Funding levels for 2018/19 are assumed to reduce by 1.4% cash pa to 2021. Changes to the grant formula may further reduce the level of grant payable.	2018/19 allocations are subject to the CSR and unknown at this time. Legacy council tax grants are included in core Home Office; allocation of this funding this could change in future years. Any change to the grant formula could have a significant impact on base funding (+/-20%).
Budget Estimates (Expenditure)	Provision for specific on-going cost pressures	The Chief Constable and his finance team undertake a detailed examination of the budget estimates including all identified additional costs for 2017/18, supported by input and review by the PCC's Chief Financial Officer. Only spending pressures in future years that are known at this stage have been included in the Medium Term Financial Forecast (MTFF).
National IT Systems	Move to full cost charging without transfer of funding from Home Office.	Further potential costs related to the national changes to training and the creation of the national police college could continue in 2017/18 and beyond.

Issue	Assumption	Comment
Local Policing Programme; Policing Together Programme and other cash releasing savings.	Savings requirement of £32.6m to 2020/21	Action plans to deliver savings from April 2017 continue to be reviewed by Chief Officers and regular monitoring will be undertaken to track achievement of savings and ensure any additional action required is undertaken during the year. The achievement of savings in 2017/18 and beyond heavily depends on the delivery of savings from the Local Policing Programme and the Policing Together Programme (joint vision and services with Surrey Police). Wider blue light collaboration will contribute to the delivery of savings over the medium term.
Levels of reserves	Forecast to reduce over the term of the MTFF	Currently used to finance the capital and investment programme and major change initiatives. It remains a risk that the level of reserves is adequate to meet unplanned demand.
Interest rates, investment and borrowing	Interest rates assumptions of 0.40% Borrowing at fixed rates.	Forecasts of investment income for 2017/18 onwards are based on estimated cash balances and interest rate forecasts as set out in the treasury management strategy. A prudent position has been adopted with regard to anticipating future increases in interest rates. At this stage, no borrowing has been planned to finance the capital programme in 2017/18 or beyond.
Income Assumptions	Income budgets reduced for specific items.	Some risk of achieving on-going level of income targets included in Divisional and Department budgets. This will be monitored during the year and appropriate action or mitigation agreed as necessary. Additional income may be received in-year due to unforeseen events. Budget adjustments will be requested where appropriate. The increase in firearms licence costs will provide additional income.
Policing of Gatwick Airport	Funding of £12.9m in 2017/18.	The existing public Services agreement for Policing Gatwick Airport expires on 31 March 2017. Negotiations are underway to renew this agreement for a further three years to 31 March 2020.
Reductions in security grants	Potential reductions in Airport and other security grants.	MTFF assumes that grants will continue at current level. If subsequently reduced, savings will be made to cover the reduction outside of core savings targets.
Operation Otter	Costs in excess of government grant to be met from Reserves or central reimbursement	The 2017 Labour Party Autumn Conference being held in Brighton is planned for. The scale of the operation is expected to be relatively low key and additional costs are not expected to be significant.
Public disorder	Additional cost of overtime and associated costs	Whilst action will be taken to mitigate the overtime and other additional costs relating to policing public order operations, significant costs may be incurred on anticipated events in 2017/18. It is proposed that in-year over-achieved savings will be used as a first source for funding, otherwise the public order contingency, other revenue budget and operational reserve provides potential sources of funding if necessary.
Operational Demands	Public Protection and Digital Forensics	Key operational pressures include continuing increase in demand and complexity of public protection cases (domestic abuse and vulnerable children/adults) plus changes in nature/type of evidence collection (more digitally based); requiring additional time/resource and cost to process.

Capital Programme	2017/18	2018/19	2019/20	2020/21	Total
	£'000	£'000	£'000	£'000	£'000
Information Technology Strategy	5,352	1,283	1,256		7,891
Fleet Strategy	3,460	3,239	3,067	2,907	12,673
Specialist Crime			92		92
Corporate Development	99	60			159
Operations Department	478	252	200		930
Communications	50	50			100
HR Shared Business Services	204				204
Total Estates Strategy	8,819	8,020	5,750	600	23,189
Total Investment Programme	18,462	12,904	10,365	3,507	45,238

Forecast Use of Reserves 2017 to 2021

Appendix E

USABLE RESERVES	Investment		Single Purpose				Contingency and Risk		General	Total Reserves
	Capital and Investment Reserve	Capital Receipts	Asset Seizures	Delegated Budget Holder Reserve	Sussex Safer Roads Partnership	PFI	Insurance	Operational	General Reserve	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Audited Balance at 31/3/16	24,760	8,870	365	7,361	2,136	12,794	3,623	2,450	10,807	73,166
2016-17										
Approved Contributions	1,237									1,237
Estimated Contributions		1,353		7,100						8,453
Estimated Commitments	(17,519)	(10,223)		(4,973)	(289)					(33,004)
Approved Commitments				(450)						(450)
Transfers Between Reserves	567								(567)	0
Estimated Balance at 31/3/17	9,045	0	365	9,038	1,847	12,794	3,623	2,450	10,240	
2017-18										6,300
Estimated Contributions		6,300								(16,632)
Estimated Commitments	(8,953)	(6,300)		(1,100)	(279)					0
Estimated Balance at 31/3/18	92	0	365	7,938	1,568	12,794	3,623	2,450	10,240	39,070
2018-19										
Estimated Contributions		7,000								7,000
Estimated Commitments	(2,921)	(7,000)		(205)	(52)					(10,178)
Transfers Between Reserves	2,829			(2,829)						0
Estimated Balance at 31/3/19	(0)	0	365	4,904	1,516	12,794	3,623	2,450	10,240	35,892
2019-20										
Estimated Contributions		4,000								4,000
Estimated Commitments	(3,343)	(4,000)								(7,343)
Transfers Between Reserves	3,343			(3,199)					(144)	
Estimated Balance at 31/3/20	(0)	0	365	1,705	1,516	12,794	3,623	2,450	10,096	32,549
2020-21										
Estimated Contributions		1,200								1,200
Estimated Commitments		(576)								(576)
Transfers Between Reserves										0
Estimated Balance at 31/3/21	(0)	624	365	1,705	1,516	12,794	3,623	2,450	10,096	33,173

To:	The Sussex Police & Crime Panel
From:	The Sussex Police & Crime Commissioner
Subject:	Precept Option 2017/18
Date:	20 January 2017
Recommendation:	That the Police & Crime Panel – i) review the proposed precept; and ii) report to the Commissioner on the proposed precept.

1.0 Introduction

- 1.1 The Police Reform and Social Responsibility Act 2011 requires the Police & Crime Commissioner (PCC) to notify the Police & Crime Panel of the proposed precept for the coming financial year. The Panel is required to respond with a report to the PCC on the proposed precept including, if appropriate, recommendations as to the precept for the financial year.

2.0 Background

- 2.1 The 2016/17 the Band D council tax police precept in Sussex was £148.91. Her Majesty's Inspectorate of Constabulary published their 2016/17 Value for Money Profile in November 2016, which demonstrated that Sussex has the 5th lowest Band D council tax in England and Wales. The profile also highlighted that Sussex has the 4th lowest net expenditure per head of population.
- 2.2 At this stage, the draft budget for 2017/18 assumes a 0% precept increase and does not include any increase in investment for operational policing, over and above on-going investment funded from the precept increases in 2016/17 and previous years. The draft budget also includes nearly £32.6m of savings between 2017/18 and 2020/21 to be achieved through efficiencies and improvements. The budget considers Police & Crime Plan priorities, with any new demands and risks covered from within existing resources.

3.0 Settlement and Precept Options

- 3.1 Provisional police finance settlement figures for 2017/18 were publicised by the Government on 15 December 2016. It confirmed the Chancellor's commitment to protect police funding over the remaining Comprehensive Spending Review (CSR) period, and assumes that all PCCs will increase council tax by the maximum limits permitted in each year.
- 3.2 Precept limits were set for the CSR period and any proposed increase of 2% or more requires a referendum for most police force areas. An exception granted to the ten Force areas with the lowest level of precept in England limits these areas to a £5 increase on a Band D property per annum.

3.3 Sussex had the 5th lowest Band D council tax in England and Wales in 2016/17 at £148.91. Sussex is therefore able to increase the annual Band D rate by £5 to £153.91 per household, per annum in 2017/18 without triggering a referendum.

3.4 The proposal to increase the precept would provide a further £3m of recurring funding over and above the current draft budget proposal. In addition, Sussex Police can contribute a further £1.2m that it has generated through efficiencies to provide a total potential annual investment of £4.2m.

4.0 Investment Proposals 2017/18

4.1 The PCC, in consultation with the Chief Constable, has identified four areas of local policing that could be strengthened through further investment. The investment will see over 100 additional police officers and specialist staff employed in the following areas:

- **Community Priority Crime Teams (£1.03m)** – 24 posts dedicated to intervene proactively to prevent and disrupt local crime gangs and take offenders off the streets;
- **Specialist Firearms Officers (£1m)** – 52 posts across Sussex and Surrey to uplift the counter terrorism and firearms capabilities;
- **Public Protection Investigators (£1.25m)** – 30 posts to provide additional capacity for public protection, within the Safeguarding Investigation Units;
- **Expert Youth Teams (£0.92m)** – 20 posts to work directly with schools, colleges and universities to provide community policing that focuses on prevention advice and interventions, supporting the vulnerable and those most at risk, and dealing firmly and quickly with incidents.

4.2 The investment proposals are detailed in Appendix A.

5.0 Public Consultation

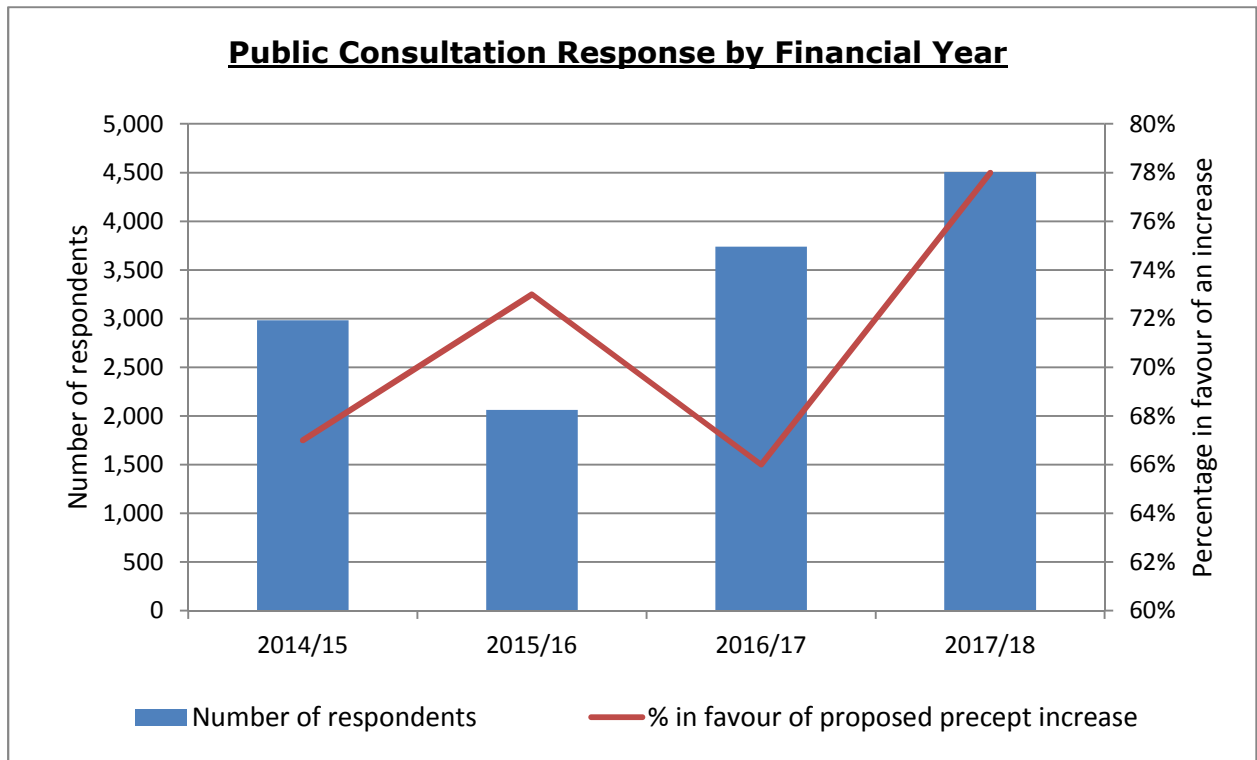
5.1 The PCC has a statutory obligation to set the police precept and budget and has sought the views of Sussex residents regarding a potential increase in the budget precept.

5.2 A public consultation took place between 11 November 2016 to 8 January 2017 on a potential precept increase. The consultation asked the residents of Sussex:

"Would you be prepared to pay an additional average of £5.00 per household for over 100 more police officers and specialist staff?"

5.3 A total of 4,504 responses were received across the above period and the percentage in favour of an increase was the highest to date.

5.4 Almost 8 out of 10 responses (78%) were in favour of an increase of £5 or more.



5.5 Further detail and analysis of the consultation results and feedback received is included within Appendix B.

Mark Streater
Chief Executive, Office of the PCC

Giles York
Chief Constable

Iain McCulloch
Chief Finance Officer, Office of the PCC

Peter Gillett
Director of Finance

Contact: Iain McCulloch, Chief Finance Officer
 Email: Iain.McCulloch@sussex-pcc.gov
 Tel: 01273 481582

Contact: Peter Gillett, Director of Finance
 Email: Peter.Gillett@sussex.pnn.police.uk
 Tel: 01273 404008

Appendices

Appendix A – Detailed Investment Commentary
 Appendix B – Public Consultation Results – Sussex Police Budget Precept

1.0 Introduction

- 1.1 The Police & Crime Commissioner (PCC), in consultation with the Chief Constable, has identified four areas of policing that could be strengthened through further investment. Through a combination of the additional funds raised by the precept and efficiencies identified by the Force, investment will be made in over 100 additional police officers and specialist staff. The investment proposals are detailed below.

Investment Summary	Annual Investment £
Community Priority Crime Teams	1.03
Specialist Firearms Officers	1.00
Public Protection Investigators	1.25
Expert Youth Teams	0.92
Total	4.20

2.0 Community Priority Crime Teams (£1.03m)

- 2.1 The new model for local policing is changing to match the changes in crime. This approach is evidence-based, intelligence-led and focuses on vulnerability.
- 2.2 Sussex Police have asked the PCC to support an investment in dedicated Community Priority Crime Teams to intervene proactively to prevent and disrupt local crime gangs and take offenders off the streets.
- 2.3 The new teams will provide extra resources to crack down on the small groups and individuals committing low-level crime and anti-social behaviour. They will also concentrate on known organised crime gangs involved in drug dealing and robbery.
- 2.4 The new investigators will monitor known high-risk offenders and work closely with offender management services to reduce re-offending.
- 2.5 The cost of creating new teams through an investment would be £1.03m on an ongoing annual basis; an uplift of 24 police officers.

3.0 Specialist Firearms Officers (£1m)

- 3.1 After the terrorist attacks in Europe over the last year and with security assessments showing that the UK threat level is "Severe", PCCs and Chief Constables in the South East region have been planning how best to prepare and respond to possible attacks in our communities. The details of how police and other agencies would respond is not made public but it is important that people can be reassured that in Sussex we have enough specialist armed officers and equipment.

3.2 This proposal would increase the number of Armed Response Vehicle (ARV) officers available by 52 and add three new specialist vehicles (across Sussex and Surrey). When they are not being deployed or in training, ARV teams already support local policing teams. An uplift of 52 officers would result in more highly trained officers on the streets to strengthen local policing.

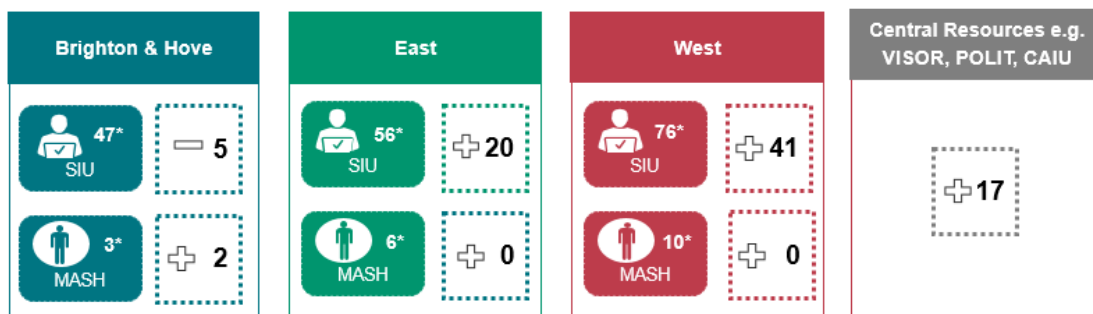
4.0 Public Protection Investigators (£1.25m)

4.1 Following previous precept consultations, the PCC approved additional funding to enhance the public protection capacity of Sussex Police. Although this helped increase the number of police officers and staff, the Force still spends less per head of population on public protection than similar sized forces, as these types of crime continue to rise. For example, there has been a 217% increase in recorded rape and serious sexual offences since 2013.

4.2 This year, there is a compelling business case to provide more investigators in the Safeguarding Investigation Units (SIUs). As a result of the public's increased confidence in how reports of rape, serious sexual offences and offences against children are managed, Sussex Police is dealing with significantly more cases.

4.3 The demand analysis supports an uplift of 30 posts in addition to the 45 identified last year; delivered through a mixed economy of police officers and staff. The majority of the requirement is for additional investigators in SIUs, with the focus on hubs based in West Sussex where the growth in demand is most acute. A proportion of the uplift supports smaller more specialised units that have already experienced increased demand or where the trend is rising.

4.4 The table below sets out how the total resource uplift (45 plus 30) would be distributed.



4.5 As part of delivering an uplift in public protection, Sussex Police has also examined working practices and identified 12 optimisation opportunities to improve productivity and reduce waste. In addition, the Force is also seeking to bring forward a new module in the case management system (Niche) designed especially to streamline public protection case management. A target to find 20% efficiency savings through these changes has been set, which would offset the impact of increases in demand in future years.

4.6 An uplift of 30 posts would cost £1.25m on an ongoing basis. The cost estimate is based on the average cost of a police constable.

5.0 Expert Youth Teams (£0.92m)

- 5.1 The Chief Constable has drawn on the Force's previous experience of youth interaction and expert advisors to develop a proposal for a dedicated team of police officers and staff who will work directly with schools, colleges and universities, focusing on prevention advice and interventions, supporting the vulnerable and those most at risk, and dealing firmly and quickly with incidents.
- 5.2 It is recognised nationally that early intervention can help steer young people away from crime. Working across the agencies that interact with young people means there are more opportunities to identify when the most susceptible are in danger of crossing the line. Past experience shows that positive interventions and avoiding criminalising young people has a better chance of long-term success.
- 5.3 Evidence from the Early Intervention Foundation and the College of Policing has identified that intervening early and appropriately can reduce demand by preventing crime happening in the first place. There is a strong body of evidence to show that the right help given at the earliest opportunity, can significantly improve the life chances of vulnerable children and young people, and steer them away from crime.
- 5.4 An investment of £0.92m is required each year to provide a team of 20 officers.

Public Consultation Results – Sussex Police Budget Precept

1.0 Introduction

1.1 The Police & Crime Commissioner (PCC) ran a public consultation from 11 November 2016 to 8 January 2017 on a potential precept increase. The consultation asked the residents of Sussex:

“Would you be prepared to pay an additional average of £5.00 per household for over 100 more police officers and specialist staff?”

1.2 Information about the consultation and a link to the online survey was shared with residents and police staff in a number of ways to maximise the response rate.

1.3 A page was created on the PCC’s website (+10,000 visitors per annum), social media (+3,000 followers on Twitter and Facebook), and weekly email newsletter (+4,500 subscribers).



PCC Website 1

www.sussex-pcc.gov.uk/priorities/budget/

1.4 The consultation was also highlighted on the front page of the Sussex Police public-facing website and social media channels (+100,000 followers on Twitter and Facebook), and force-wide internal messages were posted three times.

1.5 An email alert was sent to all 23,000 residents signed up to receive Neighbourhood Watch community messaging.

- This was sent three times, with over 42,000 projected as read;
- The survey email was shared 1,124 times; and
- It resulted in 1,331 hits on the website.

- 1.6 A proactive media relations campaign was delivered by the PCC to ensure that news of the consultation and a link to the survey was communicated to residents through the print press, broadcast and social media. The PCC was also interviewed on regional TV and radio and in the print media.
- 1.7 As in previous consultations, the PCC worked with stakeholders who have crime and community safety interests and responsibilities. These stakeholders were asked to share the survey with their professional and residential networks.
- 1.8 This involved Sussex MPs, Council Leaders, Community Safety Partnerships, Sussex and Surrey Associations of Local Councils members, Neighbourhood Watch, the Pan-Sussex Communicator's network, the Sussex Elders' Commission and voluntary and community sector organisations.
- 1.9 Paper copies of the survey were made available at public consultation events and PCC speaking engagements.



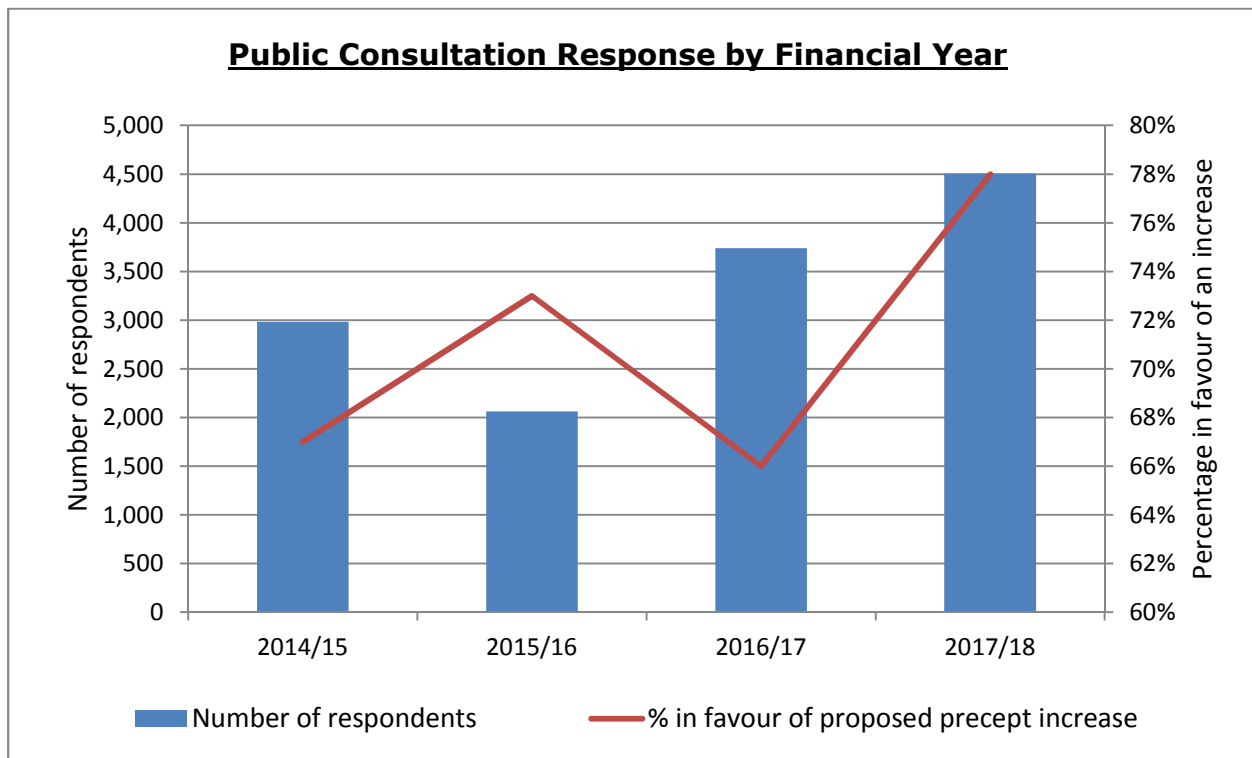
OSPCC Website 2
www.sussex-pcc.gov.uk/priorities/budget/

2.0 Consultation Results

2.1 4,504 responses were received within the consultation period. This is the highest public over the last few years. Almost 8 out of 10 responses (78%) were in favour of an increase of £5 or more.

Financial Year	2014/15	2015/16	2016/17	2017/18
Number of respondents	2,983	2,061	3,738	4,504
% in favour of proposed precept increase	67%	73%	66%	78%

2.2 The survey responses were monitored for unusual patterns of response but none were observed. Response rate volume was more closely connected to the timing and frequency of messages about the precept.



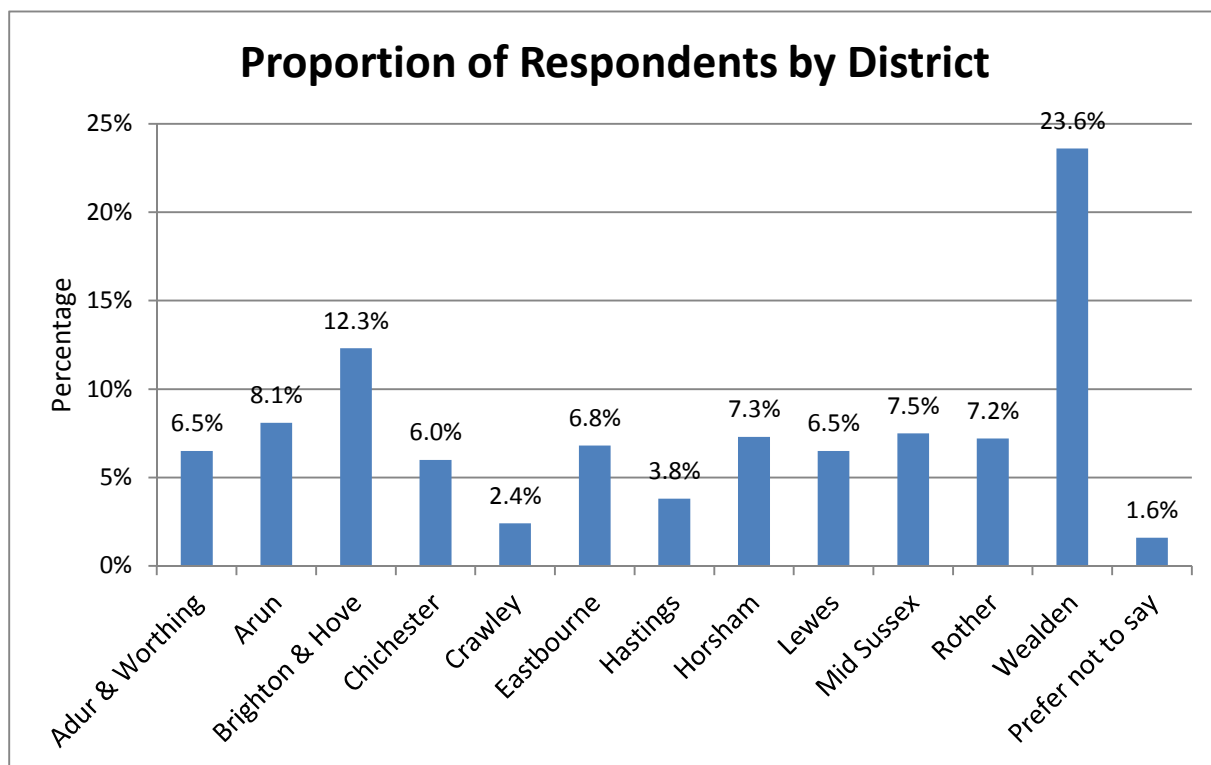
2.3 A summary of responses is provided in the table below:

Would you be prepared to pay an additional amount for policing?

Option	Frequency	Percent	Cumulative Percentage
Yes: £5.00 a year	3,062	68.0%	68.0%
Yes: Any other amount a year	452	10.0%	78.0%
No	990	22.0%	100.0%
Total	4,504	100.0%	

2.4 The following chart shows the proportion of respondents by policing district:

District	Frequency	Percentage	Cumulative Percentage
Adur & Worthing	293	6.5%	6.5%
Arun	366	8.1%	14.6%
Brighton & Hove	555	12.3%	27.0%
Chichester	270	6.0%	32.9%
Crawley	107	2.4%	35.3%
Eastbourne	306	6.8%	42.1%
Hastings	172	3.8%	45.9%
Horsham	328	7.3%	53.2%
Lewes	292	6.5%	59.7%
Mid Sussex	339	7.5%	67.2%
Rother	324	7.2%	74.4%
Wealden	1,064	23.6%	98.0%
Outside of Sussex	10	0.2%	98.3%
Don't Know	8	0.2%	98.4%
Prefer not to say	70	1.6%	100.0%
Total	4,504	100.0%	





To:	The Sussex Police & Crime Panel
From:	The Sussex Police & Crime Commissioner
Subject:	Police & Crime Plan 2017/21
Date:	20 January 2017
Recommendation:	That the Police & Crime Panel – i) note the report; and ii) formally review the Police & Crime Plan in accordance with Chapter 4 – Section 28(3) of the Police Reform and Social Responsibility Act 2011.

1.0 Police & Crime Plan 2017/21

- 1.1 The Police & Crime Commissioner (PCC) election for England and Wales took place on 5 May 2016 and Mrs Katy Bourne was re-elected PCC for Sussex.
- 1.2 Mrs Bourne was formally appointed in office on 6 May 2016. The PCC has a statutory duty to set the policing and crime objectives for their area through a Police & Crime Plan. The prescribed content of the Plan is set out in Chapter 3 – Section 7(1) of the Police Reform and Social Responsibility Act 2011 (PRsRA).
- 1.3 A new Police & Crime Plan for 2017/21 has been developed. This process involved a complete review of the priority areas, policing and crime objectives, measures and supporting information. The Plan is intended to cover the (second) four-year term of office of the PCC.
- 1.4 The PCC has confirmed the four policing and crime objectives and 12 underpinning aims for 2017/21 as follows:

Strengthen local policing

- Ensure local policing services are accessible.
- Provide effective specialist capabilities to support local policing.
- Maintain engagement in the delivery of local policing services to improve public confidence.

Work with local communities and partners to keep Sussex safe

- Encourage and support local communities to prevent crime and disorder.
- Work with partners to reduce offending and reoffending.
- Catch criminals and prevent serious and organised crime and terrorism.

Protect our vulnerable and help victims cope and recover from crime and abuse

- Commission high-quality services which support victims.
- Prioritise access to services for vulnerable victims.
- Enhance our understanding and meet the needs of victims in Sussex.

Improve access to justice for victims and witnesses

- Ensure victims and witnesses have the most positive experience of the criminal justice system.
- Support vulnerable victims and witnesses.
- Maximise the use of technology to improve access to justice for all.

1.5 Further to any recommendations made by the Panel, the new Plan will be launched as soon as is practicable after the meeting and, in any case, before the 31 March 2017.

1.6 Section 5(9) of the PRSRA also requires the PCC to keep the Plan under review and, as in previous years, the Plan will again be refreshed annually.

2.0 Reference Group and Working Group

2.1 The PCC established a Reference Group to assist in the development and design of the new Plan. The Reference Group comprised of representative members from Sussex Police, community safety and criminal justice partners.

2.2 The role of the Reference Group has been to develop an understanding of the work being undertaken by the PCC and to comment and provide feedback on the new Plan. The Reference Group has met three times on 30 June, 26 August and 9 December 2016.

2.3 As in previous years, the Panel has been invited to establish a Working Group to act as a critical friend to the PCC in the development of the new Plan. The Working Group met twice on 31 August and 14 December 2016 to review and comment on the policing and crime objectives, underpinning aims and content of the Plan.

2.4 The Working Group has also considered the assumptions and aspirations underlying the development of the proposed budget and precept for 2017/18.

2.5 The Plan in Appendix A reflects the recommendations made by both the Reference Group and the Working Group. It should be noted that the Plan appears in draft form and is still to be finalised by the graphic designers.

3.0 Public Consultation

3.1 In developing the Plan, the PCC is required to consider the views of the local community and victims of crime. Views on the policing and crime objectives and underpinning aims were sought via a public consultation across the month of November 2016.

3.2 A total of 542 responses were received from across each of the districts in Sussex. Of which, 72% of respondents agreed or strongly agreed that the policing and crime objectives were appropriate for the Police & Crime Plan for Sussex.

3.3 In terms of the delivery of the underpinning aims to ensure that the policing and crime objectives are met:

- 60% of respondents agreed or strongly agreed that delivery of the aims under "strengthen local policing" would ensure that the policing and crime objective is met;
- 65% of respondents agreed or strongly agreed that delivery of the aims under "work with local communities and partners to keep Sussex safe" would ensure that the policing and crime objective is met;
- 61% of respondents agreed or strongly agreed that delivery of the aims under "protect our vulnerable and help victims cope and recover from crime and abuse" would ensure that the policing and crime objective is met; and
- 67% of respondents agreed or strongly agreed that delivery of the aims under "improve access to justice for victims and witnesses" would ensure that the policing and crime objective is met.

Mark Streater
Chief Executive, Office of the PCC

Contact: Mark Streater, Chief Executive

Email: mark.streater@sussex-pcc.gov.uk

Tel: 01273 481584

This page is intentionally left blank

Sussex Police & Crime Plan 2017/21

Contents

Foreword

Roles and Responsibilities

Relationship of the Police & Crime Plan to partner Community Safety Plans

About Sussex

Strategic Policing Requirement

Collaboration

- *Sussex Police and Surrey Police*
- *Sussex Police and the South East Region*

Policing and Crime Objectives

Measuring Progress against the Police & Crime Plan

- *Strengthen local policing*
- *Working with local communities and partners to keep Sussex safe*
- *Protecting our vulnerable and helping victims cope and recover from crime and abuse*
- *Improving access to justice for members of the public*

Policing Budget and Precept

Acknowledgements

Foreword

To be written by the Commissioner.

DRAFT

Roles and Responsibilities

The Police Reform and Social Responsibility Act (2011) established the role of the Police & Crime Commissioner. The Act set provisions for the replacement of Police Authorities with directly elected Police & Crime Commissioners, with the aim of improving police accountability by 'reconnecting' the public with policing.

Role	Responsibilities	General	Complaints
Police & Crime Commissioner	<ul style="list-style-type: none"> • Setting the strategic direction for policing in Sussex; • Publishing a Police & Crime Plan; • Setting the budget and precept for policing in Sussex; • Holding the Chief Constable to account for delivering policing that is efficient, effective and responsive to the needs of the public as set out in the Police & Crime Plan; • Appointing, and if necessary, dismissing the Chief Constable of Sussex Police. 	The Police & Crime Commissioner was re-elected on 6 May 2016. The total turnout figure in Sussex was 23.14%.	Consider and investigate any complaints or conduct matters against the Chief Constable of Sussex Police, where he has been personally and directly involved.
Chief Constable	<ul style="list-style-type: none"> • Keeping the communities of Sussex safe and secure; • Delivering efficient and effective operational policing which responds to the needs of the public; • Managing resources and expenditure by the police force. 	The Act protects the operational independence of the police by making it clear that the Chief Constable retains direction and control of all officers and staff.	Consider and investigate any complaints or conduct matters against police officers and staff, and on operational or policy matters.
<u>Police & Crime Panel</u>	<ul style="list-style-type: none"> • Reviewing, reporting and making recommendations on the Police & Crime Plan and the policing precept; • Scrutinising key strategic decisions and documents (including the Police & Crime Plan); • Making recommendations to the Police & Crime Commissioner on the discharge of her functions; • Holding confirmation hearings for the proposed appointments of Chief Constable, Chief Executive and Chief Finance Officer; • Power to suspend the Police & Crime Commissioner if charged with an imprisonable offence or appoint an acting Police & Crime Commissioner where the incumbent is incapacitated, resigns or is disqualified. 	<p>Scrutinise the decisions of the Police & Crime Commissioner on behalf of local people.</p> <p>Membership consists of a maximum of 18 councillors from each of the 15 local authorities within Sussex, plus two independent members.</p> <p>There is a requirement for political and geographical balance amongst the elected members of the Panel.</p>	Consider any complaints or conduct matters against the Police & Crime Commissioner.

Relationship of the Police & Crime Plan to partner Community Safety Plans

Police & Crime Plan – sets out the strategic policing objectives for how policing services will be delivered in Sussex across 2017/21.

Operational Delivery Plan – sets out how the Chief Constable will deliver policing services to achieve the strategic policing objectives of the Police & Crime Plan.

Brighton & Hove City Council –
Community Safety and Crime Reduction Strategy 2014/17

East Sussex County Council –
East Sussex Safer Communities Partnerships' Business Plan 2016/17 to 2018/19

West Sussex County Council –
The Safer West Sussex Partnership Community Safety Agreement 2016/20

Community Safety Plans for Community Safety Partnerships – sets out how partners will support the objectives of the Police & Crime Plan

**** ALL UNDERLINED WORDS WILL CONTAIN A DIRECT HYPERLINK TO A WEBSITE OR A DOCUMENT ****

About Sussex

Sussex Police covers a population of 1.65 million. The police force area covers the rural and urban counties of East Sussex and West Sussex and includes Brighton & Hove. The South Downs National Park covers an area of 628 square miles and stretches for 87 miles from Winchester to Eastbourne through the counties of Hampshire, West Sussex and East Sussex. Sussex also has the second busiest airport (Gatwick) in the UK, and a coastline that spans more than 80 miles from Chichester Harbour to Camber Sands.

FORCE AREA: 1,460 square miles

POPULATION: 1.65m people

This is an increase of 9% over the last 10 years
1,130 people per square mile

WORKFORCE: 76% frontline police officers, staff and police community support officers

(78% national level)

3.0 per 1,000 population

(3.6 national level)

13% reduction in local workforce since 2010

(15% reduction national level)

CRIMES: 0.05 per person

(0.05 national level)

47.9 crimes per 1,000 people

COST: 43p per person per day

(55p per person per day national level)

Three external bodies work closely with Sussex Police to set standards and scrutinise performance:

Her Majesty's Inspectorate of Constabulary is the inspection body which provides regular annual and thematic inspections;

The College of Policing sets the standard for policing and carries out research;

The Independent Police Complaints Commission oversees the complaints process nationally.

**** INCLUDE A MAP OF SUSSEX ****

Strategic Policing Requirement

The Home Secretary identifies six national threats that all police force areas must demonstrate that they have the plans and capability to respond to, in addition to regular policing requirements.

This is called the Strategic Policing Requirement (SPR) and these threats are identified as:

- public disorder;
- civil emergencies;
- organised crime;
- terrorism;
- large-scale cyber incidents; and
- child sexual abuse

The threats have been assessed and selected from the National Security Risk Assessment on the basis that they either affect multiple police force areas or may require action from multiple forces, resulting in a national response.

The policing requirement to counter the threats is set out in the SPR and forces are required to evidence preparedness against five areas: capacity and contribution, capability, consistency and connectivity.

The Commissioner and the Chief Constable must have “due regard” to the SPR and ensure that their police force is in a state of readiness to deal with them in addition to business as usual.

The Commissioner must ensure that sufficient funds are set aside to maintain their police force’s contribution under the SPR. This would include ensuring sufficient resilience and capacity to cover Sussex’s contribution.

The Commissioner will hold the Chief Constable to account for the delivery of this high-risk element of the business, which the public expects to be of the highest calibre, through an effective accountability framework.

Her Majesty’s Inspectorate of Constabulary will also continue to inspect the police force’s capability to respond to each of the requirements.

Collaboration

Sussex Police and Surrey Police

The Commissioner and Chief Constable have agreed a joint collaborative vision with the Surrey Police & Crime Commissioner and the Chief Constable of Surrey Police for how the two police forces will work together. The vision commits to a future of:

“Surrey and Sussex Police working as one, operationally and organisationally, to enhance and improve services for the public whilst reducing costs and responding to local needs”.

- **Set out each of the areas of collaboration.**

This collaborative approach will help to enhance front-line policing by reducing duplication, rationalising processes and streamlining management and support services. This joint response should also deliver improved consistency, resilience, and the ability to flex operational resources at times of need. As a result the public of Sussex and Surrey will continue to receive the best possible service from the police, wherever they live.

Sussex Police and the South East Region

Sussex Police is one of five police force areas in the South East region. The other four forces include: Hampshire, Kent, Surrey and Thames Valley.

South East Regional Organised Crime Unit

The South East Regional Organised Crime Unit (SEROUCU) has responsibility to protect communities in the South East from serious organised crime.

The aim of the unit is to create and deliver a cohesive regional response to serious organised crime with enhanced interoperability and resilience across the regions.

SEROUCU is also closely aligned to the current South East Counter Terrorism Unit.

South East Counter Terrorism Unit

The South East Counter Terrorism Unit (SECTU) is part of the national Counter Terrorism Network leading the police response to international terrorism and domestic extremism.

The overarching aim of the unit is to create a coordinated regional response to terrorism, providing specialist support and expertise in counter terrorism to police forces in the South East region and to support the national counter terrorism network when required.

SECTU addresses the four elements of CONTEST, the Government’s Counter-Terrorism Strategy: Protect, Prepare, Prevent and Pursue.

South East Regional Integration Partnership

To be written.

Policing and Crime Objectives

The Police & Crime Commissioner has confirmed the following four policing and crime objectives, each containing three underpinning aims, as follows:

Strengthen local policing

- Ensure local policing services are accessible;
- Provide effective specialist capabilities to support local policing;
- Maintain engagement in the delivery of local policing services to improve public confidence.

Work with local communities and partners to keep Sussex safe

- Encourage and support local communities to prevent crime and disorder;
- Work with partners to reduce offending and reoffending;
- Catch criminals and prevent serious and organised crime and terrorism.

Protect our vulnerable and help victims cope and recover from crime and abuse

- Commission high-quality services which support victims;
- Prioritise access to services for vulnerable victims;
- Enhance our understanding and meet the needs of victims in Sussex.

Improve access to justice for victims and witnesses

- Ensure victims and witnesses have the most positive experience of the criminal justice system;
- Support vulnerable victims and witnesses;
- Maximise the use of technology to improve access to justice for all.

Measuring Progress against the Police & Crime Plan

Achievements against the Police & Crime Plan will be formally reported to the Police & Crime Panel through an Annual Report.

Each of the 12 underpinning aims has a series of descriptions of the work that will be drawn upon to measure success and progress.

Evidence will be gathered from a broad range of police, partner and public information sources to determine how effectively each of the aims are being delivered and, therefore, achieving the overall policing and crime objectives.

This will be taken from Her Majesty's Inspectorate of Constabulary reports, Sussex Police Performance Dashboard, partnership information, government reports and audit, and public satisfaction surveys.

The Police & Crime Plan will be kept under constant review and will be refreshed annually. This will include a review of the underpinning aims and supporting descriptions.

Strengthen local policing

Ensure local policing services are accessible

The Commissioner will hold the Chief Constable to account for the delivery of local policing across Sussex. How local policing will be provided is set out in the Chief Constable's Local Policing Programme (LPP). Local policing in the LPP is provided under three areas: prevention, response and investigation.

The LPP is intended to create a modern workforce, of highly trained officers and staff, who are able to respond dynamically to the needs of the public and the changing types of crime, based on threat, risk and harm. By working more effectively with local communities and partners in problem-solving, officers will seek to reduce demands through the prevention and recurrence of crime.

The Commissioner will continue to monitor closely the delivery of this model, drawing on the measures used to determine impact and performance on local communities and will challenge Sussex Police on behalf of the public.

A mechanism called the 'Vulnerable Locations Index' will also be used by Sussex Police to ensure that local communities which are being adversely impacted upon by crime, at any time, can be identified and that policing resources are allocated in a timely and responsive manner.

The Commissioner acknowledges that reduced business crime is fundamental to further investment, which supports employment and economic prosperity, and will work with the Chief Constable to ensure that consistent levels of support, access to information, and approaches to engagement are demonstrated by the police to all businesses experiencing crime and anti-social behaviour across Sussex.

The geographic make-up of Sussex means that it is essential that a proportionate focus is placed on tackling rural crime and the Commissioner will hold the Chief Constable to account for ensuring that an appropriate balance between what is happening in rural areas and urban centres exists.

The Commissioner is determined to ensure that local policing in Sussex is effective, efficient and responsive to the needs of the public and to do this will scrutinise and hold the Chief Constable to account for the delivery of operational policing. This will be done through weekly one-to-one meetings, monthly Performance & Accountability Meetings, and by conducting reviews into any areas of concern.

The Commissioner will continue to invest in technology which ensures that police officers and staff are able to remain more mobile and responsive and to possess greater operational capabilities to fight crime. Introduction of further digital mobile technology will be used to ensure officers can receive, retrieve, update and process greater information and intelligence without the constraint of having to be at a single physical location. This approach will ensure front-line officers spend more of their time out on patrol instead of in police stations.

Provide effective specialist capabilities to support local policing

The Commissioner will hold the Chief Constable to account for continued investment in the delivery of the range of specialist policing capabilities that are needed to support local policing. These capabilities include officers, staff, systems, equipment and premises to tackle terrorism, organised crime, major crime and cyber crime, as well as to provide a capability for armed policing, dealing with public disorder, and handling intelligence. The Commissioner will ensure that the LPP is effective in tackling the volume and complexity of the most serious crimes.

Early intervention by police and partners is fundamental to reducing criminality and the Commissioner will look to ensure effective processes are in place to identify those persons most at risk of committing crime and putting effective measures into place with partners to deter, disrupt and prevent offending behaviour.

The Commissioner will seek continued opportunities for collaboration and partnership working with other police force areas, law enforcement agencies and blue light emergency service partners at a local, regional and national level.

Maintain engagement in the delivery of local policing services to improve public confidence

The Commissioner will continue to engage closely with members of the public, listening to their concerns and priorities and gaining the best understanding of crime-related issues impacting upon their lives.

The Commissioner is committed to ensuring Sussex Police maintains a local approach to community engagement that is accessible, adaptable and reflects local need. In particular will be the requirement to ensure that the Chief Constable communicates effectively the implementation and delivery of the LPP. By continuing to develop effective working relationships with Sussex Police, community safety and criminal justice partners the Commissioner will continue to shape the delivery of services across Sussex.

The Commissioner will use Her Majesty's Inspectorate of Constabulary's annual Police Effectiveness, Efficiency and Legitimacy (PEEL) programme to hold the Chief Constable to account for improving police effectiveness, efficiency and legitimacy, and the overall policing service provided in Sussex. Where there is a requirement, the Commissioner will task HMIC to conduct any specific reviews.

Many crimes remain "hidden" and under-reported such as domestic abuse, serious sexual offences, child and elderly exploitation, anti-social behaviour and hate crimes. The Commissioner will seek to increase the reporting of these under-reported crimes to ensure vulnerable victims identified can be fully supported and the offenders brought to justice.

Proactively encouraging victims to report these crimes remains a priority for the Commissioner. This approach enables Sussex Police to develop intelligence regarding repeat offenders, times and locations which can then be used to plan, target and deploy police resources.

Work with local communities and partners to keep Sussex safe

Encourage and support local communities to prevent crime and disorder

The Commissioner will put in place measures and processes which help community safety partners to be more effective at preventing crime and disorder. These will include grant funding, advice and identification of working within wider local partnerships.

The Commissioner would like to see an expansion of community involvement in community safety and policing, through the encouragement and ownership of police and crime related community budgets. The Commissioner will use the Safer in Sussex Community Fund to support local projects which reduce crime, improve community safety and help individuals recover from the impact of crime.

The Commissioner has allocated £xxx,xxx from the Safer in Sussex Community Fund to support xxx local projects. Applications from individuals, local community groups and organisations that can demonstrate how they are tackling the issues in their area that support the priorities set out in the Plan are encouraged.

The Commissioner will continue to encourage communities and partners to play a full and active part in making the roads of Sussex safer, and will seek to put measures in place which help prevent the main causes of death and injury on the roads of Sussex. This work will be carried out in partnership with the Sussex Safer Roads Partnership, Operation Crackdown and Community Speed Watch groups.

The Commissioner recognises the valuable contribution that volunteers make towards keeping their communities safe, and will continue to encourage the greater use and coordination of volunteers engaged in community safety initiatives across Sussex.

Work with partners to reduce offending and reoffending

The Commissioner will help put in place measures that support partners to prevent offending and reduce reoffending. A particular emphasis will be placed on reducing domestic abuse, serious sexual offences and violent crime.

The Commissioner will continue to support the delivery of a restorative justice strategy across Sussex. Restorative Justice has the potential to break the destructive pattern of behaviour of those that offend by encouraging them to confront the full extent of the emotional and physical damage they have caused to their victims. The Commissioner is committed to increasing the availability of Restorative Justice to more victims of crime at various stages of the criminal justice system.

A Sussex Restorative Justice Partnership (SRJP) has been established with a commitment "to create and offer a complete victim-focused restorative justice service at different stages in the criminal justice system for all victims of crime".

The Commissioner will work with Sussex Police and partners from statutory and voluntary sectors and, through the collective management of the Sussex Criminal Justice Board, will seek to increase the capacity and capability to deliver more restorative services to victims in Sussex.

Catch criminals and prevent serious and organised crime and terrorism

The Commissioner will continue to hold the Chief Constable to account for how effective Sussex Police is in detecting and solving crime. In particular, the ability to disrupt those criminals involved in serious and organised crime and terrorism.

The awareness and support of local communities in tackling and preventing serious and organised crime and terrorism is essential, including stalking, harassment, modern-slavery, human trafficking, honour-based-violence and forced marriage. The Commissioner will seek to ensure support is given to Sussex Police and partners to facilitate this.

The Commissioner will continue to ensure that the Government's Serious and Organised Crime Strategy is being implemented fully and effectively across Sussex with the support and active involvement of local partners.

The Commissioner will also continue to ensure that support is being given to Sussex Police and partners for the successful implementation of the Government's Counter-Terrorism Strategy (CONTEST). This will include working with the Prevent Boards in Sussex which are set up by local authorities to look at ways to prevent the radicalisation of individuals.

Protect our vulnerable and help victims cope and recover from crime and abuse

Commission high-quality services which support victims

The Commissioner will work with statutory partners to maximise the use of public funds in order to provide support to as many victims as possible. This will involve continuing to meet on a regular basis with victim service providers to understand how services can be commissioned effectively and shape future service provision.

The Commissioner will launch a commissioning framework to support the activities of the Voluntary Community and Social Enterprise (VCSE) sector in delivering services to victims of crime across Sussex.

The Commissioner will also develop a quality assurance framework to monitor the benefits to victims and witnesses across the county and make sure support services are the best they can be.

Prioritise access to services for vulnerable victims

The Commissioner is fully signed up to the Code of Practice for Victims of Crime, which entitles all victims of crime to access support services in the way that is easiest for them to do so regardless of whether they choose to report to the police or not.

To support that, the Commissioner launched 'Safe:Space Sussex' - the first online directory of all support services across Sussex. Through a range of search options, Safe:Space Sussex allows residents to find the most relevant support service for them, through a safe and confidential route. The Commissioner will aim to create more channels for people to access these support services.

The Commissioner acknowledges that more can be done to ensure that those who have suffered the greatest impact from crime, including those who are persistently targeted and those who are the most vulnerable, receive the support they need. The Commissioner will commission specialist services which are able to provide the best response to the most vulnerable victims of crime.

The Commissioner will seek to create more services for victims of domestic abuse, sexual abuse and our youngest victims of crime, helping to provide as much seamless support throughout the criminal justice system.

Enhance our understanding and meet the needs of victims in Sussex

Through improved outcome monitoring, the Commissioner will be able to identify which services work best for victims of crime and why. This information will be used to help design future services, ensuring the voice of the victim is placed at the centre of support services.

The Commissioner will continue to support innovative projects that help develop new services or provide new ways to access existing services. The evidence from these projects will feed into the commissioning of longer-term services.

Improve access to justice for victims and witnesses

Ensure victims and witnesses have the most positive experience of the criminal justice system

The Surrey & Sussex Criminal Justice Partnerships (comprising the Sussex Criminal Justice Board and the Surrey Criminal Justice Partnership) are working hard to place victims and witnesses at the heart of the criminal justice system. The Commissioner is the Chair of the Sussex Criminal Justice Board and will continue to work closely with partners to ensure that effective measures are in place.

The Commissioner is the "Victim and Witness Advocate" for Sussex and as such, is a new and effective voice for victims and witnesses. Through the Sussex Criminal Justice Board, the Commissioner is overseeing the development of a consistent approach to seeking views from victims on their experience of support services and the criminal justice system.

The Commissioner will engage with victims and witnesses to ensure they get the support they need from the point of the crime through to its resolution, and identify clearly where there is good practice and where further improvements can be made for victims and witnesses.

Support vulnerable victims and witnesses.

The Commissioner will work with Sussex Police and partners to help ensure that support for victims is consistent, available throughout the criminal justice process, and that victims and witnesses are treated in accordance with their needs and with respect, dignity and professionalism by all agencies involved.

The Commissioner receives the central government funding for all victim services to locally commission services. This is currently provided in partnership with Surrey, ensuring that an enhanced, outcome-focused service is available for vulnerable victims in the region. The Commissioner will continue to explore the provision of further services in partnership with other regional and national partners.

Victim Support is the appointed contractor and the Commissioner will continue to monitor its performance for the delivery of victim assessment, referral and non-specialist support services, with an aspiration to ensure that more victims are receiving support than ever before.

The Commissioner will continue to support young people attending court, either as victims of crime or witnesses to it, through the Young Witness Service. The Commissioner recognises that being a witness can be a very daunting and intimidating experience for children and young people.

Supporting this service aims to reduce the stress experienced by children and young people, prevent any further trauma, and ensure full and appropriate attention is given by professionals and the criminal justice system to the needs of young witnesses.

Maximise the use of technology to improve access to justice for all.

The Commissioner continues to lead the Video Enabled Justice programme on behalf of criminal justice partners across Sussex, Surrey, London and Kent. A detailed business case has been developed to identify and realise efficiency savings through the adoption of an innovative scheduling and management service for courts using video technology.

The Commissioner will increase the availability of video technology in courts, prisons and police buildings across Sussex, in line with the national criminal justice reform agenda.

The Commissioner has invested in the purchase and rollout of over x,xxx body-worn video devices. This has ensured that all primary responders in the Neighbourhood Response Teams are equipped with personal-issue body-worn video cameras in Sussex to improve evidence gathering.

The Commissioner will continue to invest in body-worn video cameras to support the police to capture real-time evidence in an easy to use and accessible digital format, and build a case for the Crown Prosecution Service.

Policing Budget and Precept

Budget

To be written based on budget confirmation.

Precept

To be written based on precept decision.

DRAFT

Acknowledgements

This Plan has been developed in partnership with the following agencies and services:

Sussex Police
Sussex Youth Commission
Sussex Elders' Commission

Brighton & Hove City Council
East Sussex County Council
West Sussex County Council

Adur & Worthing Community Safety Partnership
Arun Community Safety Partnership
Brighton & Hove Community Safety Partnership
Chichester Community Safety Partnership
Crawley Community Safety Partnership
Eastbourne, Lewes and Wealden Community Safety Partnership
Hastings and Rother Community Safety Partnership
Horsham Community Safety Partnership
Mid Sussex Community Safety Partnership

Surrey and Sussex Criminal Justice Partnerships
Sussex Association of Local Councils

BACK PAGE

Get in Touch

The Office of the Sussex Police & Crime Commissioner
Sackville House
Brooks Close
Lewes
East Sussex
BN7 2FZ

Or you can contact the office on: 01273 481561
spcc@sussex-pcc.gov.uk
@sussexpcc
www.facebook.com/SussexPCC

Please visit my website and sign up to my email newsletter: www.sussex-pcc.gov.uk

This page is intentionally left blank

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

1.0 Background

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

2.0 Implementation

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

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

2.3 Resolution Centre

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

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

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

2.4 Investigations Framework

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

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

2.5 Digital Services

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

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

3.0 Configuration of Core Services

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

3.2 Prevention

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

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

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

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

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

3.3 Response

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

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

3.4 Investigation

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

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

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

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

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

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

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

4.0 External stakeholder engagement

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

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

5.0 Accountability

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

Mark Streater
Chief Executive, Office of the PCC

Contact: Mark Streater, Chief Executive

Email: mark.streater@sussex-pcc.gov.uk

Tel: 01273 481584

This page is intentionally left blank

Sussex Police and Crime Panel

20 January 2017

Complaints about the Police and Crime Commissioner

Report by The Clerk to Sussex Police and Crime Panel

Recommendations

That the Panel considers the complaints against the Commissioner since the last meeting, and any action that the Panel might take in respect of these.

1. Background

- 1.1 In accordance with the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2011, the Sussex Police & Crime Panel (PCP) is responsible for the initial handling of complaints against Sussex Police and Crime Commissioner (PCC).
- 1.2 At its meeting of 26 November 2012 the Panel decided to delegate its initial handling duties to the Clerk to Sussex Police and Crime Panel, and to consider a report of the complaints received, quarterly.
- 1.3 Serious complaints (those alleging criminal conduct) are referred automatically to the Independent Police Complaints Commission (IPCC). A sub-committee meets to consider complaints against the PCC requiring informal resolution (those considered "non-serious").

2. Correspondence Received from 12 September 2016 to 10 January 2017

- 2.1 The Panel takes the view that all correspondence raising issues with policing in Sussex should be recorded, whether or not the issues fall within the Panel's statutory remit.
- 2.2 During the subject period, six people contacted the Panel to raise issues, and all were recorded. The Clerk to the Panel considered this correspondence to determine if any matters raised fell within the remit of the Panel.

Complaints

- 2.3 During the subject period no correspondents raised issues which constituted a serious complaint, as defined by the Regulations (see 1.3).
- 2.4 One correspondent raised an issue which constituted a non-serious complaint, as defined by the Regulations (see 1.3).

Correspondence Recorded, but not Considered by the Clerk to be a Complaint within the Panel's Remit:

- 2.5 Concerning correspondence received and determined by the Clerk to the Panel not to be (within the terms of the Regulations) a complaint within the Panel's remit:
 - 2.5.1 Four individuals contacted the Panel with allegations concerning operational Sussex Police matters. These are the responsibility of the Chief Constable, not the PCC, and therefore not within the remit of the Panel.
 - 2.5.2 One person contacted the Panel to report the possible commission of a crime. This individual was referred to Sussex Police.

Correspondence Recorded, and Considered by the Clerk to be a Complaint within the Panel's Remit:

- 2.6 Concerning correspondence received and determined by the Clerk to the Panel to be (within the terms of the Regulations) a complaint within the Panel's remit:
 - 2.6.1 An email was received raising issues which impacted on the reputation of Sussex Police. While these did not concern the actions and decisions of the Commissioner, the Chairman wrote to the Commissioner to understand her perspective. The issues related to the policy on gifts and hospitality, the handling of sensitive information, and the guidance given to police officers on what constitutes an inappropriate relationship. A response is expected imminently.

Serious Complaints

- 2.7 A serious complaint about the Commissioner was referred to the IPCC in August 2016 for investigation. The scope of the investigation is:
 - 2.7.1 "To investigate the pre-election actions of Katy Bourne (the PCC), specifically:
 - a) whether she knowingly posted a false declaration on social media stating she had not claimed expenses during her term in office, despite having previously claimed £385.50;
 - b) whether the purpose of her social media post was to influence the outcome of the Sussex Police and Crime Commissioner elections on 5 May 2016;
 - c) whether her social media post had any bearing on the result of the Sussex Police and Crime Commissioner elections on 5 May 2016."
 - 2.7.2 Following completion of the investigation, the IPCC will further "prepare a final report which indicates whether, in the opinion of the investigator, a criminal offence may have been committed by the relevant office holder (the PCC). On receipt of the final report, the (IPCC's) commissioner shall

determine whether the report should be sent to the Director of Public Prosecutions.”

2.7.3 The investigation is ongoing. The IPCC’s target range for this investigation is 3-6 months from the date of the original referral.

3. **Resource Implications and Value for Money**

3.1 The cost of handling complaints is met from the funds provided by the Home Office for the operation and administration of Sussex Police and Crime Panel.

4. **Risk Management Implications**

4.1 It is important that residents can have confidence in the integrity of the system for handling complaints against the Sussex Police and Crime Commissioner and their Deputy (where one has been appointed).

5. **Other Considerations – Equality – Crime Reduction – Human Rights**

5.1 Not applicable

Tony Kershaw

Clerk to Sussex Police and Crime Panel

Contact:

Ninesh Edwards

(T) 0330 222 2542

(E) ninesh.edwards@westsussex.gov.uk

This page is intentionally left blank

Sussex Police and Crime Panel

20 January 2017

Written Questions

Report by the Clerk to the Police and Crime Panel

The table below provides a schedule of the written questions received prior to this meeting and where possible responses have been included. Responses will be tabled at the meeting that were not available at the time of despatch. Written Questions must be received 2 weeks before a meeting of the Panel and the Commissioner or Panel Chairman is invited to provide a response by noon of the day before the meeting.

Questions that relate to operational matters of Sussex Police will be passed to a relevant officer at Sussex Police for a response and a brief summary of the question will be provided below. For the current meeting 3 questions have been received for a response by the Commissioner.

Question	Response
<p>You may remember that we met in Eastbourne once at a Cycle East Sussex meeting. I have seen you speak on several occasions, and I am impressed by your approachability and commitment to improving the Police service.</p> <p>I am writing on behalf of Bricycles, the Brighton and Hove Cycling Campaign to ask you to please prioritise action to reduce danger from motor vehicles in your forthcoming Police and Crime Plan 2017-21?</p> <p>The number of pedal cyclists killed on British roads has not significantly improved since 2008.</p> <p>The safety of cycling in Brighton and Hove ranks only 239th in a road safety league table of the 319 English local authorities (i.e. quite low). Reference below.</p> <p>http://www.roadsafetyanalysis.org/2016/11/cycling-safety-in-numbers-research/</p> <p>(The research above calculates the cyclist’s risk of injury while taking into account the cycling level or “exposure” in a geographical area, something that is sadly lacking in many road safety statistics.)</p> <p>We are extremely concerned about road traffic collisions due to phone use and other</p>	

in-car distractions. Our own daily observation is that many drivers are looking at their phones while driving. There have been some appalling road traffic collisions with multiple fatalities. We now know that there are a huge number of repeat phone-use offenders who are still driving. A BBC report said that "Almost 10,000 drivers have been caught twice for being distracted while driving, including using a mobile phone, in the last four years. More than 600 people were caught three times and one driver five times." This makes a mockery of other work e.g. by Road Safety teams to improve peoples' chances on the roads.

The BBC report which revealed the above figures also included video footage of the distracted driver in the lead up to a fatal collision:

<http://www.bbc.co.uk/news/uk-37855713>

Even more dreadful is the case of the van driver who had been caught 8 times for using his phone while driving. He had twice attended driving awareness courses and was given fixed penalty notices five times since April 2009 for using his phone while driving. He went on to kill a cyclist in Hampshire. <http://bit.ly/2cDbklz>

I am aware that you are very supportive of road safety. The public have also stated their support for greater penalties for phone use at the wheel as shown by your survey: <http://bit.ly/2iMW3fT>

We would like to see the Police able to routinely check drivers' phone log when a road traffic incident takes place. A useful piece of technology used in the USA which could transfer to the UK is the "Textalyzer" which reveals recent device activity.

http://www.nytimes.com/2016/04/28/science/driving-texting-safety-textalyzer.html?_r=1

In addition to my points above, I would like to recommend West Midlands Police's "Close pass" initiative where Police Officers on bicycles apprehend drivers who overtake cyclists too closely or commit other offences. Please see the attached report from ROSPA, the respected accident prevention charity. West Midlands Police explain their approach in a blog: <https://trafficwmp.wordpress.com/> (Scroll down to "The way forward").

The WMP action is so outstanding that they have won an award from the Road Danger Reduction Forum <http://bit.ly/2hVDnKf>

Cyclists in Sussex like myself often find themselves overtaken by inconsiderate or incompetently dangerous drivers. We would like to see Sussex Police adopting the West Midlands Police pro-active approach.

We support Cycling UK's [Road Justice](#) campaign and Brake's [Roads to Justice](#) campaign and hope to see resources used to fully investigate road traffic incidents with a view to prevent repetition.

We need to see actions in the Police and Crime Plan to strongly support 20 mph speed limits in local areas where most collisions are likely to happen. This is necessary to combat the deliberate flouting of such limits by people who do not understand the importance of slower speeds.

We hope to see more and better charging and prosecution decisions to get bad drivers **permanently** off the roads.

Thank you very much for the opportunity to put these points.

Regards,

Becky Reynolds, Campaigns Officer & News Editor, Bricycles, the Brighton and Hove Cycling Campaign

Will the enforcement of 20mph on the roads be included in the policing and crime strategy?

20MPH makes the roads safer for pedestrians, cyclists and the inhabitants of towns and villages. It encourages more cohesive communities, which in turn reduces crime.

(<http://www.bristol20mph.co.uk/faq-items/why-are-20mph-speed-limits-such-a-good-thing/>)

The following is an extract from

<http://www.20splenty.org/compliance>

In areas where the council has adopted wide-area 20mph limit the ideal is for drivers to see how voluntary compliance is best for all. A new social norm develops - e.g. drink driving is no longer accepted. Developing a social consensus involves joint working between agencies - Council, public health and police. Driver education, signs, lines, narrowing, telematics, pacer vehicles, speedwatch volunteers, warnings, fixed penalty notices, cameras, speed awareness courses and court summons all amplify and reinforce compliance. Humps add to pollution and so are a last resort.

Signed only limits of 20mph, 30mph, 40mph or 70mph mainly rely on drivers voluntarily obeying the law. Speeding’s consequences include inducing fear in other road users (reducing walker and cyclist numbers and exercise levels), near misses, crashes, social disapproval or being caught and warnings, fines, speed awareness courses, points and so on. What matters where limits are changed by society is that the community and government agencies work jointly to develop a social norm that maximises compliance. This happens when most drivers believe that most other drivers are driving slower. For 20mph this builds on the established understanding that slower speeds are right for most built up area roads.

Currently Police and Crime Commissioners (PCCs) can decide if, or how much, resource they use reinforcing 20mph limits. Light touch policing is desirable. This involves occasional spot checks and fixed penalty notices.

Bad Police Practice	Inferior Police practice	Current Best Practice – Light Touch
Announce no police enforcement of 20mph or only where there are casualties.	Loan speed guns to volunteers (Speedwatch), rare use of mobile cameras in pre-announced locations pre-advertised to drivers & media. Warnings only to speeders.	Announce police enforcing. Speedwatch volunteers & occasional uniformed police enforcement days. Fixed penalty notice fines / speed awareness courses / points. Random spot checks & mobile cameras. Court summons for extreme/ repeat speeders. All of this can be in collaboration with local council agencies

Active police enforcement of 20mph limits happens in London (City of London, Islington, Wandsworth, Putney), Merseyside, Oxford, Portsmouth, Bristol, Bath, Birmingham and other places. **Does it where you live?** Camera technology exists to catch speeders. Likewise there are 20mph speed

<p>awareness courses.</p> <p>Angela Devas, Hove</p>	
<p>Does the Sussex Constabulary still support the concept of Neighbourhood Management Panels (NMP)? If so, and given to the withdrawal of a dedicated local PCSO, who would represent the policing team?</p> <p>Prior to the rearranged PCSO protocols, Southbourne had had a very successful NMP regularly attended by the area's dedicated local PCSO, with targets regularly set by members of the community, followed through by the Sussex Constabulary with the outcome reported upon at a subsequent meeting.</p> <p>Following discussions that I had with the PCSO, it had been agreed that the NMP would be widened out to include Chidham & Hambrook with joint meetings taking place in both civil parishes but without an increase in the number of meetings held. I was jointly chairing these NMP meetings.</p> <p>Since the loss of a dedicated PCSO and no new arrangements put in place for NMP meetings there have been no NMP meetings. However, this has not reduced the need for targeted actions by the local constabulary based on information received from the local community at these meetings. As a Parish Councillor I have become aware of further speeding complaints on the A259 and speeding lorries on Broad Road; reduced local connection with the police and (most pressing and of greatest concern) is a number of cyclists wearing unreflective clothing using the A259 (between Bosham and Hermitage) at night without lights with a strong possibility of a fatality.</p>	

This page is intentionally left blank