

To:	The Sussex Police & Crime Panel
From:	The Sussex Police & Crime Commissioner
Subject:	The Sussex Police & Crime Commissioner's Annual Report 2016/17
Date:	30 June 2017
Recommendations:	That the Panel review, put questions to the Commissioner and make recommendations on the Annual Report. All recommendations agreed by the Panel will be published in a report from the Chairman to the Commissioner.

1.0 Introduction

- 1.1 This report provides an update on performance against the policing and crime objectives set out in the Police & Crime Plan 2017/21 for the period 1 April 2016 to 31 March 2017.
- 1.2 The PCC has a statutory duty to produce an Annual Report as set out in Chapter 3 – Section 12(1) of the Police Reform and Social Responsibility Act 2011.
- 1.3 The content of the Annual Report should include (a) the exercise of the elected local policing body's functions in each financial year, and (b) the progress which has been made in the financial year in meeting the policing and crime objectives in the body's Police & Crime Plan.

2.0 Police & Crime Plan 2017/21

- 2.1 The Commissioner published a new Police & Crime Plan on 31 March 2017 which set out the strategic policing direction for the county and with objectives for how policing services will be delivered in Sussex up to 2021.
- 2.2 The Commissioner identified four policing and crime objectives in her Plan: Strengthen local policing, Work with local communities and partners to keep Sussex safe, Protect our vulnerable and help victims cope and recover from crime and abuse, and Improve access to justice for victims and witnesses.

3.0 Progress made in 2016/17

- 3.1 The achievements, areas of work and progress made by the Commissioner and her office in 2016/17 are summarised in the Annual Report under each of the four policing and crime objectives in the new Plan.

Recommended – that the Panel review, put questions to the Commissioner and make recommendations on the Annual Report. All recommendations agreed by the Panel will be published in a report from the Chairman to the Commissioner.

Mark Streater
Chief Executive & Monitoring Officer
Office of the Sussex Police & Crime Commissioner



Sussex Police & Crime Commissioner

2016/17 Annual Report

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1. Introduction

Welcome to my Annual Report for the period 1 April 2016 to 31 March 2017.

Since being re-elected as Sussex Police & Crime Commissioner (PCC) in May last year I have continued the important work of investing in and supporting local communities and Sussex Police, and ensuring the Chief Constable provides effective and efficient policing.

One of my key duties as PCC is to ensure Sussex Police meets its strategic policing requirements and over the last year I have maintained a Sussex voice in the strategic response to serious and organised crime and terrorism delivered across the South East Region.

With major changes to the way Sussex police deliver local policing, I have consistently monitored the implementation of the new structure and the public's reaction to it. It is clear that Police Community Support Officers (PCSOs) with enhanced powers are providing excellent support to their police officer colleagues, and it is encouraging to hear the positive feedback from those members of the public PCSOs have engaged with.

HMIC's independent assessments of police forces help PCCs to challenge on specific areas of performance, effectiveness, efficiency and legitimacy. I was pleased that these "PEEL" inspections judged Sussex to be "good" in the Efficiency and Legitimacy strands. I was, however, disappointed that the Effectiveness rating fell from "good" to "requires improvement". Some of HMIC's observations about effectiveness were made well before changes to local policing could settle in so I hope that future assessments will be more encouraging and also reflect the more positive community feedback we are now hearing.

I meet Sussex residents every week, and through conversations, consultation and surveys, I can gauge public opinions and channel concerns about specific issues in urban and rural areas. Through the monthly webcasting of my Performance & Accountability meetings I ensure that the public can see me channel these concerns to the Chief Constable.

Looking ahead, the issues that matter most to local people are reflected in my Police & Crime Plan priorities for the next four years. The Plan is the strategic document that guides the Chief Constable's Operational Delivery Plan.

Helping neighbourhoods to help themselves has been a core strand of my approach to the PCC role in Sussex. A total of £149k was allocated from my Safer in Sussex Community Fund helping 51 local projects tackle crime and improve community safety.

Despite pressure on the overall budget, I have, for the fourth year running, protected community safety budgets and allocated £1.4m to Brighton & Hove City Council, East Sussex County Council and West Sussex County Council, as well as the 12 Community Safety Partnerships (CSPs). The CSPs are all focused on making our towns and rural communities feel safer, tackling issues such as anti-social behaviour and street drinking, and working with local agencies to protect the natural and built environment from vandalism and theft.

I am particularly proud of the progress and impact of my Sussex Restorative Justice Partnership (SRJP). In addition to winning the Restorative Practices UK national award and Restorative Services Quality Mark, an independent review showed that the SRJP was achieving a reoffending rate that is 8% below the national average.

Further acknowledgment of the value of restorative justice came with the award of Investment Strategy of the Year 2017 in the Public Finance Innovation Awards.

During the past 12 months, my office has been leading the South East and London Video Enabled Justice Programme to maximise the use of video evidence instead of physical appearances in court. With 14 'Live Links' already established in the Sussex Police estate, the next step is working with courts, prosecution and prison services on an effective scheduling system for video appearances.

With more sexual offences and abuse being reported, I have been reassured by the increase of 45 new full-time equivalent roles in public protection that were made possible by my earlier precept investment of £2m. This was supplemented by the parallel investment in digital forensic capability to retrieve and analyse content on phones and computers.

I launched Safe:Space Sussex to create the first online directory of all the available support services in the county ensuring access to help even for those victims of crime who may not report incidents to police.

To ensure that Victims' Services funds are properly allocated, fairly distributed and provide the support that people need, my office regularly performance manages contracts and measures the outcomes for victims to help inform future funding decisions.

I want to keep up the pace of modernising the police estate, but I maintain my commitment that no public access point or station will be removed unless a local alternative is available.

Over the last year, we have seen real results from the Retail Crime Partnership supported by my office, with independent business wardens helping employers deter retail crime and support police investigations and prosecutions by collecting and packaging evidence and sharing known offender details. Two Community Business Wardens, also part-funded by my office, are also providing valuable services to residents and businesses in Haywards Heath and Forest Row.

I am pleased to say that despite some increases in reported crime, Sussex remains one of the safest counties in England and Wales, but we need to be agile and imaginative to tackle the shift to cyber crime, fraud and elder exploitation and online abuse of all crime types. We also need compassion and capacity to cope with historic and current sexual abuse, child sexual exploitation, people trafficking and modern slavery and the evolving terror threat. I will continue to listen to your concerns and continue to work with Sussex Police and our partners to keep Sussex as safe as possible.

Katy Bourne
Sussex Police & Crime Commissioner

2. Progress made against the policing and crime objectives

2a. 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.*

Local Policing Programme – The PCC carefully monitored the implementation of the Local Policing Programme (LPP), articulating community concerns as the changes unfolded. 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 reoccurrence of crime. The LPP will also enable Sussex Police to operate more efficiently in the future. The PCC has continued to hold the Chief Constable to account for the delivery of the LPP in respect of numbers, timescales and public engagement. The PCC also supported strengthened local policing through a rise in the 2017/18 precept to fund the new officers in Community Investigation Teams, Expert Youth Teams, and Armed Response Officers who are also available for local policing activity.

Business Crime – The PCC supported Sussex Police in a bid to the Home Office's Police Innovation Fund to deliver a Retail Crime Partnership project. The two-year project, funded up to March 2017, was launched in 2015/16 and aimed to create a sustainable and strategic partnership between Sussex Police, the business community and existing Business Crime Reduction Partnerships. Five Business Wardens were deployed to two pilot sites across Eastbourne and Arun districts to help prevent and detect crimes.

The Business Wardens are independent of Sussex Police and proven to be very successful in reporting and reducing crime and providing reassurance in their local business communities. Their capabilities include providing crime prevention advice, taking witness statements, gathering evidence and uploading intelligence and CCTV footage directly to Sussex Police, on behalf of businesses through a third-party reporting system. The PCC has met with large national retail partners to explore how they can further invest in a Sussex-based Business Warden Scheme and is developing plans to extend this more widely across the county. A large national retailer will be launching a new community guarding initiative with eight wardens in Brighton & Hove in the summer too.

In addition, the PCC has also jointly funded two Community Business Wardens with local councils to pilot the initiative at Haywards Heath and Forest Row for a period of two-years.

Police Efficiency Effectiveness and Legitimacy Inspection – The PCC continues to hold Sussex Police to account for police effectiveness, efficiency and legitimacy (PEEL) to improve the service provided to people in Sussex. Her Majesty's Inspectorate of Constabulary (HMIC) judged the Force to be 'good' in respect of the Efficiency and Legitimacy strands of the inspection and 'requires improvement' for the Effectiveness strand as part of their 2016/17 annual inspection.

The PCC personally met with HMIC as part of each inspection process. The inspection reports for Sussex have been subject to extensive scrutiny by the PCC at her Performance & Accountability Meetings (see below). The PCC's responses to each of the inspection reports are also available on the website through the following link:

<https://www.sussex-pcc.gov.uk/hmic-reports/>

Performance & Accountability Meetings – The PCC continued to use publicly webcast monthly Performance & Accountability Meetings (PAMs) to hold the Chief Constable to account for the performance of Sussex Police. The PAMs continue to provide transparency over a broad range of police functions and decisions. In 2016/17, challenges in the PAM included non-emergency call handling times, burglary, stop and search, and road safety. As a result of this public scrutiny, improvements have also been made to a number of areas within Sussex Police including the LPP, vetting completion times within the Joint Force Vetting Unit, and changes to national eyesight standards for new police officer recruits.

The PAMs continue to be recognised as best practice nationally by both the Home Secretary and the Minister for Policing, Crime and Criminal Justice and Victims. Each of the PAM sessions are archived and, together with the minutes from the meetings, can be viewed in full on the PCC's website using the following link:

<https://www.sussex-pcc.gov.uk/get-involved/webcasting/>

Specialist Capabilities – In 2016/17, the PCC made a decision to fund an increase in the number of Armed Response Officers by 52 across Sussex and Surrey to provide a more immediate response against the evolving threat of terrorism. In addition, the PCC gave strong support to the Chief Constable by securing enhanced Counter Terrorist Specialist Firearms Officers capability across the region to provide a more robust response to frontline colleagues in the event of a terrorist attack in Sussex.

Public Engagement – The PCC continued to participate in a range of public engagement events through her #TalkSussex programme, to provide residents with the opportunity to inform local policing and budget decisions and to discuss any issues or concerns directly. In 2016/17, #ListenLive crime summits were introduced, built around the four policing and crime objectives set out in the Police & Crime Plan. A number of surveys and polls continue to provide opportunities for members of the public to get involved and to have a say about local policing and crime in Sussex. Short films tracking the PCC's progress and highlighting local initiatives are also available to view on the "PCC TV" channel through the following link: <https://www.sussex-pcc.gov.uk/pcc-tv/>

The PCC's public engagement team have supported a number of campaigns over the year, and won UK Social Media Communications Best Public Sector Campaign to promote a unique hate crime reporting app supported by the Office of the Sussex Police & Crime Commissioner (OSPCC).

Sussex Youth Commission and Sussex Elders' Commission – The PCC's Sussex Youth Commission (SYC) and the Sussex Elders' Commission (SEC) continued to support, inform and challenge the work of Sussex Police to help shape priorities and improve policies and operating procedures affecting the young and older residents of Sussex.

In 2016/17, a member of the SYC was granted voting rights on the Sussex Police Multi-Agency Out-of-Court Disposal Scrutiny Panel to independently assess, scrutinise and quality control the use of all Out of Court Disposals in Sussex.

The SEC, in partnership with Neighbourhood Watch, carried out a survey of more than 3,200 people in January 2017 to explore the awareness and understanding of local people in respect of fraud and whether they had experienced it. The results highlighted that more than 9 out of 10 people believed that being older and living alone made them more vulnerable to fraud. The survey also found that more than half of residents knew someone who had been a victim of fraud, of which two-thirds said that money had been lost. As a direct result, the PCC held the first #ListenLive crime summit in Brighton & Hove where experts from policing, banking and charities came together to proactively tackle elder exploitation and discuss potential solutions to this problem.

The Summit provided a valuable platform for Operation Signature, the Sussex Police initiative to protect elderly residents from fraud and scams. Operation Signature has been recognised as best practice nationally and adopted by seven forces, with a further 25 following later.

2b. 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.*

Safer in Sussex Community Fund – The PCC allocated £148,870 from her Safer in Sussex Community Fund (SiSCF) in 2016/17 to support 51 local projects across Sussex to tackle crime and improve community safety. In total, £1,182,993 has been allocated to support 239 projects since the SiSCF was created.

A list of each of the successful applications to the SiSCF can be viewed in full on the PCC's website through the following link:

<https://www.sussex-pcc.gov.uk/apply-for-funding/>

Sussex Mediation Alliance – The PCC has continued to support and contribute funding to the Sussex Mediation Alliance (SMA), made up of four service providers: West Sussex Mediation Service, Mediation East Sussex, Brighton & Hove Mediation Service and Mediation Plus. In 2016/17, 530 referrals were made to the SMA for resolution through mediation to prevent the conflict from escalating any further, of which 24% were direct referrals by Sussex Police. Anti-social behaviour equated for 187 cases (and 30%) of all referrals, followed by family/relationship (149 cases and 24%) and noise (115 cases and 18%).

Restorative Justice – The PCC's Sussex Restorative Justice Partnership (SRJP) continued to provide successful outcomes for crime victims seeking restitution and closure by confronting perpetrators and describing the impact of their crime on them and their family. The SRJP follows national best practice and brings together twenty statutory and voluntary sector organisations across Sussex with a joint commitment "to create and offer a complete victim-focussed restorative justice service at different stages in the criminal justice system for all victims of crime."

Restorative justice has been proven to have a greater impact on an offender than a prison sentence or a court punishment alone. As part of the restorative justice process, the offender has to face the consequences of their actions and, in the majority of cases, this will contribute to positive changes in their future behaviour.

In 2016/17, a total of 488 referrals were made to the SRJP. Of these referrals, 270 (55%) were taken forward by the three Restorative Justice Hubs in Brighton & Hove, East Sussex and West Sussex. A total of 155 restorative outcomes were delivered across this period, of which 119 (77%) were face-to-face conferences. Victim satisfaction rates were maintained at 100% across this period too. In addition, over 21,000 victims and more than 3,000 offenders were provided with information about restorative justice in 2016/17.

An independent review of the SRJP found examples of creative and innovative practices in place and a lower reoffending rate than the national average of 26%, with 18% in Sussex.

The SRJP won the 'Restorative Practices UK – Restorative Practice Award' and was awarded the 'Restorative Services Quality Mark' by the Restorative Justice Council in 2016/17. Her Royal Highness Princess Anne and the former Lord Chancellor and Secretary of State Liz Truss visited the OSPCC to recognise the work of the SRJP. It is now seen as a leading national model for others to follow.

Independent Custody Visiting Scheme – The PCC continues to oversee an established and effective Independent Custody Visiting (ICV) Scheme. The scheme has up to 50 dedicated volunteers who visit the detainees in each of the six police custody centres in Sussex: Brighton, Chichester, Crawley, Eastbourne, Hastings and Worthing. An internal audit confirmed that “Satisfactory Assurances” can be placed on the effectiveness of the overall control environment of the ICV Scheme. There was also a 2% increase in the number of visits made in 2016/17, in comparison to 2015/16.

Community Safety Funding – The PCC protected community safety funding in 2016/17 for the fourth year running despite significant budget pressures. A total of £1.399m was allocated to Brighton & Hove City Council, East Sussex County Council and West Sussex County Council and each of the 12 Community Safety Partnerships (CSPs) in Sussex. This has resulted in the CSPs delivering effective community safety activities to tackle anti-social behaviour, protect young and vulnerable people, improve road safety, reducing youth offending and prevent and tackle homelessness. Community safety funding has again been protected by the PCC in 2017/18. In addition, other community safety funds were used to jointly fund two Community Business Wardens with local councils at Haywards Heath and Forest Row for a period of two-years; the funding of the CSP incident recording IT system and a contribution to mediation services.

South East Regional Integration Partnership – Sussex, Surrey, Hampshire and Thames Valley police forces have, with the backing of the Sussex PCC and regional PCC colleagues, formed the South East Regional Integration Partnership (SERIP) to deliver business, process and technical change across the four police force areas. Over 500 change projects have been identified within the areas of contact management, regional forensics, digital intelligence and investigations, data exchange and interoperability and scalable Enterprise Resource Planning for the police and other emergency services (to automate back-office functions).

Sussex Criminal Justice Board – The PCC continued to Chair the Sussex Criminal Justice Board (SCJB) to convene and coordinate the activity of local criminal justice agencies. The SCJB aims to improve access to justice, reduce offending, and expand the use of restorative justice across Sussex. The SCJB also want to increase the detection rates for rape and serious sexual offences and reduce youth offending rates.

In an exciting development, the PCC is leading the London and South East Video Enabled Justice Programme which will enable police officers and staff to give evidence remotely from a police station without the need to physically attend court through the provision of ‘Live Links’ across the Sussex Police estate (see 2d. Improve access to justice for victims and witnesses).

The PCC is also the “Victim and Witness Advocate” for Sussex and as such, a new and effective voice for victims and witnesses. Through the SCJB, the PCC continues to oversee the development of a consistent approach to seeking views from victims on their experience of support services and the criminal justice system.

Tackling Organised Crime and Terrorism – The PCC continues to play a leading role co-chairing and participating in the South East regional PCC and Chief Officer meetings to scrutinise and hold to account the performance of the South East Regional Organised Crime Unit and the South East Counter Terrorism Unit to protect communities from serious organised crime and terrorism.

As a result of this, the PCC has continued to maintain the serious organised crime partnerships, delivery of local crime profiles, and representation and contributions to the Prevent Boards in Sussex. In 2017/18, the PCC delivered a South East Modern Slavery Conference looking at how police and local authorities can better work together to protect victims and tackle those engaged in these crimes.

2c. 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.*

The PCC's 2016/17 precept increase was invested in protecting children and vulnerable adults from exploitation and abuse and improving the Force's digital forensic capability.

Protect Vulnerable People – Over £2m was made available to the Public Protection Unit to increase the number of staff available to protect vulnerable people by 45 Full Time Equivalent (FTE) posts in 2016/17.

Investment was made in 20 FTE posts to reduce the caseloads for each of the investigating officers within the Safeguarding Investigation Units.

An additional 12 FTE police officer posts were added to the Multi-Agency Safeguarding Hubs (MASH) across each of the three policing divisions, and a further three FTE Case Conference Co-ordinators help manage child protection, missing children and children presenting through immigration.

The PCC invested in a dedicated Child Sexual Exploitation (CSE) Analyst and a Paedophile and Online Investigation Team (POLIT) Analyst to ensure that police resources are targeted to those most at risk. Four full-time equivalent posts were created to manage the rise in complex and historic investigations, and another four posts were created to ensure the force meets the new requirements for the management of the Violent and Sex Offender Register (ViSOR).

Digital Forensics Transformation – Investment of over £2m was also made available to deliver a Digital Forensics Transformation (DFT) Project to support all necessary examinations of digital devices across all investigation types. DFT service delivery is now based on a three-tier model to prioritise digital examinations against threat, risk, harm and vulnerability. These services are delivered both locally and through outsourcing to specialist organisations within improved timescales that meet the requirements of the criminal justice system to put the needs of the victim first.

DFT has already delivered: extended opening hours, including weekends, in order to provide better service levels, increased levels of expertise and enhanced equipment to improve the efficiency of these processes, and the purchase of a case management system to reduce the administrative burden of the examination process. Both Sussex and Surrey DFTs are also well positioned to achieve the required national accreditation standards by October 2017 (ISO 17025).

Domestic Abuse – The PCC has continued to serve on the National Oversight Group for Domestic Abuse, following her appointment by the Home Secretary, to inform, advise and set the direction for national policy.

The PCC has also provided support for the 'The Drive' Domestic Abuse Perpetrator Project which aims to reduce the number of child and adult victims of domestic abuse by developing a 'whole system response' that influences perpetrators to change their behaviour.

Victims' Services – The PCC, in partnership with Victim Support, has introduced a new structured needs assessment that ensures victims understand exactly what support is available to them to enable services to be tailored to meet their needs more effectively.

In 2016/17, Victim Support successfully contacted over 14,000 victims, which represented an increase of 17% (and more than 6,700 victims) in comparison to the same period a year earlier. Of those victims contacted, over 5,400 cases with needs were identified and within these cases more than 10,300 services (including a range of practical, emotional and advocacy) were identified. The PCC introduced the reporting of needs assessments and the monitoring of the outcome of those needs assessments to provide more meaningful data behind the contacting of victims and how that might demonstrate the needs of individuals.

This data demonstrates that victims often have complex needs with requirements for more than one service. This provides evidence to support the requirement to move away from a response to needs-based on generic crime-types. The PCC is committed to using a victim-led approach to service design and has overseen the introduction of automated email and texts, which are used where victims have indicated that this is their preferred method of contact.

The contract with Victim Support also includes helping people with claims to the Criminal Injuries Compensation Authority. In 2016/17, over £101,000 was secured to help victims to recover from the impact of crime committed against them. The contract with Victim Support has been extended for a further 12-month period, to allow suitable time for service improvements to be established and for commissioning decisions to be informed by the best evidence possible.

Local commissioning of non-specialist services delivered by Victim Support helped 15% more victims in 2016/17. Victim Support now has 55 'active' volunteers currently working across Sussex with 27 of these volunteers trained to support domestic abuse. This means that more victims can receive high-quality face-to-face support.

Safe:Space Sussex – The PCC launched 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. This approach complements the Victims' Code of Practice, which entitles all victims of crime to a support service regardless of whether they choose to report to the police or not. In 2016/17, the site received nearly 3,000 visitors with 97% of those originating in the UK, indicating a very high-level of 'genuine' usage. An online needs-assessment module for Safe:Space Sussex will be launched in 2017/18.

Developing New Services – As part of a commitment to develop a diverse landscape of support services, the PCC has invested nearly £200,000 in funding projects to support some of the most vulnerable victims and help inform her longer-term commissioning strategy. In addition to the main contracts, this seed-funding supported 165 child victims of sexual violence, 267 adult victims of sexual violence, 121 elderly victims, 59 female victims with complex needs and 41 victims with learning disabilities/difficulties in 2016/17.

Workshops were also delivered to 808 pupils, 58 parents and 443 teachers on child sexual exploitation, to 596 young people on understanding the importance of consent and workshops to raise awareness of stalking to 18 professionals, 45 police officers and 33 stalking victims.

The outcomes from this seed-funding have already helped inform what future services should look like. In 2017/18, a service to support young people who have been victims of multiple forms of abuse will be launched and the design of this is based on the findings from these pilots.

Standard Outcome-Measurement – Working with all partners from the criminal justice system, the PCC has designed and introduced a standard outcome-measurement methodology. This provides a holistic view of which services are working for victims as well as indicating where Sussex Police and partners need to make improvements. Standardising how we measure positive outcomes should inform and shape future services and ensure they truly represent what is important to the residents of Sussex.

Vulnerable Victims and Witnesses – The PCC sought to reduce the risk of vulnerable victims and witnesses travelling long distances to give evidence at court by agreeing to introduce a new 'Live-Link' facility in Barnham, West Sussex, to enable evidence to be given remotely without the need to physically attend court (see Video Enabled Justice Programme) The design of this service was carried out in partnership with specialist support services to ensure that the facilities are fit-for-purpose. This is expected to be available from summer 2017.

The PCC also commissioned a series of seed-funded projects, to establish how the services for the most vulnerable victims and witnesses can be improved. A service to support young people who have been victims of multiple forms of abuse will be designed and introduced in 2017/18, based on the findings from these pilots.

2d. 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.*

Video Enabled Justice Programme – The PCC continues to lead the innovative Video Enabled Justice (VEJ) programme on behalf of criminal justice partners in Sussex, Surrey, Kent and London with the intention of providing victims and witness a far better experience of giving evidence and driving out significant efficiency savings for the police and other court users.

The PCC has developed a fully costed business case which defines how new ways of working with technology will save officer time and improve the experience of victims and witnesses. Backing has been received from the national HMCTS reform programme and a bid has recently been made to the Police Transformation Board to secure investment funding to implement the new model across London and the South East Region.

In preparation the PCC has already introduced 14 'Live Links' video end points into specially adapted rooms across the Sussex Police estate enabling police officers and staff to give evidence remotely without the need to physically attend court. Between 1 November 2016 and 28 February 2017, 21 trials, involving 35 police witnesses, proceeded using Live Links. This has saved up to 167 hours of police time including, on average saving up to four hours per officer per court appearance. Where trials did not proceed on the day, or when pleas were changed to guilty, the live links initiative has ensured further time savings of up to 213 hours, with 42 police witnesses not having wasted journeys to court.

Estates Investment – The PCC continues to oversee the Estates Strategy, working with the Chief Constable to ensure that a well designed and well located police estate will give Sussex communities confidence and provide a reassuring presence, whilst ensuring technology will also provide opportunities for other methods of contact. The PCC closely scrutinised the implementation of the Estates Strategy in 2016/17 ensuring that it continued to provide a working environment fit for 21st century policing, was cost effective and demonstrated an accessible community footprint. The PCC has ensured that no police facility with a public reception will be removed until a suitable local alternative is identified.

Over the last year, this approach has resulted in a new public policing point at the Chequer Mead Arts Centre, more centrally located in East Grinstead, as well as the co-location of East Sussex Fire & Rescue Service in new facilities at Sussex Police Headquarters in Lewes. Estate disposals in 2016/17 included the sale of Sussex House in Hollingbury, Ferring Police Station and one residential police house totalling £513,000. These sales contributed to revenue savings of over £335,000 in the performance plan year, with further recurring savings planned each year.

The PCC drove the acquisition of a new vehicle workshop in Crawley Down as part of a commitment to deliver further efficiencies from blue light service collaboration. The purchase of this site will allow the fire service transformation grant to be used to fully equip the workshop and emergency services across Surrey and Sussex to reduce significantly the maintenance and repair overheads for emergency vehicles. The acquisition cost of £4m will be offset by a planned sale of £3m in 2017/18, and further revenue savings of £290,000 per annum. Where the estate is under-used the PCC is examining options for sharing with partners as well as disposal for redevelopment. Sussex Police also have a running programme of improvements to deliver efficiencies in energy costs and maintenance.

Improved Information Sharing – The PCC has been a leading sponsor of the highly effective Empowering-Communities Inclusion & Neighbourhood management System (ECINS) on behalf of all local authority areas across Sussex. The PCC jointly funded ECINS with Sussex Police for a year and has recently extended provision of the service for a further year. The ECINS facilitates real-time information sharing between signed up partners and has now been adopted across all local authority areas in Sussex and embedded into Sussex Police processes.

Body Worn Video – The PCC invested in the purchase and rollout of over 1,200 body worn video devices. This has ensured that all frontline officers are equipped with personal-issue body-worn video cameras in Sussex enabling real-time evidence to be captured in an easy to use and accessible digital format, increasing convictions, particularly around domestic abuse crimes and helping to reduce assaults on officers and staff.

Police Innovation Fund – The PCC sponsored six bids by Sussex Police to the Home Office's Police Innovation Fund. This secured £2.64m of additional funding in 2016/17 which is being used to deliver innovative and transformational projects; such as advancing the new police information sharing system (Minerva), the Mobile and Corporate Policing Platform, the Sussex Retail Crime Partnership, the Video Enabled Justice programme, Crime Harm Spot targeting and 'The Drive' Domestic Abuse Perpetrator Project.

3a. Summary of financial performance 2016/17

Sussex Police & Crime Commissioner Direct Operating Costs		Cost £	Total Cost £
Sussex Police & Crime Commissioner Direct Operating and Commissioning Costs	Democratic representation Commissioning costs Office of the Police & Crime Commissioner <i>less Government Grant funding</i>	0.1m 4.0m 1.4m <i>(£2.6m)</i>	<hr/> 2.9m
Policing services provided by Sussex Police	Police Officers Police Staff PCSOs Buildings and Transport IT and Mobile Technology Third Party Payments* Other spend** <i>less Sussex Police income</i>	143.2m 67.3m 6.3m 15.3m 10.9m 7.8m 28.6m <i>(36.5m)</i>	<hr/> 242.9m
Capital Financing	Capital financing costs <i>Less interest income on balances</i>	3.2m <i>(0.8m)</i>	<hr/> 2.4m
Planned transfers to/(from) reserves			1.7m
Total Cost of Services			249.9m
Funded by	Funding from Government Council Tax Total funding	(164.9m) (90.1m) <i>(255.0m)</i>	
Net revenue (surplus)/deficit			<i>(5.1m)</i>

* Includes third party payments to other government bodies, partnerships and external initiatives

** Includes police supplies and services, community safety funding and victims' services

The figures shown in the above table are as per the draft Statement of Accounts 2016/17. They include all office costs and services commissioned by the PCC, and the cost of all activities carried out by Sussex Police.

The 2016/17 net annual underspend of £5.1m equates to 2% of the approved net revenue budget of £255m, demonstrating effective financial management.

For further information about the summary finances reported above, please visit the PCC website (www.sussex-pcc.gov.uk) for a copy of the full draft Statement of Accounts.

3b. Summary of financial headlines 2016/17

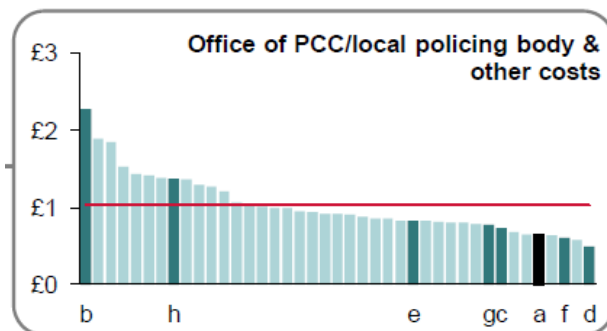
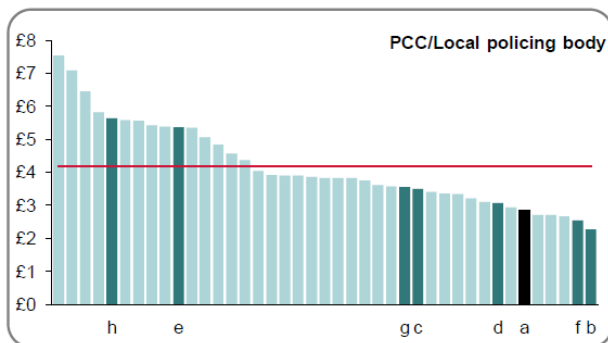
Savings Achieved – Total savings of £9.3m were achieved in 2016/17, against a savings target of £11.5m.

The PCC continued to work closely with the Surrey PCC to oversee savings of £2.6m in the “Policing Together” programme between both police force areas in 2016/17. Further savings of £5.4m from the local policing transformation portfolio and £1.3m from the collective enablement portfolio consisting of People Services, Finance, Corporate Services, Information Technology and Estates resulted in savings of £9.9m being achieved across the year.

Office Review – The PCC implemented a review of the organisational structure within the OSPCC to ensure that it is fit for purpose in terms of supporting the PCC in delivering the policing and crime objectives and underpinning aims set out in the Police & Crime Plan, and discharging the responsibilities under the Police Reform and Social Responsibility Act 2011. The new structure was implemented on 14 November 2016.

Value for Money Profile – According to HMIC’s – Value for Money Profile, the OSPCC cost a total of £2.86 per head in 2016/17 (based on budget estimates). This was the sixth lowest in England and Wales, against a national average of £4.18 and a Most Similar Group (MSG) average of £3.60.

The OSPCC is also the fifth most cost-efficient PCC’s office in England and Wales – costing 65p per household per annum – compared to the national average of £1.03 and MSG average of 97p per annum.



a = Sussex

4. Priorities for 2017/18

The PCC has identified the following priorities for the period 1 April 2017 to 31 March 2018. These were each funded by the 2017/18 precept increase.

Expert Youth Teams – This year’s additional funding will provide 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.

Public Protection Investigators – Sussex Police is dealing with more cases of rape, serious sexual offences and offences against children as a consequence of the public’s increased confidence in how reports are managed. The additional funding will be used to increase the Force’s capacity in this area by 30 more officers.

Armed Response Officers – The extra precept funding will result in 52 more Armed Response Officers (AROs) and three new specialist vehicles added across Surrey and Sussex. When the AROs are not being deployed or in training, these armed officers will continue to support local policing teams. Recruitment for AROs has already begun.

Community Investigation Teams – These 24 new posts will proactively intervene to disrupt local crime groups and take these offenders off the streets. The new teams will provide additional resources to crack down on these small groups and individuals whose criminal activity feeds the anti-social behaviour which affects the communities of Sussex.

Other emerging priorities for 2017/18 and beyond include:

Implementation of the Local Policing Programme – The PCC will continue to monitor the implementation of the LPP, which is expected to conclude by the end of 2017.

New Threats, Challenges and Types of Crime – The PCC recognises that new threats, new challenges and new types of crime have surfaced such as cyber crime and fraud, which are exploiting the expanding digital environment. The PCC will ensure that the Chief Constable has the appropriate level of resources to respond flexibly and effectively to these new crime types and traditional crime areas.

Savings Required – The Comprehensive Spending Review and Police Grant Settlement confirmed that overall police spending would be protected in 2017/18 (providing the PCC maximised the ability to increase the precept in line with the referendum principles). However, in order to meet additional inflationary and operational pressures Sussex Police will be required to make savings of approximately £35m over 4 years. The savings required for 2017/18 are £11.26m and the PCC will continue to monitor the performance of Sussex Police against this target.

Emergency Services Collaboration – The Policing and Crime Act 2017 places a duty on police, fire and ambulance services to work together. The PCC will actively seek opportunities to collaborate with other emergency services across the region where it is in the best interests of Sussex residents to do so.

Further to this and in accordance with the Act, the PCC has commissioned a local business case to determine what future governance proposals should be pursued in relation to making fire and rescue services in Sussex more efficient, effective and better able to provide public safety.

Police Complaints Reform – The Policing and Crime Act 2017 outlined changes to reform and simplify the police complaints and disciplinary system. In particular, the legislation allows PCCs to determine how complaints will be managed in their area. The PCC is looking at the different models, approaches and options available in respect of police complaints reform in Sussex ahead of the anticipated introduction of these powers in 2018/19.