

Public Document Pack

Sussex Police and Crime Panel

Members are hereby requested to attend the meeting of the Sussex Police and Crime Panel, to be held at **10.30 am** on **Friday, 1 February 2019** at **County Hall, Lewes**.

Tony Kershaw

Clerk to the Police and Crime Panel

24 January 2019

Webcasting Notice

Please note: This meeting will be filmed for live or subsequent broadcast via East Sussex County Council's website on the internet – at the start of the meeting the Chairman will confirm that the meeting is to be filmed. Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. The webcast will be available via the link below: <http://www.eastsussex.public-i.tv/core/>.

Agenda

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| 10.30 am | 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. |
| 10.35 am | 2. | Minutes (Pages 5 - 14)

To confirm the minutes of the previous meeting on 5 October 2018 (cream paper). |
| 10.40 am | 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. |
| 10.40 am | 4. | Public Question Time (Pages 15 - 18)

Members of the public wishing to ask a question of the Commissioner or the Panel in person will need to submit their question no later than two weeks prior to the date of the meeting. Responses will be tabled at the meeting.

Any questioners in attendance can pose their question in person, and will be allowed a supplementary question, based on the response. |

10.55 am 5. **Final Report of the Precept Working Group** (Pages 19 - 22)

Report by the Chairman of the Working Group.

The attached report sets out the work of the Precept Working Group as it worked as a critical friend to the Commissioner in developing the proposed policing precept for 2019/20.

The Panel is asked to note the areas the Working Group was able to scrutinise, and consider these in conjunction with the Commissioner's policing precept proposal, presented under agenda item 6.

11.10 am 6. **Proposed Precept 2019/20** (Pages 23 - 96)

Report by the Police and Crime Commissioner

The Police and Crime Commissioner will update the Panel on the proposed precept and draft budget for 2019/20. The Panel is asked to consider the proposed precept of £189.91 (on a Band D property), an increase of £24.00 equivalent to 14.5% 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. 13 members or more, voting in favour of a veto.

In the event of a veto the Commissioner must produce a revised precept by 22nd February 2019. A provisional meeting date of Monday 18 February 2019 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.

12.10 pm 7. **The Role of the Commissioner in Ensuring Sussex Police Provide an Effective Response to County Lines** (Pages 97 - 102)

Report by the Police and Crime Commissioner.

The report provides insight in to what county lines is and the legal powers in place to tackle it. The report also sets out the role of the Sussex Police & Crime Commissioner in ensuring that Sussex Police provide an effective policing response to county lines, and holding the Chief Constable to account for its delivery.

The Panel is asked to note the report.

- 1.00 pm 8. **Quarterly Report of Complaints**
- No correspondence has been received since the last meeting of the Panel.
- There are no ongoing matters to report.
- 1.05 pm 9. **Commissioner's Question Time**
- The Panel is asked to raise any issues or queries concerning crime and policing in Sussex with the Commissioner.
- There will be one question per member only and one supplementary question; further supplementary questions allowable only where time permits. The Chairman will seek to group together questions on the same topic.
- 1.20 pm 10. **Date of Next Meeting and Future Meeting Dates**
- In the event the Panel vetoes the proposed precept under item 6 the next meeting of the Panel will take place on 18 February 2019, 10.30am at County Hall, Lewes (if required).
- Otherwise, the next meeting of the Panel will take place on 26 April 2019, 10.30am at County Hall, Lewes.
- Future meeting dates below:
- 28 June 2019
27 September 2019
31 January 2020.

To all members of the Sussex Police and Crime Panel

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Sussex Police and Crime Panel

5 October 2018 – At a meeting of the Committee held at 10.30 am at County Hall, Lewes.

Present:

Cllr Bill Bentley	East Sussex County Council	Mr Mitchell	West Sussex County Council
Cllr Dave Simmons	Adur District Council	Cllr Mike Clayden	Arun District Council
Cllr Mo Marsh	Brighton & Hove City Council	Cllr Joe Miller	Brighton & Hove City Council
Cllr Eileen Lintill	Chichester District Council	Cllr Carolyn Lambert	East Sussex County Council
Cllr Colin Fitzgerald	Hastings Borough Council	Cllr Tricia Youtan	Horsham District Council
Cllr Tony Nicholson	Lewes District Council	Cllr Norman Webster	Mid Sussex District Council
Cllr Claire Dowling	Wealden District Council	Cllr Val Turner	Worthing Borough Council
Miss Susan Scholefield	Independent member		

Apologies were received from Cllr John Ungar (Eastbourne Borough Council), Cllr Eleanor Kirby-Green (Rother District Council) and Mr Peter Nightingale (Independent Member)

Part I

17. Declarations of Interest

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

Panel Member	Personal Interest
Bill Bentley	Chairman of East Sussex Safer Community Board Member of LGA Safer and Stronger Communities Board
Mike Clayden	Chairman of Safer Arun Partnership
Claire Dowling	Chairman of Safer Wealden Partnership
Colin Fitzgerald	Employed by Solace Women's Aid Charity Chairman of Safer Hastings Partnership
Eleanor Kirby-Green	Member of Safer Rother Partnership
Carolyn Lambert	Member of East Sussex Fire Authority

Eileen Lintill	Member of Chichester Community Safety Partnership
Mo Marsh	Lead Councillor for Community Safety (BHCC) Deputy Chair of the Neighbourhoods Inclusion Communities and Equalities Committee (BHCC)
Tony Nicholson	Co-Chairman of Eastbourne & Lewes Community Safety Partnership
Susan Scholefield	A serving Magistrate Chair of the Competition Appeal Tribunal and Competition Service Non-Executive Director of Surrey and Borders NHS Partnership NHS Foundation Trust
Dave Simmons	Chairman of Adur and Worthing Safer Communities Partnership Sussex Partnership NHS Foundation Trust Council of Governors.
Val Turner	Member of Safer Communities Partnership, Adur and Worthing
John Ungar	Co-Chairman of Eastbourne & Lewes Community Safety Partnership
Norman Webster	Member of Mid Sussex Community Safety Partnership Stakeholder Governor of Queen Victoria Hospital NHS Foundation Trust East Grinstead.
Tricia Youtan	Member of Horsham Community Safety Partnership Cabinet Member for Community Safety at Horsham District Council

17.2 In addition, Cllr Youtan declared a personal interest as a governor of The Forest School for Boys, Cllr Miller declared a personal interest as a governor of Longhill High School, Cllr Marsh declared a personal interest as a governor of Coombe Road Primary School and Bevendean Primary School, Cllr Lintill declared a personal interest as a governor of Petworth Primary School.

18. Minutes

18.1 The Panel considered the unconfirmed minutes of the last meeting. Members pointed out that minute 7.1 indicated that the Medium Term Financial Strategy (MTFS) would be reviewed and brought to the Panel at the October meeting, but noted it was absent from the agenda. The Chairman advised this was an oversight, and that the Working Group would consider the MTFS in detail as part of the precept work, and that a report would undoubtedly come to the next meeting of the Panel in February 2019.

18.2 Katy Bourne, Sussex Police and Crime Commissioner (PCC), queried the content of minutes 6.1 and 8.1. Officers subsequently reviewed the

webcast of the June meeting; no amendment was made to minute 6.1. Minute 8.1 was amended accordingly to better reflect the information as communicated. The word 'extra' was removed from the final bullet point and now reads as follows:

- It was hoped that 800 police officers would be employed in the next four years with the means to do this set out in an Attraction Strategy. 600 of those would cover vacancy gaps left by retirement and departure, and therefore the remaining 200 were additional posts.

18.3 Resolved – subject to the amendment as agreed above, the minutes of the meeting held on 29 June 2018 be approved as a correct record and they be signed by the Chairman.

19. Public Question Time

19.1 Ms Symes asked the following question of the Commissioner:

We have seen an increase in crime in Horsham town centre wards and local residents are understandably concerned about the lack of community policing. Residents do not feel safe and some are changing their daily routines as a result, e.g. avoiding walking from their home to the station early in the morning and in the evening. We have therefore launched a campaign calling for an increase in resources for community policing which, so far, has been supported by over 300 concerned Horsham residents. What are your plans for addressing this serious and pressing issue?

19.2 The Commissioner gave the following response to Ms Symes' question:

I understand the importance that the residents of Sussex place on police visibility and community engagement.

This is the main reason I have continued to carefully monitor 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.

I am pleased to confirm that neighbourhood policing officers are now spending 41% of their time proactively working in local communities, compared to just 16% that was possible as part of the previous structure.

I have continued to hold the Chief Constable to account for the delivery of the LPP in respect of numbers, timescales and public engagement at my monthly webcast Performance & Accountability Meetings (PAMs).

For most of 2017, Sussex Police was still facing substantial funding reductions, projected to result in 476 fewer officers over the next four years. The lifting of the precept cap by Government at the end of the year, combined with a funding settlement and my decision to release £17m of

reserves, means that Sussex Police is now investing in and strengthening local policing – re-establishing the visibility and reassurance that communities have been telling me is so important to them.

As a result, Sussex Police has now embarked on a large recruitment drive so that, by 2022, Sussex will have 200 more police officers than it currently does now. It will take some time for the investment to flow through into extra officers and better services but the groundwork put in over the past year by the Chief Constable and his team means that Sussex Police can scale up their Prevention, Response and Investigation capability so that the public feel a difference in Sussex, including our rural areas.

The Chief Constable published his Sussex Police 2018/22 Transformation Strategy in April 2018 which sets out how the Force will use the additional funding to modernise and strengthen local policing in Sussex. This additional investment in local policing will ensure that local residents and those visiting Sussex can feel safe at home, in public spaces, at night time, and on the roads.

The LPP is a scalable model and can therefore flex as resources change. Now that the Strategy has been launched, I will monitor progress made against the delivery of the Strategy and challenge, where appropriate, at my monthly PAMs.

The Strategy was one of the areas that I raised with the Chief Constable at my PAMs on 20 April and 21 September 2018. These sessions are archived and can be viewed on my website through the following link:
www.sussexpcc.gov.uk/get-involved/webcasting/

Further information about the LPM and the 2018/22 Transformation Strategy is available through the following link:
<https://www.sussex.police.uk/about-us/priorities-and-direction/local-policing-model/>

19.3 Ms Symes thanked the Commissioner for the response to her initial question and noted that she had a petition, signed by 450 residents of Horsham, concerned about the rise in crime and anti-social behaviour in the area. Ms Symes asked the following supplementary question of the Commissioner:

You indicated a projected reduction of 476 fewer officers over the next four years, however, by 2022 you state there will be 200 more officers. Please could you clarify the numbers, and tell me the net reduction in officers since 2010? Please could you also advise how many more officers there will be in Horsham if there is going to be a rise of 200 police officers?

19.4 The Commissioner gave the following response to Ms Symes' supplementary question:

Prior to the precept increase and cap being lifted back in December, the PCC was looking to take £26.5m from the budget. This would have meant

losing a further 476 police officer posts, and those would have come out of neighbourhoods.

Because the precept cap has been lifted and allowed PCC's to raise this by a maximum of £12 per annum, per household, this has enabled the protection of 476 posts – there will not be 476 fewer officers. This is however predicated on the precept rise at £12 for this year and next, and then 2 years at £5.

In addition, having released a further £17m from the reserves has meant being able to recruit on a scale Sussex Police hasn't been able to do for the last ten years. By 2022, there will be 200 more officers than we currently have. Where those officers are situated is an operational decision and not one I am permitted to take. The Transformation Strategy document however does show where the precept is being spent and outlines that this is in neighbourhood policing.

19.5 The Chairman added that the Transformation Strategy document was available to the public and could be accessed and downloaded from Sussex Police's website.

19.6 Members noted that Gypsy and Traveller incursions were particularly challenging for Sussex Police in terms of cross-border working, with reference to question 1 from the public. As a supplementary question, members asked if the PCC was satisfied all was being done to prevent future unlawful incursions, and if there was anything more district and borough councils could do in support of the police effort?

19.7 The Commissioner gave the following response:-

Travellers have a right to travel under human rights and European laws. The police's job is to balance their right with those of settled communities. Sussex Police work very hard in this area, however unauthorised encampments are not in the first instance criminal. Initially, incursions are the duty of the local authority (LA) to handle. The police are one partner that works closely with all the LAs across the county, and further partnership working is being established with local town councils and districts.

19.8 Members endorsed the answer given by the Commissioner to Question 9a from the Public Questions document, and agreed that the priority at any road traffic accident should be as stated in the Commissioner's answer. Traffic should not be rushed through at a time when evidence is necessary to be collected.

19.9 The Chairman thanked Ms Symes for attending the Panel and asking her question, and encouraged members of the public to pose their questions to the Commissioner.

20. The role of the Commissioner in ensuring Sussex Police provide an effective response to schools and other educational establishments

20.1 The Panel considered a report by the Sussex Police and Crime Commissioner. The report was introduced by Mark Streater, Chief Executive and Monitoring Officer for the Sussex Police and Crime Commissioner, who highlighted the following:

- As part of the Local Policing Programme, Prevention Youth Officers (PYOs) were introduced as part of the precept rise. There were 20 of these roles dedicated to developing and maintaining strong relationships between the police and educational establishments.
- The PYOs have been in place for 11 months, and play a central part in the neighbourhood policing team.
- PYOs were spending 25% of their time actually in schools and educational establishments, the remainder of their time was used building relationships with partners and other agencies with regards to diversion and safeguarding, and where necessary, enforcement.
- The emphasis of the PYOs was to avoid the criminalisation of children. Operation Stepping Stone was the template for how the police were working with schools in ensuring the right response was given where police were involved.
- Youth Ambassadors, a concept which emerged from the Youth Commission, have a particular passion for developing and maintaining relationships with young people across the County.
- Sussex Police was working with the Office of the PCC to bid for part of £22m that has been made available through the Early Intervention Youth Fund, to provide preventative and diversionary measures. This was particularly key for those young people drawn into organised crime and the impact of County Lines.
- The continuing challenge was the intervention in and around schools as this was not a single agency approach. The new structure of contact with the police and schools was however showing dividends.
- The Commissioner oversaw investment and how the Community Safety Partnerships were operating.
- The Transformation Strategy shows further investment in neighbourhood policing, investigation and prevention around schools.

20.2 A summary of the Panel's questions and responses is as follows:

- Members queried whether Sussex University was included where police constables had been situated to provide a visible support to students, as had happened at campuses at Brighton. Mr Streater advised that Sussex was not currently part of this scheme. The Commissioner advised she believed that conversations may be happening to explore a police presence at this university as well as Brighton, and welcomed members support in this area.
- Members sought clarification on the role of the Youth Ambassadors and how this linked with the PYOs. The Commissioner advised that the Youth Ambassadors were provided with additional training and became a point of contact within their communities for other officers to understand young people's relationship with the police. The Commissioner added that the Youth Ambassadors worked closely with the PYOs, and this role was designed following a direct recommendation from the Youth Commission.

- Members asked for the definition of low level crime, and how that related to the table of offences in the report at Appendix A. Members also noted the absence of seizure of weapons from the table and requested the Commissioner's comment as to why this didn't appear in the list of offences. The Commissioner advised she did not have the answers to hand but that she would pursue this. This information would be provided on the Action List published on the website after the meeting.
- Members queried whether the 20 PYO posts were full time equivalent. The Commissioner responded that she was uncertain, but that the information would be made available on the Action List published after the meeting.
- Members asked about the way in which the inputs were agreed. The PCC advised that concerns were passed from the school to the PYO's and that active dialogues were open to tailor inputs to the schools needs and priorities.
- Members were keen to know whether PYOs engaged with students in Pupil Referral Units (PRU), and if the national Personal Social and Health Education (PSHE) packages were available to students in Alternative Provision Colleges (APC). The Commissioner would provide this information after the meeting on the Action List.
- Members were concerned about criminal activity that took place outside of educational establishments, such as on the way to or from school. The Commissioner advised that PYOs, police officers and local intelligence were all involved in the wider community settings. The Commissioner added that Community Safety Partnerships (CSPs) set plans for their own areas to target crime, and that the message for all was to take forward a child-centred approach. The Commissioner considered that LAs had a responsibility here too and that preventative measures were not a burden to be carried by the police alone.
- Members were interested to know what and how PYOs understood about the mental health of young people, and the effects of drug-use in this context. The Commissioner advised of ongoing conversations with Sussex Partnership Trust and Clinical Commissioning Groups. Members saw this as an opportunity for PYOs and teachers to be involved in these discussions to widen the net of understanding and support.
- Members asked for further detail in terms of localised data to identify where crime was coming from, and whether PYOs engaged with both mainstream and private schools. The Commissioner would provide this information following the meeting, and it would be published on the Action List.

20.3 Resolved – that the Panel note the report.

21. Quarterly Report of Complaints

21.1 The Panel considered a report from the Clerk to the Panel, providing an update on complaints received in the last quarter.

21.2 The Clerk noted that both positive and negative comments were captured within the Quarterly Report, and drew member's attention to point 1.6.8 which was a compliment for the Commissioner and her staff.

21.3 Resolved – that the Panel considers the complaints against the Commissioner.

22. Policing and Crime Act 2017 - Police Complaints Reform

22.1 The Panel considered a report by the Sussex Police and Crime Commissioner. The report was introduced by Katy Bourne, the Police and Crime Commissioner. The following key points were considered:

- The Police and Crime Act 2017 introduced a change to the police complaints system. The legislation now allowed the PCC to decide how complaints were managed. The previous model did not permit PCCs to become involved in complaints against police staff.
- There were 3 models for consideration. The preferred model for Sussex determined that PCCs should take the role of the appellant, currently carried out by the Professional Standards Departments (PSD).
- The PCC pointed out to members that this new model for complaints was likely to see an increase in complaints against the Commissioner, and therefore more may come to the Panel.
- The new complaints system was likely to be implemented in 2019. Members agreed a clear and timely message should be delivered to the public and that the change would need to be managed to ensure inclusivity.
- Members questioned if the decision on appeal would be final. The PCC advised that she would be the end of the complaints route internally, but that the complainant could take the matter to court. The Panel noted that cost implications should be considered should such a complaint reach judicial review stage.

22.2 Resolved – that the Panel note the report.

23. Commissioner's Question Time

23.1 The Chairman invited questions from the Panel for the Commissioner. A summary of the main questions and responses are as follows:

- Following a visit to the Control and Command Centre by some members of the panel, it became clear there was a misconception about the difference between the 101 and 999 telephone numbers. Members asked the Commissioner what could be done to encourage the use of 101 and not 999 when their call did not relate to an emergency. The Commissioner advised that Sussex Police had opened up the Control and Command Centre to members of the public with a view of reinforcing this message. The Commissioner added that she hoped that Police and Crime Panel members who had visited would return to their districts and boroughs to share the understanding of the purpose of each number.
- Members were concerned about long call waiting times. The Commissioner advised she was very focussed on response and call-handling times for the 101, and encouraged the use of online reporting. A new, simpler to use reporting system was currently

being trialled and would go live shortly. The Commissioner added that recent data from the Chief Constable indicated an average wait time of 9 minutes and 11 seconds.

- Members queried whether additional finances had been made available for recruitment to these Control and Command Centres as had been mentioned by the Commissioner at a previous meeting of the Panel. The Commissioner responded that the Transformation Strategy, as part of the precept uplift, outlined additional funding for frontline policing, which included the recruitment of telephone call handlers.
- Members noted a number of operational matters regarding the Control and Command Centre, such as no triage system overnight and limited flexibility with telephony, which the Commissioner advised she would feedback to the Chief Constable.
- Members asked the Commissioner if she had any concerns about reciprocal arrangements with neighbouring forces in view of gypsy and traveller encampments. The Commissioner responded that Surrey and Sussex police had collaborative policing arrangements, which included unauthorised encampments. She advised there was increasingly more collaborative work and there were no issues with these arrangements currently.
- Members requested an update on the Capital Investment Programme, and in particular whether Hastings Custody Suite would be reopened. The Commissioner advised expenditure detail was in the MTFS which was available to view online from the Sussex Police and Crime Commissioner website. Ian McCulloch, Chief Finance Officer, Office of the PCC, advised that a decision had been made to refurbish and improve Hastings Custody Suite but that there was some technical work to be undertaken in the first instance.

23.1 The Chairman advised the Panel that the Working Group visited the fleet centre for Sussex, Surrey and Fire and Rescue to look at the development of the precept, and the investment made into policing.

24. Date of Next Meeting and Future Meeting Dates

24.1 The next meeting of the Panel would take place on 1 February 2019 at 10.30am at County Hall, Lewes.

The meeting ended at 12.31 pm

Chairman

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Sussex Police and Crime Panel

1 February 2019

Public Questions to the Commissioner and Panel

Report by the Clerk to the Police and Crime Panel

The table below provides a schedule of the 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 nine questions have been received for a response by the Commissioner.

Question	Response
<p>1. Is the Commissioner happy with the way in which dog units are deployed across Sussex? Does she feel there is scope to deploy them more flexibly, as part of a more responsive approach to tackling locally arising issues?</p> <p>Would it be possible to have dog units at Horsham Station for a 'day' or two in the near future, dependent on operation commitments, please?</p> <p>Horsham District Council, including the Neighbourhood Wardens, hope to raise awareness of the difficulties drugs cause and to this end a short 'campaign' is hoped to be carried out.</p> <p>Mr Sitton, Horsham</p>	
<p>2. Have Sussex Police any plans to put in place deterrents to deal with the increasing incidence of speeding within areas such as Burgess Hill?"</p> <p>Mrs Knowles, Burgess Hill.</p>	

<p>3. Dear Katy Bourne,</p> <p>I would consider paying more council tax, related to my question below.</p> <p>My question to you, is:</p> <p>"The League Against Cruel Sports is having to take out private prosecutions against illegal hunters because the Police are not enforcing the 2004 Hunting Act.</p> <p>What is needed in Sussex is a Police Rural Taskforce, as in other counties, so that law and order is upheld in the countryside.</p> <p>What are you proposing to do to make sure that our wildlife is protected?"</p> <p>Regards,</p> <p>Mr Hammond, Hassocks</p>	
<p>4. On 21 November at 3.20pm, whilst I was picking up my grandsons from school, a white lorry "glanced" my car, substantially scuffing the front offside front wing and causing a number of chips in the paintwork. The driver did not stop. A public spirited lady left a note on my windscreen, detailing the incident and the lorry registration together with her phone number.</p> <p>I was loathe to saddle the police with such a small issue, but I knew it would cost me considerably and also allow the driver off scot free. Consequently I approached the police at Haywards Heath and gave details at the Station. Both myself and the witness subsequently received forms which we completed and submitted.</p> <p>I received a letter dated 14 December 2019 giving me the name and address of the owner of the vehicle but advising that "Sussex Police will be taking no further action".</p> <p>A civil action is clearly out of the question from a cost perspective and whilst I understand that this is small beer for a stretched police force, a resident of Southampton has got away with leaving the scene of an accident and will realise that he has no need to worry about reoffending. In this modern world, I do not feel I can approach him directly and anyway, despite having a witness, I'm sure he would deny any culpability, putting the onus on me to</p>	

prove the issue.

Am I right to feel cheated?

Mr Gaskell of Lindfield

5. I understand that Sussex Police intend to employ e#several hundred more police officers. I realise we do need some police officers in Sussex but before spending valuable tax-payers money could proper checks be put in place that future employees are not:

1. Thieves
2. Liars
3. Can they read and write.
4. They have the intellect to know what day it is,
5. Would the panel underwrite and be responsible for bad debts the police run up.

If this cannot be guaranteed could the funding to the police be withdrawn.

Regards,

Mr Phillips of Lancing

No background papers.

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Report from the Police and Crime Panel Working Group

1 February 2019

Precept Working Group – Final Report

Report by the Chairman of the Working Group

Summary

This report is intended to inform the Panel of the work of the Working Group looking at the process undertaken by the Commissioner in determining the proposed policing precept for 2019/20. It sets out the issues considered by the Group, and its recommendations.

Recommendation

Having considered a range of precept options, there appear to be significant arguments for the maximum increase. Were the Commissioner to propose an increase of £24, subject to further detail on how it would be spent in respect of the concerns set out under 2.8, the Group would support it.

1. Background and Methodology

- 1.1 This Working Group was established by Sussex Police and Crime Panel at its meeting of 28 June 2013, to act as critical friend to the development of the Police and Crime Plan, 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 Panel's precept meeting), and that the Group's terms of reference would expand to include consideration of budget and precept development.
- 1.2 During 19/20 budget development cycle the Group met three times, on 26 September and 23 November 2018, and on 10 January 2019, following the settlement announcement. The Group heard evidence from Iain McCulloch (Commissioner's Chief Finance Officer) and Mervin Dadd (Chief Communications and Insight Officer), supported by staff from Sussex Police.
- 1.3 The Panel has a statutory duty to review the proposed precept and make a report to the Commissioner on the proposed precept. The Group's deliberations and recommendations are intended to provide greater assurance for the Panel's statutory scrutiny of the proposed policing precept, to be undertaken at its formal meeting on 1 February 2019.
- 1.1 Following experience of the budget cycle last year, the PCP and the PCC's office worked together to ensure a more effective process in for 2019/20's precept. The date the Panel is due to consider the proposed precept was pushed back to 1 February, allowing for consideration of December's policing settlement at an additional meeting of the Working Group in mid-January.

- 1.2 In support of the Panel's statutory duty, having learned that no update of substance was planned for the Police and Crime Plan 2017/21, the Group focused in particular on:
- How the precept increase for 2018/19 has been spent.
 - How the proposed increase for 2019/20 would be spent (based on the £12 assumption set out when the 2018/19 increase was proposed, in January 2018).
 - The options for the proposed increase for 2019/20, following announcement of the national settlement for policing on 13 December.
 - How partnership working was yielding enhanced value for money.
 - How funds had previously been invested, and the value realised from these investments.

In addition, the Group explored the potential impact of, and planning for Brexit.

2. **Discussion and Recommendations**

On behalf of the Panel, the Group focussed on a number of matters in detail, including those which follow:

How the 2018/19 Precept Increase was spent

The Transformation Strategy

- 2.1 The Group heard evidence from Sussex Police's Head of HR Service Delivery on the significant challenge of recruiting new 800 officers, and the progress in achieving the target. Members also took the opportunity to question more generally, around recruitment, retention and the communications strategy – the latter in the light of initial inconsistency in the public messages around recruitment ambitions. The Group felt good progress had been made in implementing the Transformation Strategy to date, although it noted that black and minority ethnic representation among frontline officers remained stubbornly low.
- 2.2 In addition to the recruitment ambitions, the 18/19 precept increase was also intended to fund a review into roads policing and improvements to public contact (including the 101 service). The Group noted that these issues remained areas of public dissatisfaction. A new website (Single Home Online) was about to be launched, but this was understood to have been funded by the Home Office.
- 2.3 The Group's meetings were held at different Sussex Police facilities, and tours were undertaken following the conclusion of the meeting, as examples of how strategic investments delivered better value and better services for Sussex residents. The Group toured Crawley Down Vehicle Workshop, and was briefed on the Joint (with Surrey) Transport Service and its investment strategy, which was a good example of the benefits of partnership working. The Group also toured Sussex Police's Training Centre at Kingstanding.

The Medium Term Financial Strategy

- 2.4 The Group was briefed on the Medium Term Financial Strategy (MTFS), both before and after the policing settlement announcement. Prior to the announcement, the MTFS assumed a precept increase of £12 for 2019/20 and £5 for 20/21 and for 21/22 (for a band D property). One concern had been the additional financial burden following the Treasury's move to pass on the costs of redressing a shortfall in the police pension fund, to police forces.
- 2.5 The announced settlement allows for a precept increase of up to £24, and almost entirely eliminates the pension pressures (at least for 2019/20). The Group learned that each additional £1 raised in council tax raised £0.6m in income, and that the Commissioner had tasked the Chief Constable to establish where additional revenue could most effectively be spent, in service of the Transformation Strategy priorities – modernising policing, strengthening local policing and improving public contact.

Precept Consultation

- 2.6 The Commissioner held a consultation on whether Sussex residents would be willing to pay more towards policing in Sussex. The Commissioner has a statutory duty, before proposing the policing precept, to seek the views of local residents. Full details will be provided in the Commissioner's paper presented to the Panel on 1 February, but the use of focus groups to explore public sentiment in more detail was welcomed, and the reliability and validity of the consultation overall appeared adequate and appropriate.
- 2.7 One note of caution was that the 55-65 age group was most represented among respondents.

Proposed Precept

- 2.8 The Group did not preview a specific precept proposal, but considered hypothetical increases in precept in line with the provisions of the settlement, to a maximum of £24. In respect of this, the Group came to the following views:
 - 2.8.1 A £24 precept increase is significant, and should not be undertaken simply because other forces might be planning as such.
 - 2.8.2 The Group felt that contact and confidence were as important as "boots on the ground". The continued and long-standing problems with the Contact Centre and the public desire to have a local point of policing contact would need to be urgently addressed.
 - 2.8.3 Given the relative strength of policing financing, it would be surprising if the Commissioner did not seek to shoulder additional burdens in support of less well-resourced partners such as Sussex's local authorities and the NHS, in areas of joint working, such as homelessness.
 - 2.8.4 The deliverability of the investment arising from a precept increase would need to be robustly demonstrated. A reliance on the Transformation Strategy, having a timeframe extending out to 2022,

would be a mistake. The public would expect to start seeing some return on any investment by the end of the year. There would need to be measurable gains.

2.8.5 The Panel must expect to formally regularly monitor progress in delivery.

2.8.6 Based on the experience of the 2018/19 precept increase, how any 2019/20 increase is communicated to the public would need to be carefully planned.

Recommendation:

2.9 Having considered a range of precept options, there appear to be significant arguments for the maximum increase. Were the Commissioner to propose an increase of £24, subject to further detail on how it would be spent in respect of the concerns set out under 2.8, the Group would support it.

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 Reviewing the proposed policing precept is core statutory duty of the Panel. A failure to adequately undertake this duty risks breaching the applicable sections of the Police Reform and Social Responsibility Act 2011.

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

5.1 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
Joe Miller, Brighton and Hove City Council
Christian Mitchell, West Sussex County Council
Tony Nicholson, Lewes District Council
Peter Nightingale, Independent Member
Susan Scholefield, Independent Member
Dave Simmons, Adur District Council
Norman Webster, Mid Sussex District Council

Contact:

Ninesh Edwards - 0330 222 2542
ninesh.edwards@westsussex.gov.uk

To:	The Sussex Police & Crime Panel
From:	The Sussex Police & Crime Commissioner
Subject:	Precept Option 2019/20
Date:	1 February 2019
Recommendation:	That the Police & Crime Panel – i) review the precept proposal; and ii) report to the Commissioner on the proposed precept.

1.0 Introduction

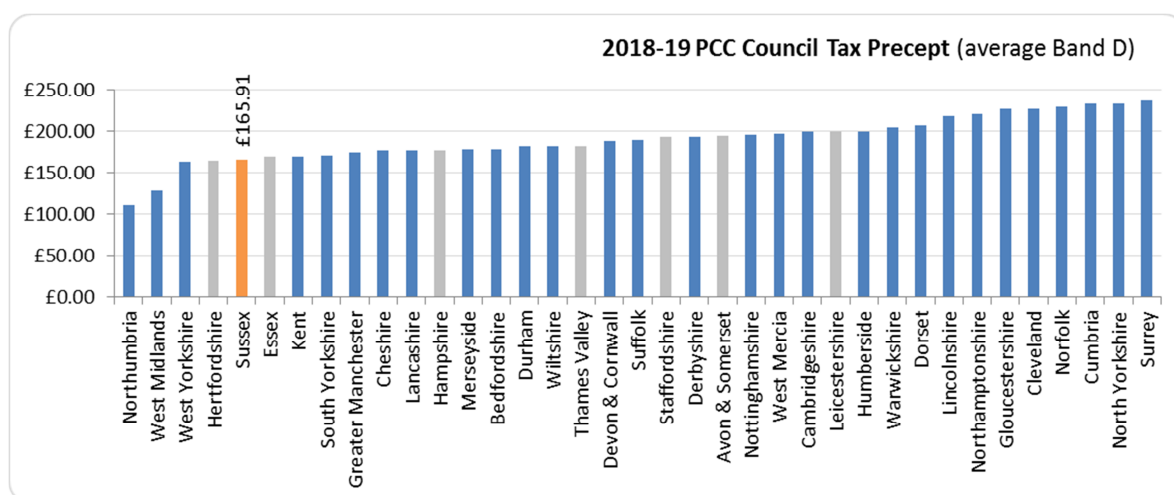
- 1.1 The Police Reform and Social Responsibility Act 2011 requires the Police & Crime Commissioner (PCC) to notify the Police & Crime Panel of the proposed precept for the coming financial year. The Panel is required to respond with a report to the PCC on the proposed precept including, if appropriate, recommendations as to the precept for the financial year.
- 1.2 Financial planning sits at the heart of good public financial management. Alongside budget preparation, performance management and reporting, the ability to look strategically beyond the current budget period is a crucial process to support the PCC's resilience and long-term financial sustainability.
- 1.3 The report presents the PCC's precept proposal which is underpinned by a revised and extended draft four-year Medium Term Financial Strategy (MTFS) that sets out the financial context for the PCC's draft revenue budget, capital programme and proposed precept decision for the next financial year 2019/20, and estimates for a further three financial years.

2.0 Where We Have Come From

- 2.1 By 2016/17, Sussex Police had made savings and efficiencies totalling £76m to balance the books because of reductions in core grants, limited increases to the precept and inflationary increases to costs since 2010/11.
- 2.2 In 2017/18, the four year MTFS set out a challenging financial situation in which further reductions of £26.5m and the loss of a further 476 police officer posts were essential to balance the books, despite the opportunity to increase the precept by £5. Faced with such a significant reduction in budget, the PCC authorised the release of £17m of reserves to provide the Chief Constable with one-off cash so he could defer the immediate impact of the loss of those posts.
- 2.3 The PCC lobbied hard during 2017 to secure the best possible funding arrangements for policing. This led to the Government allowing PCCs to raise the police precept above the previous limit per household/dwelling of £5 to £12 per annum. The Government indicated that this increase would be available in 2019/20 also, if PCCs and police could demonstrate ongoing efficiencies and transparency in the use of reserves.
- 2.4 With Sussex Police facing such significant reductions in funding and officers, this extra funding was an opportunity not to be missed.

- 2.5 The PCC worked with the Chief Constable to develop a new financial strategy that would seek to provide the resources to enable Sussex Police to protect those 476 posts under threat, enable the recruitment of additional officers and replace those that were due to leave.
- 2.6 The PCC, therefore, decided to increase the precept in 2018/19, that was, and still is, the fifth lowest in England and Wales, by £12 per year for an average band D property. Combined with the £17m that the PCC had already authorised from reserves, it substantially reduced the previously planned savings requirements for 2018/19.

Table 1 - Sussex has the fifth lowest precept 2018/19



- 2.7 In addition, the PCC set out in the MTFS a proposed increase to the precept of £12 in 2019/20, £5 in 2020/21 and £5 in 2021/22. The plan reduced the overall savings target to £3.0m from £26.5m, which protected the 476 posts that would have been lost. It also provided funds to replace 600 police officers over the 4 years of the plan and, most significantly, to recruit an additional 200 police officers.
- 2.8 Police officer establishment, as at 31 March 2018, would increase by 200 officer posts to 2,700 by 31 March 2022.

3.0 Where We Are Now

- 3.1 The resources allocated by the PCC through the four year 2018/22 MTFS have enabled the Chief Constable to plan the resource requirements for Sussex Police more effectively. The [Sussex Police Transformation Strategy 18/22](#), and the [Operational Delivery Plan 2018](#), demonstrates how the Force is transforming its services from then up to 2022 whilst continuing to deliver efficiencies and changes.
- 3.2 Throughout the year, the PCC has closely scrutinised the spending of the precept, delivery of the policing investment and performance set out in the Transformation Strategy 18/22. Scrutiny has been through a variety of public facing Performance & Accountability Meetings, monthly Local Policing Accountability Board meetings, financial monitoring and other monitoring within the scheme of governance.

- 3.3 The unprecedented level of recruitment of officers, the largest intake since 2008, formed one of the most important elements of the investment plans and the PCC has monitored the recruitment processes closely.
- 3.4 To recruit 800 officers by 2022 requires over 4,000 applicants to be assessed and around 200 successful recruits joining each year, across four intakes.
- 3.5 By the end of this financial year, Sussex Police will have recruited 270 police officers, including 50 transferees. The target for 2019/20 is 168 officers.
- 3.6 As well as increasing police officer and police staff numbers, the Force is deploying cutting edge technology to help officers operate more efficiently in the field. Digital systems and collaborated services (such as Equip, the new resource planning system) will improve the vital back-office personnel and resource management systems that are necessary for day-to-day business.
- 3.7 Sussex Police has issued over 2,000 mobile devices to officers using some of the best equipment available in the UK. These devices provide access to information and systems direct to officers' handsets so that they do not have to keep returning to police stations. Body Worn Video is providing invaluable evidence when officers attend scenes and can help de-escalate tensions when individuals realise they are being recorded.
- 3.8 The Force has invested in a fleet of vehicles that are fit for purpose, including electric vehicles, and is increasing the number equipped with Automatic Number Plate Recognition to increase the effectiveness of interventions.

4.0 Listening to the Public – Community Feedback

- 4.1 The PCC takes her position as an elected representative of local people very seriously, with a regular weekly programme of visits to communities across Sussex. To help inform her decision on the level of precept for 2019/20, she also undertook a comprehensive series of focus groups, public meetings and an online survey from 31 October 2018 to 4 January 2019.
- 4.2 The focus groups and public meetings took place across Sussex in: Arundel; Battle; Burgess Hill; Crawley; Eastbourne; East Grinstead; Hailsham; Hastings; Horsham; Hove; Midhurst; Newhaven; Ticehurst and Uckfield. The common themes and concerns that emerged were:
 - A lack of visible policing;
 - Difficulty in reporting crime, particularly via 101;
 - No local police contact point;
 - Speeding; and
 - Anti-social behaviour.
- 4.3 The focus groups showed almost unanimous support by attendees to pay higher levels of precept to deliver a more visible and accessible police service.
- 4.4 The online survey received 2,694 responses, with 61% saying they would pay more for policing with the average extra amount suggested being an additional £72 a year. The PCC can be confident the results are statistically representative of all Sussex households within a margin of +/- 2%.

5.0 The Provisional Funding Settlement 2019/20

- 5.1 After a year of dialogue with Government, PCCs have secured the best possible funding arrangements for policing in the current financial climate, with the Government recognising the need to provide additional resources for local and national policing.
- 5.2 On 13 December 2018, the Minister for Policing and the Fire Service announced the provisional police financial settlement for 2019/20. This proposes a total settlement of up to £14 billion, which is an increase of up to £970 million compared to 2018/19.
- 5.3 This is the largest annual increase in funding since 2010 and includes increases to police funding in work to combat serious and organised crime and in counter terrorism.
- 5.4 There has been no change to the policing funding formula, the method the Government uses to distribute grant to forces, and it is not expected to change until 2020 at the earliest.
- 5.5 The offer for 2019/20 includes an increase of 2.1% to the main Home Office grants and the opportunity for all PCCs to increase their precept by up to £24. The Home Secretary and Policing Minister stated that they expect PCCs to take advantage of this increased flexibility but that they also expect police forces to continue to find savings and become more efficient.
- 5.6 The Home Office has forecast that the settlement could benefit Sussex by up to £22.26m for 2019/20. The following table provides a comparison of the figures compared with our 2018/22 estimate.

Settlement Factor	2018/19 £m	2019/20 Home Office £m	Change £m	2018/22 (MTFS) £m	Change Estimation Difference £m	Notes
Core Grant	£162.80	£165.94	£3.14	£0.00	£3.14	MTFS assumed a grant freeze
Pensions Grant	-	£2.70	£2.70	£0.00	£2.70	No previous MTFS assumption
Council Tax Receipts	£102.10	£118.52	£16.42	£7.77	£8.65	Home Office tax base increase of 1.41% + max £24 precept increase (14.5%). We forecast 1.34% tax base increase + £12.
Total	£264.90	£287.16	£22.26	£7.77	£14.49	Potential Total Resources
% Change			8.4%	2.9%	5.5%	

- 5.7 The settlement has also addressed the majority of the additional cost that has arisen because of a revaluation of the police pension scheme. A combination of an increase in core grant, a special one off grant and the removal of a surcharge levied by HM Treasury, leaves all but £0.1m net additional cost.

- 5.8 The 2018/19 to 2021/22 MTFS had included the assumption of a freeze to the grant and a £12 increase to the precept in each of the first two years and a £5 per year increase to the precept in the final two years of the MTFS period.

6.0 Overall Financial Picture and Four Year Plan

- 6.1 The draft four-year MTFS (see Appendix) sets out the financial context for the draft revenue budget, capital programme and proposed precept decision for the next financial year 2019/20, and estimates for a further three financial years.
- 6.2 It brings together all resources including revenue, fees and charges, income for special policing and use of reserves and capital.
- 6.3 It also includes the revenue generated by a £24 increase to the precept in 2019/20 and £5 per year in each of the three following years.
- 6.4 In total £32m is available for investment over the four-year plan, subject to approval of the £24 precept.

MTFS Precept Investment	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Precept Investment Proposed	7.549	7.851	8.165	8.492	32.057
Phasing to and (from) reserves to maintain a balanced budget	1.152	3.022	(0.835)	(3.339)	(0.000)
Proposed Investment Requirement	8.701	10.873	7.330	5.153	32.057

- 6.5 The Strategy also recognises that almost £1m has been approved for developer contributions through the planning process (Section 105/Community Infrastructure Levy) to fund a wide range of policing projects.
- 6.6 It also addresses risk. The MTFS covers four years – but years two to four are uncertain. A spending review is due in 2019 and a new settlement is expected in 2020, including the possibility of a new funding formula.

7.0 More Funding, More Officers and a Better Service

- 7.1 The Sussex Police Force Management Statement (FMS), published in 2018, provides a Force level view of demand, capacity and capability.
- 7.2 The Chief Constable has presented a plan which identifies priorities where a further precept investment of £12 is needed and has prioritised the following areas:
- 7.3 **100 more Police Community Support Officers (PCSOs)** –
- To prevent and respond to crime, providing more dedicated and consistent points of contact for local communities;
 - Increasing PCSO numbers in the Force's Prevention teams will increase local availability and provide a stronger visible presence;
 - PCSOs focus on problem-solving activity to prevent crime and anti-social behaviour and keep communities safe; and

- Under the Local Policing Programme, the role of PCSOs was enhanced with more powers, skills and training provided to PCSOs to proactively tackle local issues and support investigations.

7.4 The proposed additional investment in neighbourhood policing will build on this by delivering the following:

- 50% more PCSOs out in communities, increasing visible policing support, including in rural areas;
- Greater capacity to work with partners and leverage their support to address local issues;
- Better engagement through social media with dedicated 'digital' PCSOs, keeping vulnerable people safe online;
- More capacity to support vulnerable people and minority communities, addressing hidden crime;
- Improvement in local police/public relations and an increased capability to gather community intelligence; and
- Improved ability to solve problems – deterring crime and tackling anti-social behaviour.

7.5 **50 more police officers and 50 more specialist staff to be deployed** –

- To prevent more deaths and serious injuries on our roads, through recruiting additional roads policing officers and collision investigators;
- To improve the first point of contact with the public. Investing in more Contact Centre and social media engagement staff to improve its service for both 101 and 999 calls, as well as online engagement; and
- Recruit specialist police investigators for public protection, serious violence, high harm and digital crime.

7.6 The PCC has scrutinised the Chief Constable's request and the financial models to deliver them and is confident they meet demands on Sussex Police and the expectations of taxpayers and residents of Sussex.

8.0 Summary

8.1 The opportunity presented by the Government's provisional police grant settlement for 2019/20 allows the PCC to raise the precept and generate more funds to recruit 100 more PCSOs, 50 more police officers and 50 more specialist staff.

8.2 This means that by 2023 there will be up to 250 more officers, 50 more specialist staff and 100 more PCSOs than there were in March 2018 – a total increase of 400 officers and staff.

8.3 The PCC presents this summary and the revised comprehensive draft MTFS (see Appendix) for consideration by the Police & Crime Panel in support of the proposal to raise the precept to the level anticipated by Government.

9.0 Precept Proposal

9.1 The PCC is, therefore, proposing to increase the Band D precept by £24 for 2019/20 from £165.91 to £189.91.

Mark Streater
Chief Executive, Office of the PCC

Giles York
Chief Constable

Iain McCulloch
Chief Finance Officer, Office of the PCC

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Appendix

Appendix – Medium Term Financial Strategy 2019/20 – 2022/23

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**Medium Term Financial Strategy
2019/20 to 2022/23 – DRAFT
SUBJECT TO APPROVAL**

This version of the MTFS is draft and will be approved in February 2019 following formal approval of the precept by the Sussex PCC. This document is provided to support proposal to increase the policing precept for 2019/20 to £189.91.



The Sussex Police & Crime Commissioner

MEDIUM TERM FINANCIAL STRATEGY 2019/2020 to 2022/23

Report by Iain McCulloch, Chief Finance Officer to the Sussex Police & Crime Commissioner

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1 Foreword from the Police and Crime Commissioner

- 1.1 I am one of the 40 elected Police and Crime Commissioners across England and Wales. I was re-elected to serve a second term as Sussex PCC in May 2016 to continue to articulate the public's policing priorities and concerns and ensure the Chief Constable provides effective and efficient policing across the county.
- 1.2 As well as holding the Chief Constable and the force to account for local policing issues, one of my key duties is to ensure Sussex Police also meets its strategic policing requirements, including a co-ordinated response to serious and organised crime and terrorism.
- 1.3 I have responsibility for setting the police and crime objectives which drives the Chief Constable's operational delivery plan.
- 1.4 I also work with community safety and criminal justice partners to make sure there is a coherent approach to preventing and reducing crime.
- 1.5 I am authorised to set the force budget; to allocate discretionary grant funding; to commission services, and to determine the precept - the police element of council tax.
- 1.6 My Medium Term Financial Strategy (MTFS) is one of my key planning tools which help identify available resources and options for delivering my Police and Crime Plan priorities and the force's Strategic Policing requirements.
- 1.7 The MTFS is part of my robust scheme of financial management and scrutiny, which I review along with the annual budgets on a regular basis during the year to be assured that public money is being appropriately allocated.
- 1.8 As a publicly available and "living" document the MTFS also provides contextual information and the rationale behind our running costs and capital investment and, any decisions on the level of the precept.
- 1.9 In 2017/18 my four year MTFS set out a challenging financial situation in which further reductions of £26.5m and the loss of a further 476 police officer posts was essential to balance the books despite the opportunity to increase the precept by £5. Faced with such a significant reduction in budget I authorised the release of £17m of reserves to provide the Chief Constable with one off cash so he could defer the immediate impact of the loss of those posts.



- 1.10 I lobbied hard during 2017 to secure the best possible funding arrangements for policing. This paid off with the Government allowing PCCs to raise the police precept above the previous limit per household/dwelling of £5 to £12 per annum. The Government indicated that this £12 increase would be available in 2019/20 too if PCCs and Police could demonstrate ongoing efficiencies and transparency in the use of its reserves.
- 1.11 With Sussex Police facing such significant reductions in funding and people this extra funding was an opportunity to be seized. I worked with the Chief Constable to develop a new MTFS for 2018/19 to 2021/22 that reduced the overall savings target to £3.0m, protected the 476 posts that would have been lost and provided resources to recruit an additional 200 officers and replace 600 officers over the 4 years of the plan. The strategy achieved the majority of the resources for this with precept increases of £12 for 2018/19, £12 in 2019/20, £5 in 2020/21 and £5 in 2021/22.
- 1.12 The unprecedented level of recruitment of officers - the largest intake since 2008 - is a big task. To recruit 800 officers by 2022 requires over 4,000 applicants to be assessed and around 200 successful recruits joining each year in four intakes. By the end of this financial year Sussex Police will have recruited 270 police officers including 50 transferees. The target for 2019/2020 is 168.
- 1.13 After a year of dialogue with Government, I, along with all other PCCs in England and Wales, have secured the best possible funding arrangements for policing in the current financial climate, with the Government recognising the need to provide additional resources for local and national policing. I along with all other PCC's in England and Wales have the opportunity to increase the precept by a further £12 to £24 for 2019/20.
- 1.14 I have decided to increase in the precept by £24 per year for an average band D property. Combined with the use of reserves this covers the previously planned savings requirements up to 2021/22 of £3.0m and adds further resources to allow essential investment in police services over the medium term. The MTFS for 2019/20 to 2022/23 sets out how the overall investment impact could increase to £32.1m over the four year period.
- 1.15 There are a number of key considerations driving this decision:
- There has been an exponential rise in public demand on police services;
 - Criminal investigations are becoming increasingly complicated, with huge amounts of digital material to identify, secure and analyse, and the threshold for prosecution is very exacting;
 - The public want to see investment in more visible, local policing, focusing on crimes like burglary and anti-social behaviour and they rightly want to feel safe on the roads, in public spaces and at night-time;
 - They also want to see improvements in the force's approach to public contact and more support to the 101 service;
 - And, my consultations, correspondence and focus groups with the public show that a majority of Sussex residents are prepared to support their police service through increased precept contributions.

Agenda Item 6

Appendix 1

1.16 The additional resource will enable:

- 100 more Police Community Support Officers (PCSOs) - to prevent and respond to crime, including more named PCSOs to ensure a consistent point of contact for local communities.
 - 50% more PCSOs out in communities, increasing visible policing support, including in rural areas.
 - Greater capacity to work with partners and leverage their support to address local issues.
 - Better engagement through social media with dedicated 'digital' PCSOs keeping vulnerable people safe online.
 - More capacity to support vulnerable people and minority communities—addressing hidden crime.
 - Improvement in local police/public relations and an increased capability to gather community intelligence.
 - Improved ability to solve problems – deterring crime and tackling anti-social behaviour.
- 50 More Police Officers and 50 more specialist staff to be deployed as follows:
 - To prevent more deaths and serious injuries on our roads, through recruiting additional roads policing officers and collision investigators.
 - To improve the first point of contact with the public. Investing in more Contact Centre and social media engagement staff to improve its service for both 101 and 999 calls, as well as online engagement; and
 - specialist police investigators for public protection, serious violence, high harm and digital crime.

1.17 The investment means, that by 2023, there will be up to 250 more officers, 50 more specialist staff and 100 more PCSOs than there were in March 2018 a total increase of 400.

1.18 This update of the MTFS includes details of [The Sussex Police Transformation Strategy 2018/22](#) that was published in April and how this will be developed further up to 2023. This sets how the Chief Constable will use the additional resources identified in the last MTFS to invest them into local policing. This included 200 new officer and staff roles being identified in 2018/19 over the term of the Strategy, leading to large scale recruitment intakes from 2018/19. Potential precept increases in 2019/20 would enable further investment to strengthen local policing and modernising policing.

1.19 The MTFS also includes the revised reserves and other resources following the publication of the audited 2017/18 Statements of Accounts that were published on 30 July and the latest spending forecast for 2018/19. It also includes updated assumptions and risks and demonstrates how spending plans are affordable over the period of the MTFS.

Katy Bourne
Police and Crime Commissioner for Sussex

2 Purpose of the Medium Term Financial Strategy

- 2.1 This is the MTFS of the Sussex Police & Crime Commissioner (PCC). It covers the planning period of four financial years from 2019/20 to 2022/23 plus the anticipated outturn position for the current year (2018/19).
- 2.2 The MTFS provides options for delivering a sustainable revenue budget and capital investment over the medium term. It also sets out how the PCC can provide the Chief Constable with the resources to deliver the priorities in the Police & Crime Plan 2019/20 to 2022/23, support the mission, vision and values of Sussex Police and meet the requirements of the Strategic Policing Requirement within challenging financial boundaries.
- 2.3 The MTFS sets the financial context for the PCC's revenue budget and capital programme and precept decisions.

3 Benefits of the Strategy

- 3.1 The MTFS assists in:
- Supporting delivery of the Police & Crime Plan;
 - Improving financial planning and the financial management of the PCC's resources, both revenue and capital;
 - Maximising use of resources available to the PCC and Chief Constable, both internal and external;
 - Ensuring that the PCC and Chief Constable provide value for money and continue to deliver efficiency gains;
 - Allowing development of longer term budgets and strategic thinking;
 - Reviewing the PCC's policy on the use of reserves, ensuring the position continues to be sustainable with sufficient resources over the medium term;
 - Responding to external pressures, including unexpected and expensive operational costs; and
 - Developing a sustainable budget over the medium term.

4 Principles of the Strategy

- 4.1 The key principles underlying the PCC's MTFS 2019/20 to 2022/23 are:
- Overall expenditure of the PCC will be contained within approved estimates each year;
 - The PCC will seek to maintain a General Reserve of a minimum of 4% of Net Revenue Expenditure of which 1% is for operational requirements and 3% to cover any major unforeseen expenditure or loss of funding, but will review the opportunity cost of maintaining reserves at this level against the benefits of alternative approaches on a regular basis. A flexible approach will be adopted appropriate to circumstances;
 - The PCC will maintain earmarked reserves for specific purposes when appropriate and which are consistent with achieving objectives;

- The PCC will continue to prioritise the achievement of value for money and efficiency in establishing the framework for policing within Sussex and in commissioning and procurement decisions;
- The Chief Finance Officer, Executive Director of Commercial and Finance Services and Chief Constable will prepare a rolling programme of four year budget forecasts to inform the PCC's budget and precept decisions; and
- The PCC, supported by the Chief Finance Officer, Executive Director of Commercial and Finance Services and Chief Constable, will continue to contribute to national reviews of police funding and make representations on a national basis for the fair and equitable funding of Sussex Police.

5 Review of the Strategy - Summary

5.1 This 2019/20 to 2022/23 version of the MTFS has been revised to include:

- The addition of a financial year 2022/23;
- A 2.1% grant settlement increase for 2019/20 and flat cash grant settlement assumed over the further three years of the MTFS;
- Increased employer contributions of 31.0% for the police officer pension schemes (previously 24.2%);
- An additional pension grant of £2.7m from the Treasury;
- The inclusion of a precept increase of £24 for 2019/20 and of £5 in the remaining three years;
- The inclusion of all savings achieved to date within base budgets;
- A proposed net investment of £7.5m in 2019/20 as a result of the maximum precept uplift provides a cumulative investment impact for the four year MTFS period of £32.1m (previously £3.0m savings target for the last MTFS four year period) see below;

MTFS Precept Investment	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Precept Investment Proposed	7.549	7.851	8.165	8.492	32.057
Phasing to and (from) reserves to maintain a balanced budget	1.152	3.022	(0.835)	(3.339)	(0.000)
Proposed Investment Requirement	8.701	10.873	7.330	5.153	32.057

- A revised section on the precept and tax base;
- A revised section on reserves and an updated reserves policy;
- Information and explanation of the assurance framework and sources of third party validation; and
- Information on the precept consultation and public engagement.

5.2 This version has also been reviewed and revised to take into account the following key areas:

- A revised section on the Sussex Police Operational Context;
- The plans included in the [Sussex Police Transformation Strategy 2018/22](#) published in April 2018;
- The revenue and capital outturn for 2017/18 as published in the [Statements of Accounts on 30 July 2018](#);
- The revised reserves balances and plans to use those;
- The latest financial monitoring and forecast outturn for 2018/19.
- The revised investment/savings plans

Savings tables for consideration:

2018/19	Savings Plans	2019/20	2020/21	2021/22	2022/23	MTFS 4 Year Total
711	Policing Together Portfolio	581	60	-	-	641
2,047	Enablement Portfolio	654	1,030	500	497	2,681
9,196	Sussex Transformation Portfolio	274	75	-	-	349
11,954	Total	1,509	1,165	500	497	3,671

5.3 To continue funding existing investment plans and new investment plans.

6 Police & Crime Plan 2017/21

6.1 The PCC has a statutory duty to set the policing and crime objectives for Sussex through a [Police & Crime Plan](#). The latest Plan covering 2017/21 was published in April 2017. You can find the [Police and Crime Plan 2017/21 here](#).

6.2 The PCC identified four policing and crime objectives as follows:

- 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.

6.3 The aims, outcomes and measures which underpin each of these objectives have been developed to ensure they reflect accurately the expectations of the public.

6.4 The Chief Constable's [Operational Delivery Plan](#) sets out how Sussex Police will support and deliver policing services to achieve the policing objectives set out in the Police and Crime Plan. Sussex Police, now in its 51st year, is transforming faster than ever to face its challenges and deliver the best service possible. By 2025 parts of Sussex Police will be completely transformed as the force faces the challenges of managing greater demand and as we take advantage of significant developments in technology to enable greater mobility for officers and forge new partnerships with more extensive collaboration with other agencies than today.

- 6.5 The workforce will focus on three priorities to:
- Keep communities safe, and feeling safe;
 - Identify and protect vulnerable people;
 - Prevent and respond to harm.
- 6.6 The Chief Constable is committed to ensuring that the force's delivery and change plans are fully integrated with the MTFS. The change in potential precept funding, as proposed in this strategy, provides the opportunity to link the continued ongoing improvements in strategic financial management, in line with the transformation plan. The '[Sussex Police Transformation Strategy 2018/22](#)' will be further developed, being informed by the [Force Management Statement](#) self-assessment process, and will continue to inform the [Operational Delivery Plan for 2019/20](#) to set out how the force will use the resources allocated by the PCC to further transform its services between now 2019 and 2023, in line with the MTFS. In allocating the funding and investment proposed within this report, it should be recognised that the associated transformation will itself be delivered over the medium term. The annual precept increases set out in the MTFS of £24, £5, £5 and £5 are required to enable operational and financial benefits to be achieved by 2023.
- 6.7 The [Sussex Police Transformation Strategy 2018/22](#) will therefore be developed further to extend to 2023 and details the key areas and changes to resource allocation, with a particular focus initially on the need to sustain and fund local policing to meet increases in demand. The Local Policing Programme, which saw the final stages of implementation during 2017/18 has been designed to be scalable and able to adjust using the new ways of working that the programme has introduced, to meet changes in demand levels and scale with investment opportunities when available.
- 6.8 The [Sussex Police Transformation Strategy 2018/22](#) also ensures a continued focus on delivering existing change programmes – such as implementing the new Target Operating Models for Force Operations and for the Joint Specialist Crime Team with Surrey.
- 6.9 It articulates how the force will make future efficiencies through partnership working. The joint change programme with Surrey has delivered efficiencies in many areas across both policing and the 'back office' support functions and whilst these joint services will continue to be challenged to deliver ongoing efficiencies and improved services, a more regional focus will be adopted for future partnership savings through Sussex working with Thames Valley, Hampshire and Surrey.
- 6.10 Adopting a more commercial mind-set, particularly in the areas of the force where it is possible to increase income and reduce contract costs, will also be a key aspect of the transformational plan – this is particularly relevant in terms of Estates, Procurement, Finance, Human Resources and other corporate support services, as well as the areas of business where the force charges for its services to key corporate organisations. This element of the work will be informed by the new National Commercial Board, which is governed through the National Police Chiefs Council Finance Committee.

7 Managing Resources and Gaining Assurance

- 7.1 The MTFS sets out that over £1.2bn of revenue, £43.3m of capital and reserves of £35.8m will be spent over the period of the 4 years from 2019/20 to 2022/23. External validation received during 2018 indicated that the PCC and Chief Constable are planning their spending realistically, linking those plans effectively and ensuring value for money. This section describes how the business is operated and controlled to ensure value for money.
- 7.2 The Police Reform and Social Responsibility Act 2011 created two separate corporations sole; The Police and Crime Commissioner for Sussex and The Chief Constable of Sussex.
- 7.3 The PCC is responsible for:
- The finances of the whole Group;
 - Receiving all income and funding;
 - Making all payments for the Group from the overall Police Fund; and
 - Control of all assets, liabilities and reserves.
- 7.4 The Chief Constable of Sussex fulfils his functions under the Act within an annual budget set by The Police and Crime Commissioner for Sussex in consultation with the Chief Constable.
- 7.5 A [scheme of delegation](#) is in operation between the two bodies determining their respective responsibilities, as well as local arrangements in respect of the use of the PCC's assets and staff.
- 7.6 There are a number of legislative requirements that require the PCC to make arrangements for the proper administration of their financial affairs and secure value for money. The Home Office Financial Management Code of Practice provides details of the financial governance arrangements within policing bodies in England and Wales. [A copy of the July 2018 revised Code can be found here on the .GOV.UK website.](#)
- 7.7 The PCC and Chief Constable have put in place policies, process, systems and people to meet the requirements, support decisions and ensure money is spent in accordance with legislation. The PCC website sets out the detail above on the [transparency page](#) with key policies included under the [How We Work page](#).
- 7.8 The PCC and the Chief Constable have established a [Joint Audit Committee](#) (JAC), which is a key component of the corporate governance arrangements for both corporations sole. The members of JAC provide an independent and high level focus on the adequacy of the audit, assurance and reporting arrangements that underpin good governance and financial standards and supports the PCC and CC and the other statutory officers in ensuring that effective governance is in place. This is achieved by reviewing the comprehensiveness of assurances in meeting statutory officers' needs and reviewing their reliability and integrity.

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- 7.9 The Joint Audit Committee (JAC) provides independent assurance to the PCC and CC and helps to ensure efficient, effective and adequate assurance arrangements are in place for:
- The risk management framework;
 - The internal control environment;
 - Financial reporting;
 - Annual governance processes; and
 - Internal audit and external audit.
- 7.10 The JAC terms of reference, agendas and minutes can be found on the PCC website here [Joint Audit Committee](#).
- 7.11 The Statements of Accounts for the [PCC Group](#) and [Chief Constable](#) show how public money has been used and demonstrates its financial management and financial health. External Audit provide external independent opinion on the financial statements, consistency of other information published with the financial statements and concluding on the arrangements for securing economy, efficiency and effectiveness otherwise known as value for money. They also issue an opinion on the [Annual Governance Statements for both corporations sole](#). The Statements of Accounts and Annual Governance Statements for the year ended 31 March 2018 were published on 30 July 2018 and can be found on the website at this link. The [annual audit letter](#) for the year ended 31 March 2018 published by the external auditors can be found at this [link](#).
- 7.12 Her Majesty's Inspectorate of Constabularies Fire and Rescue (HMICFRS) complete a range of inspections as part of their [PEEL assessment \(Police Efficiency, Effectiveness and Legitimacy\)](#). PEEL is designed to give the public information about how their local police force is performing in several important areas, in a way that is comparable both across England and Wales, and year on year. The assessment is updated throughout the year with inspection findings and reports.
- 7.13 The 2017 [Efficiency inspection](#) examined how well forces:
- Understand the demand for their service;
 - Match their resources to that demand;
 - Are planning to meet future demand; and
 - Provide an assessment of their efficiency.
- 7.14 HMICFRS rated Sussex Police as 'Good' stating that the plans Sussex Police has for the future are realistic and practical and that the force's financial plans are well integrated with its workforce and IT plans. The inspection highlighted three areas for future improvement including control room processes, wellbeing and understanding workforce capabilities.
- 7.15 HMICFRS assessed Sussex Police as 'Good' at how legitimately it keeps people safe and reduces crime. They stated that the force is good at treating the people it serves with fairness and respect. It is also good at how well it ensures its workforce behaves ethically and lawfully. The force requires improvement in some aspects of the way in which it treats its workforce with fairness and respect.

- 7.16 HMICFRS also published their annual [Value for Money](#) profiles in November 2018. They provide:
- Comparative data on a wide range of policing activities;
 - Comparison of Sussex performance, and the costs of achieving it, with that of other forces;
 - Highlight what differences exist between individual police force areas, rather than the reasons why they exist; and
 - Aim to help individuals ask the right questions.
- 7.17 The 2018/19 profiles provide a useful tool for comparing a wide range of financial and other information and helps to inform and shape this MTFS.
- 7.18 The Police and Crime Panel (PCP) provide a further layer of external scrutiny and assurance through their [statutory role](#). The [Sussex PCP](#) provides checks and balances in relation to the performance of the Commissioner. Its role is to scrutinise the performance of the Commissioner and ensure transparency.
- 7.19 HMICFRS introduced Force Management Statements (FMSs) for 2018/19. They are instruments of self-assessment by forces, covering for each of the following four years the chief constable's evaluation and projection of:
- The demand which the force is likely to face;
 - The condition, capacity, capability, serviceability, performance and security of supply of the force's workforce and other assets (such as ICT);
 - The force's plans to improve the efficiency with which the workforce and force assets are used; and
 - The force's financial income.
- 7.20 HMICFRS state FMSs will simplify, strengthen and streamline the information which forces are asked to provide. They will enable HMICFRS to make decisions about where a force's principal risk areas lie, and so design their inspection fieldwork and analysis to focus on them.
- 7.21 FMSs provide local policing bodies – PCCs and their metropolitan equivalents – with information of great value, to enable them to assess the forces for which they are responsible and the extent to which the objectives of their police and crime plans will be successfully attained, and at what cost.
- 7.22 There was no statutory requirement to publish the 2018/19 Force Management Statement but Sussex Police has published a [redacted version here](#). A summary of the Force Management Statement forms a key element of the force's annual operational delivery plan.

8 **Sussex Police Operational Context**

8.1 **A Changing Landscape for Policing in Sussex**

- 8.1.1 The successful delivery of policing requires the Chief Constable to manage a complex set of resources, demands and priorities (as noted in paragraphs 7.19 to 7.22) whilst reviewing and revising plans to meet changing needs and available financial resources. [The Sussex Police Transformation Strategy 2018-22](#) (included at Appendix D) sets out the following key issues.
- 8.1.2 Policing is always evolving as it responds to the environment in which it operates due to the ever changing social, legal, political, economic and technological landscapes. Although these changes provide challenges and opportunities, the focus for Sussex Police remains constant in keeping people safe.
- 8.1.3 East Sussex and West Sussex County Councils and Brighton & Hove City Councils all project significant population growth, with a more diverse and complex society. In common with the national and indeed European landscape there are higher rates of female participation in the labour market, higher divorce rates, more single parents, rising and longer enrolment in education, higher numbers of foreign-born population, ethnic diversity and a growing elderly population.
- 8.1.4 In West Sussex, the county council predicts the resident population to grow by 37,000 to a total of 886,900 by 2022 and the proportion of the population that is over 65 years old will increase from 22.8% to 24.1% during that period.
- 8.1.5 In 2009 the Government projected a 60% increase in one-person households from 2006 to 2031, meaning by 2031 four out of every 10 people will be living on their own. With these increasingly diverse and complex communities is a greater awareness of a variety of mental health issues, necessitating a more sophisticated response by police and others.
- 8.1.6 Together with the advent of new technologies and globalisation, the nature of crime itself is changing which further increases the complexity of policing.
- 8.1.7 Recorded crime in Sussex (per 1000 of population) has shown gradual year-on year increases, in line with national trends. These changes are not across the board; for example although recorded burglaries have increased in the past two years, numbers of burglaries are still lower than in 2014/15 and the risk of being a victim of burglary in Sussex remains low compared with the vast majority of police forces across England & Wales. In contrast however, since 2013/14, we have seen increases in reports of rapes and serious sexual offences, mirroring what has been seen nationally.
- 8.1.8 The internet and on-line services have given rise to new opportunities for criminals, such as 'phishing' and 'ransomware' attacks as well as on-line, cyber-enabled fraud. The widespread use of social media has also resulted in an increase in fraud, data theft, grooming, child sexual exploitation, stalking and harassment and has given rise to new challenges, such as cyber-bullying, online abuse and incitement to hate.

- 8.1.9 Together with domestic abuse, these “high harm” crimes are complex in nature and staff intensive while police officers dealing with them are rightly subject to high levels of personal accountability and public scrutiny.
- 8.1.10 Crime is becoming increasingly transnational. Serious and organised crime groups have been quick to exploit international borders and the discrepancies between legal frameworks and policing responses. Hidden, online marketplaces in the ‘Dark Web’ are increasing in volume and severity, where drugs, firearms, large scale fraud, human trafficking and modern slavery are traded in cryptocurrencies; and where images of child pornography are readily shared on an industrial scale.
- 8.1.11 The National Crime Agency (NCA) estimates the cost of cyber-crime to the UK economy is billions of pounds per annum – and growing. However, the accelerating pace of technology and criminal cyber capability currently outpaces the UK’s collective response.
- 8.1.12 Cyber-crime is likely to be an enduring challenge requiring a collaborated response from government, law enforcement and business.
- 8.1.13 International terrorism has become more fragmented and harder to combat, with fewer organised, sophisticated attacks and increased sole or smaller group, low-tech incidents, encouraged and influenced by increasingly sophisticated online radicalisation and propaganda.
- 8.1.14 Future technologies, such as driverless vehicles, virtual reality, artificial intelligence and implant technology, pose new risks and opportunities for the police in Sussex and beyond, which will need a coherent local, regional, national and international response.
- 8.1.15 As our MTFS develops, it will continue to be informed by, and reflect, this changing landscape.

8.2 **Preventing Crime – What Sussex Police is Doing?**

- 8.2.1 Efficiencies continue to be made in smarter policing and improving how the force maintains and, where possible, improve its service. The Police and Crime Commissioner as part of her responsibility for the maintenance of an efficient and effective police force, holds the Chief Constable to account for the delivery of the police and crime plan.
- 8.2.2 The force continues to adapt to the changing nature of crime and crime types by developing new tactics and capabilities to respond quickly, prioritising response and investigations to those at greatest risk of threat or harm.
- 8.2.3 While technology poses a threat, it is also an opportunity to better protect the public. The force is investing in technology to improve use of analytics to inform where and how to deploy resources and in defining, predicting and supporting those most at risk of greatest threat of harm.
- 8.2.4 The force is developing its approach to intelligence gathering in the prevention of crime, and is better able to collect robust evidence in its investigations to secure better outcomes.

- 8.2.5 Digital technologies are helping the force create more efficient processes and systems to empower our officers and staff to work more flexibly in our communities; record, audit and use information more effectively; bring better constructed cases to the criminal justice system to bring offenders to justice more quickly and to support victims and witnesses more fully.
- 8.2.6 The regional collaboration with Thames Valley, Hampshire and Surrey will provide efficiencies and enable better sharing of crime data and to ultimately have a single shared support function for human resources and finance transactional services.
- 8.2.7 Sussex Police continues to develop partnership arrangements, intelligence, detection, and enforcement capabilities to deliver against its mission and priorities. It is establishing closer relationships with local, regional and national agencies and organisations to share information, and ensure specialists resources are brought together to tackle complex emerging threats and real-time incidents.
- 8.2.8 As a major employer, Sussex Police is increasingly representative of the diverse communities it polices, with highly skilled, trained officers and staff and is working with the College of Policing amongst others, to ensure they have the opportunity to be professionally recognised for the skills and experience they have gained.
- 8.2.9 As is only right, the police service is regularly scrutinised to ensure it continues to provide value for money, learns lessons and delivers the best possible service to the public through regular inspections by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), through the Independent Office for Police Conduct (IOPC) and by the public and media using digital technologies, such as social media, and through ever easier access to information and performance data held by the police.
- 8.2.10 Officers and staff demonstrate high levels of professionalism and ethical behaviour, supported by senior leaders in the challenging work they do. The police in turn have invested in technology, such as body worn video, to ensure their actions are properly recorded and to try to engage more openly with the public.
- 8.2.11 Community engagement is a critical component of successful policing, to gain trust and confidence, ensuring policing actions are recognised as legitimate in keeping people safe from harm. To that end, Sussex Police offers multiple ways to feedback about the quality of service people have received with the aim of continual improvement.
- 8.3 **Local Policing – The Challenges and the Force's Plans**
- 8.3.1 Sussex Police invests in neighbourhood policing using uniformed police officers, community engagement officers and police community support officers to help solve local problems, tackle anti-social behaviour and build trust and legitimacy in communities. As communities become more diverse with complex needs, the force needs to continue to develop a proactive and sophisticated understanding of their needs to keep people safe. An illustration of the new Local Policing Model is attached at Appendix C.

- 8.3.2 Local Policing is at the heart of the service. However, as more sophisticated crimes and threats are evolving nationally and internationally, specialist agencies and organisations have developed, such as the National Crime Agency, to bring greater resilience and expert knowledge to tackle complex issues. Sussex Police needs to reassure local communities that these agencies are accessible and responsive in the fight against crime.
- 8.3.3 Knowing which service or services, and when to provide them, is not always immediately apparent, for example when responding to those with mental health needs. It will require a range of partners to work seamlessly together to provide assessment, wrap-around support and care.
- 8.3.4 To transform policing services in response to the changing environment, Sussex Police is developing an evidence-based approach to proactive prevention and better understand demand to identify and respond to those at the greatest risk of threat or harm while demonstrating it is achieving value for money.
- 8.3.5 Policing must address the demand on its resources working with a range of partner agencies including health, education, social services, other emergency services, criminal justice and victims' organisations. This work needs to reflect the more complex emerging crime challenges while being conscious of 'service-drift', as partner agencies' capacity is reduced.
- 8.3.6 The force model of local policing aims to reduce crime and anti-social behaviour by working effectively with partners. The Force's new model for local policing based on preventing, responding to and investigating crime, has re-organised resources to address the changing nature of crime described above, meet new public expectations and modernise ways of working. It has a strong focus on preventing crime and supporting those most at risk of threat and harm. Continued investment in this area will be used to maintain and further develop this model to enable the delivery of an effective and efficient service to keep the public safe whilst addressing new challenges.
- 8.3.7 The force therefore plans to:
- Continue to provide a 24/7 policing service 365 days a year.
 - Prioritise those people at greatest risk of threat or harm which means the money you give to the policing service is used most effectively.
 - Ensure policing is increasingly focused on proactive preventative activity as opposed to reacting to crime once it has occurred.
 - Investigate lower risk crimes over the phone when it's right to do so, to free-up response officers to deal with more urgent issues.
 - Investigate all crimes where there is a genuine risk of death, or significant harm or loss.
 - Ensure a greater visible presence in the areas where there is a higher risk of crime and threat to individuals and communities, encouraging people to talk and share their knowledge and experience of their neighbourhood.

- Work with partner agencies to help resolve the issues of individuals who cause recurring problems and crime in the communities they live in; reducing the requirements that these people place on the public sector and policing specifically.
- Increase our understanding of vulnerability, both in the physical and online worlds, to improve how we deliver and differentiate our service to protect people.
- Improve data sharing and integration to establish joint technological solutions enabling the transfer of learning between agencies, other police forces and academia so we can work more effectively together to embed evidence-based practice.
- Supporting multi-agency neighbourhood projects that build more cohesive communities to help solve local problems.
- Work with partners to foster a culture shift around the delivery of public protection, away from a single organisation mentality towards budgeting and service provision based on a whole-system approach, pooling funds where appropriate to achieve common aims for the benefit of the public.
- Make it easier for citizens to contact the police in multiple ways using new technologies, such as social media, to report crime, seek advice or give feedback about the quality of service. The force must understand the impact of increased contact and engagement across multiple channels, ensuring it has the skills and resources to meet citizens' demand.

Align local policing and where appropriate integrate, with other local public services to improve outcomes for citizens and protect the vulnerable.

9 Efficiencies and Partnership Working

9.1 Sussex Police continues to undertake a significant programme of change activity through the "Policing Together" programme with Surrey and with other forces in the South East region, in order to meet the financial challenges of the MTFS, increase resilience and improve service delivery.

9.2 'Policing Together' – Collaboration Programme with Surrey

9.2.1 The Force continues to work closely with Surrey Police and develop the commitment to joint working and deliver effective services across Sussex and Surrey. Effective partnership working, information sharing, integrated problem solving and the co-commissioning of services are being delivered through a wide range of joint services including; Operations Command (including Roads Policing, Tactical Firearms, Operations Support and Planning & Resourcing), Specialist Crime Command, Professional Standards, Finance, Procurement, Insurance, Transport, People Services (including Occupational Health) and Information, Communications & Technology (ICT).

9.2.2 The Joint Transport Service (JTS) introduced electric vehicles during the year to reduce costs and cut the carbon footprint via a more energy efficient fleet of vehicles. Vehicles and charging equipment were purchased at a large discount taking advantage of time restricted benefits.

- 9.2.3 JTS implementation of in-car Automatic Number Plate Recognition (ANPR) and in-car telemetry will not only help both forces identify and match resources effectively to demand, but will also help to catch criminals, reduce whole life costs for vehicles (fuel and maintenance) and increase motor risk management which in turn should support better value for money on future insurance cover.
- 9.2.4 Further work has taken place to make additional efficiencies and improvements, including:
- 9.2.5 A single Executive Director of Commercial and Finance Services now sits across both Sussex and Surrey police as the section 151 officer to fully collaborate service delivery across the finance and commercial (estates, facilities, transport, insurance) service teams.
- 9.2.6 The Sussex Police estates innovation programme includes installation of solar panels on major sites across the Sussex estate to realise environmental and financial benefits, including lower electricity costs and utilising sustainable forms of energy. Delivering solar panels during 2018/19 with installation by the end of March 2019, has allowed further financial benefit from a Government Feed-in-Tariff available this financial year.
- 9.2.7 Being an early adopter of the national programme of "Achieving Financial Excellence in Policing" programme supported by the CIPFA (The Chartered Institute of Public Finance and Accountancy) is underway and will further embed joint working and develop effective arrangements across the finance functions in Sussex and Surrey. This is a national programme established by the NPCC and Sussex is one of only three forces involved in the pilot programme with Surrey and the Metropolitan Police. A key element of this is a Financial Management Capability Review (FMCR) to assess forces' financial management capability and provide a roadmap for ongoing improvements. The programme also includes upskilling of Finance Business Partners and budget holders, systems to support earlier closure of accounts (implemented) and leadership development for CFO's and aspiring CFO's.
- 9.2.8 Specialist Crime manages some of the most complex and serious crimes and risks facing the public. Its new structure will ensure we can improve our response to both current and emerging threats by removing duplication, rationalising processes and making use of shared resource and skill. As described elsewhere, the changing nature and complexity of crime necessitates a comprehensive and professional response. The Specialist Crime Capabilities Programme is delivering a single, modern and innovative approach across Surrey and Sussex and as a consequence improves performance and productivity. This ambitious programme covers: Major Crime Team; Forensics; Surveillance; Cybercrime; Serious and Organised Crime Unit; Economic Crime Unit; Intelligence and Tasking; Crime Support; and the Crime Review Team.
- 9.2.9 The Joint Operations Command comprises of Roads Policing, Tactical Firearms, Operations Support and Planning & Resourcing. Operating as a single command has resulted in increased capacity and resilience. The next phase is to replace legacy IT systems and introduce new ways of working more efficiently, effectively and at reduced cost, across the two forces.

9.3 **Other Partnership Working**

- 9.3.1 The co-location of specialist resources in the form of Multi-Agency Safeguarding Hubs (MASH) continues. The Hubs coordinate all response and activity around the identification, assessment and management of vulnerable victims to ensure single outcomes and a more consistent and effective service for the most vulnerable within our communities. Re-shaping the estate in this way at key locations helps to meet future operational demands, gives greater visibility to local policing and increases multi-agency working to aid the community and facilitate witness and victim access to policing and justice.
- 9.3.2 Co-location with public sector partners has released efficiencies and improves the service offered to the public. This includes the East Sussex Fire & Rescue Service co-locating their Head Office Functions at the force's HQ site in Lewes, and shared accommodation with the South East Ambulance Service at Pulborough.
- 9.3.3 Refurbishment work has improved operational capacity and enhanced working spaces, for example in Brighton, we have increased use of a police station and have let out surplus floor space to The Crime Prosecution Service and Brighton and Hove Council.
- 9.3.4 In order to support joint working and the collaboration of both back office and frontline policing capabilities, work is underway to implement a new Enterprise Resources Planning (ERP) system for Sussex, Surrey and Thames Valley Police. This should provide the opportunity to align processes across all three forces, enabling future joined up working – particularly in professional support services and transactional finance and HR services.
- 9.3.5 Working well with partners is essential to making sure people get the right service, this is particularly important when responding to those with mental health problems. A report on this topic called 'Picking up the Pieces' published by HMICFRS recognised that police are doing a good job of protecting these vulnerable people, being noted as supportive, considerate and compassionate, but that ultimately other professionals would be better placed to deal with people with such specific needs.
- 9.3.6 Sussex Police is working with a range of partners including Ambulance and other health departments to provide a seamless approach to provide assessment, support and care. In East Sussex there is a pilot to enable us to quickly handover to the Accident & Emergency department those needing assessment, rather than waiting. If successful, this initiative can be rolled out force-wide.
- 9.3.7 Mental Health Triage cars are in place in West Sussex, East Sussex and now Brighton. This car, crewed with a nurse and police officer gives an effective response and access to health information that often means that we don't have to respond or section somebody.

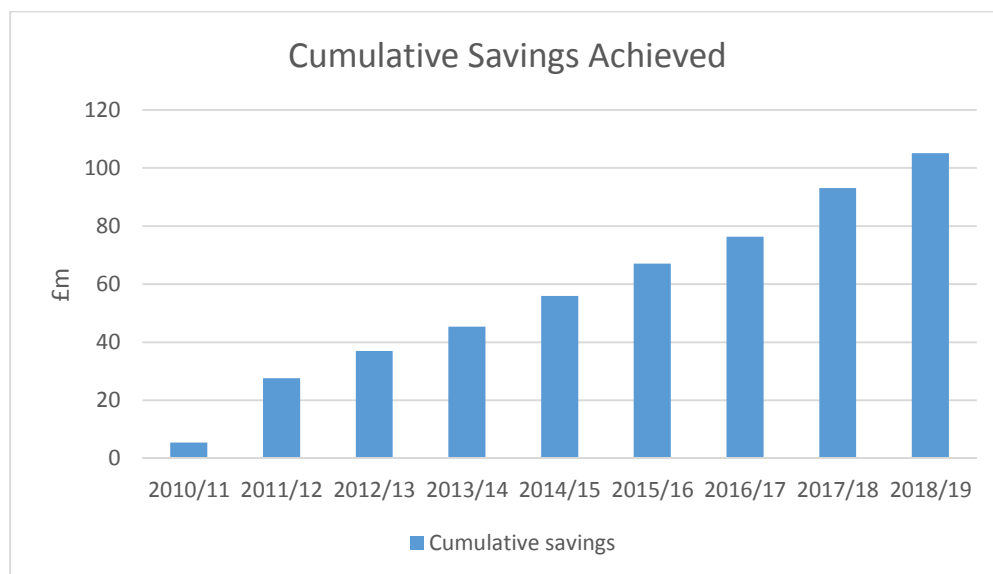
- 9.3.8 Arrangements are also being developed with the Ambulance service and the Fire Service so that the Ambulance team will now call the Fire service if they need entry force to a 'collapse behind closed doors', rather than the Police, unless there is a clear crime issue. This will allow police officers to focus on priorities where they are needed most.
- 9.3.9 The Digital Enablement Programme continues to coordinate work on four key priorities; Mobile Data, Niche, Public Facing Digital Services (community messaging, online crime reporting and track my crime systems) and Body Worn Video. These work streams are critical to the effective delivery of operational policing and public engagement. The programme is overseen by the Digital Enablement Oversight Board, which provides a single strategic direction for Digital Enablement across the two forces, monitoring progress against a five year road map and ensuring that activity is aligned to business strategies and delivers the operational capabilities required by other change programmes.
- 9.3.10 The project to implement mobile data devices to frontline staff has been a rolling programme to update devices and enhance their capabilities. Frontline staff report that their productivity increases by up to 20% as a result of the latest devices. Ongoing focus during 2018/19 has been given to ensuring that the business benefits of this project are delivered through ensuring officers across the force adopt the new ways of working.

9.4 **Regional Collaboration**

- 9.4.1 Key opportunities for future collaboration efficiencies and savings in the medium term to long term across the period of both the [Transformation Strategy 2018/22](#) and this MTFS, have been identified through working on a regional basis on joint projects with Thames Valley, Hampshire, Sussex and Surrey forces.
- 9.4.2 The PCCs and Chief Constables have approved a 'regional ambition' paper which outlines the opportunities and appetite between partners for future collaboration.

10 Financial Context

- 10.1 Since 2010/11 we have seen reductions to the grant funding provided by the Government to Policing Bodies in England and Wales. Over the last nine years, Sussex had to make £105m of reductions and efficiencies to head towards balancing its books based on actual savings achieved from April 2010 to March 2018 plus the 2018/19 revenue budget savings requirement target. (Source: Her Majesty's Inspectorate of Constabulary's (HMIC) Police Effectiveness, Efficiency and Legitimacy (PEEL) assessment and revenue budgets for 2017/18 and 2018/19). In addition it also had its ability to raise additional tax revenue from the precept restricted by the government capping and excessiveness principles.



- 10.2 The Government changed its strategic approach to funding policing bodies from the 2016/17 financial year when it promised that funding would be protected in flat cash terms. This would be achieved by offsetting policing grant reductions with rises in the local precept. The council tax referendum limit for English Forces in 2018/19 provided additional flexibility for all PCC's to raise the tax by £12 per Band D equivalent household up to March 2019 which included Sussex;
- 10.3 Sussex experiences significant impact from funding reductions because it receives more in core policing grant in proportion to its council tax; with 61% being from grant during 2018/19. In addition during 2018/19 Sussex had the:
- 4th lowest Net Revenue Expenditure (NRE) per head of population nationally at £152.78 (excluding national functions and PCC) (Most similar group = £159.11; nationally = £174.50);
 - 5th lowest precept of any PCC in England and Wales at £165.91 per Band D equivalent household.
 - 5th lowest total funding per head of population at £155.84 which equates to a £19.01m difference to the average in England and Wales.
(Source: p.15 2018/19 [HMICFRS Value for Money Profiles](#))

10.4 **Resources - Police Grant Settlement 2019/20**

10.4.1 The provisional police financial settlement for 2019/20 announced by the Minister for Policing and the Fire Service on 13 December 2018 has changed the financial context again.

10.4.2 The key elements of the national settlement are:

- A 2.1% grant settlement increase for 2019/20 - this settlement provided additional core grant resources required to cover most but not all of the additional police pension scheme employer contributions;
- Increased employer contributions of 31.0% for the police officer pension schemes (previously 24.2%);
- This settlement has enabled all PCCs to raise additional funds from local taxation;
- In 2019/20 all PCCs will be allowed to increase Band D precept by as much as £24;
- The Home Office require PCCs and police to continue to make progress on efficiency, productivity and effectiveness.
- Efficiency savings are expected to continue in 2019/20 through collective procurement and shared services;
- Forces will have to continue improving productivity, including through smarter use of data, and digital capabilities including mobile working, with an ambition to deliver £50m of productivity gains expected in 2019/20 across all forces.
- The police funding formula review will be revisited within the next spending review.

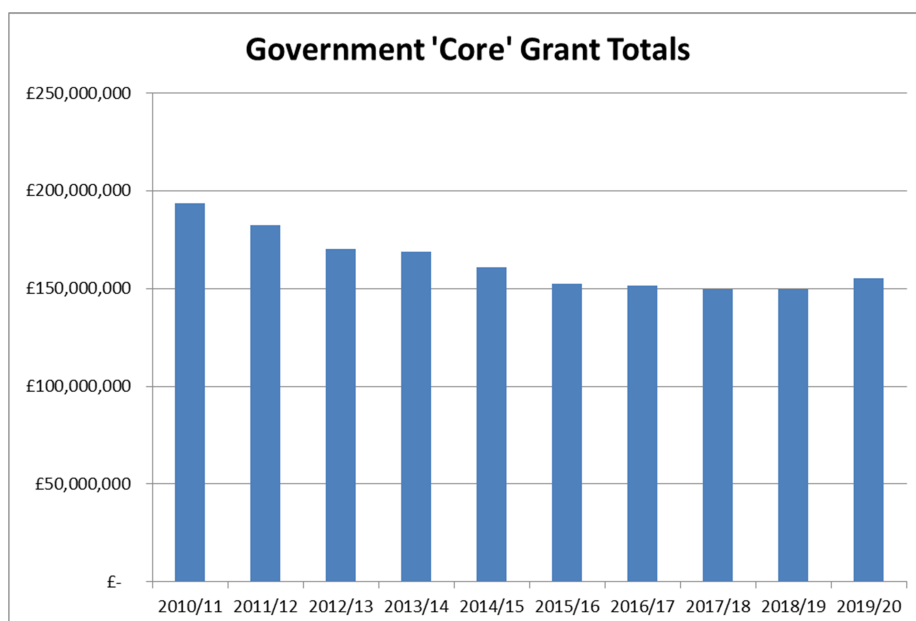
10.4.3 For Sussex, implications of the settlement are as follows:

- Police core revenue and formula funding grants increased by 2.1% with legacy council tax grants frozen at the 2017/18 value;
- Option to increase precept by up to £24;
- Capital grant has increased slightly in 2019/20 to £0.925m (previously £0.906m).

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Appendix 1

10.4.4 Core grant sums for Sussex since 2010/11 are shown in the graph below.

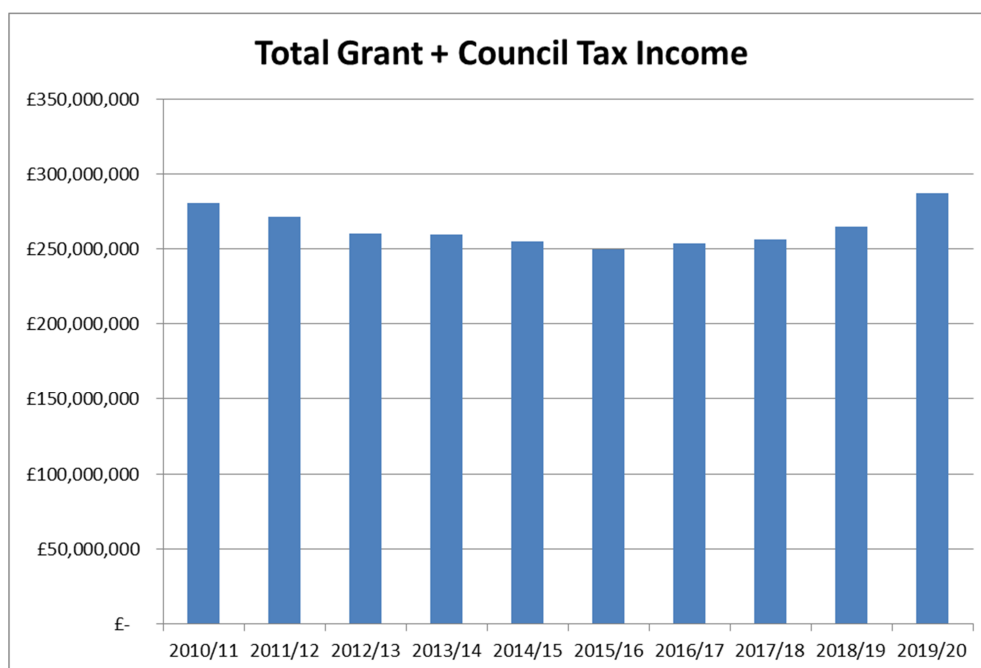


10.4.5 The 2018/19 to 2021/22 MTFS had included the assumption of a freeze to the grant and a £12 increase to the precept in the first two years and a £5 increase to the precept in the final two years of the MTFS period. The offer for 2019/20 includes an increase of 2.1% to the main Home Office grants and the opportunity for all PCCs to increase their precept by up to £24. The Home Office has forecast that this could benefit Sussex by up to £22.26m for 2019/20. The following table provides a comparison of the figures.

Settlement Factor	2018/19 £m	2019/20 Home Office £m	Change £m	2018/22 (MTFS) £m	Change Estimation Difference £m	Notes
Core Grant	£162.80	£165.94	£3.14	£0.00	£3.14	MTFS assumed a grant freeze
Pensions Grant	-	£2.70	£2.70	£0.00	£2.70	No previous MTFS assumption
Council Tax Receipts	£102.10	£118.52	£16.42	£7.77	£8.65	Home Office tax base increase of 1.41% + max £24 precept increase (14.5%). We forecast 1.34% tax base increase + £12.
Total	£264.90	£287.16	£22.26	£7.77	£14.49	Potential Total Resources
% Change			8.4%	2.9%	5.5%	

10.4.6 This MTFS is based on the assumptions as laid out in that settlement with adjustment for actual tax base increases as advised by the billing authorities of Sussex and the precept.

- 10.4.7 Total core grant and council tax resources combined since 2010/11 are shown in the graph below.



10.5 Funding Formula Review

- 10.5.1 The Police Funding Formula divides up how much money each police force receives from the overall central government funds. It takes into account a number of factors to assess demand in each area.
- 10.5.2 The 2019/20 settlement is the last before the next Spending Review, which will set long term police budgets and look at how resources are allocated fairly across police forces.
- 10.5.3 The expected timing of the formula review is for work to commence in autumn 2019 via joint working groups with the Home Office with a full consultation process in 2020 subject to which implementation will take place in the financial year 2021/22.
- 10.5.4 The Home Office and police partners have been engaging on potential changes to the police funding formula and developing the evidence base to support that work. In addition to working together to understand demand, the Home Office will be working with the police to present an ambitious plan to drive improved efficiency, productivity and effectiveness through the next Spending Review.
- 10.5.5 Government's priorities are an increasing emphasis on crime prevention, while maintaining a focus on catching the perpetrators of crime; improved outcomes for victims of crime; better support for front line officers; and a step change in the effectiveness of how data and digital technology are used to build a smarter police system and support a more effective service to the public.
- 10.5.6 Due to the uncertainty and range of possible outcomes no assumptions regarding a change to the funding formula have been included in the MTFS.

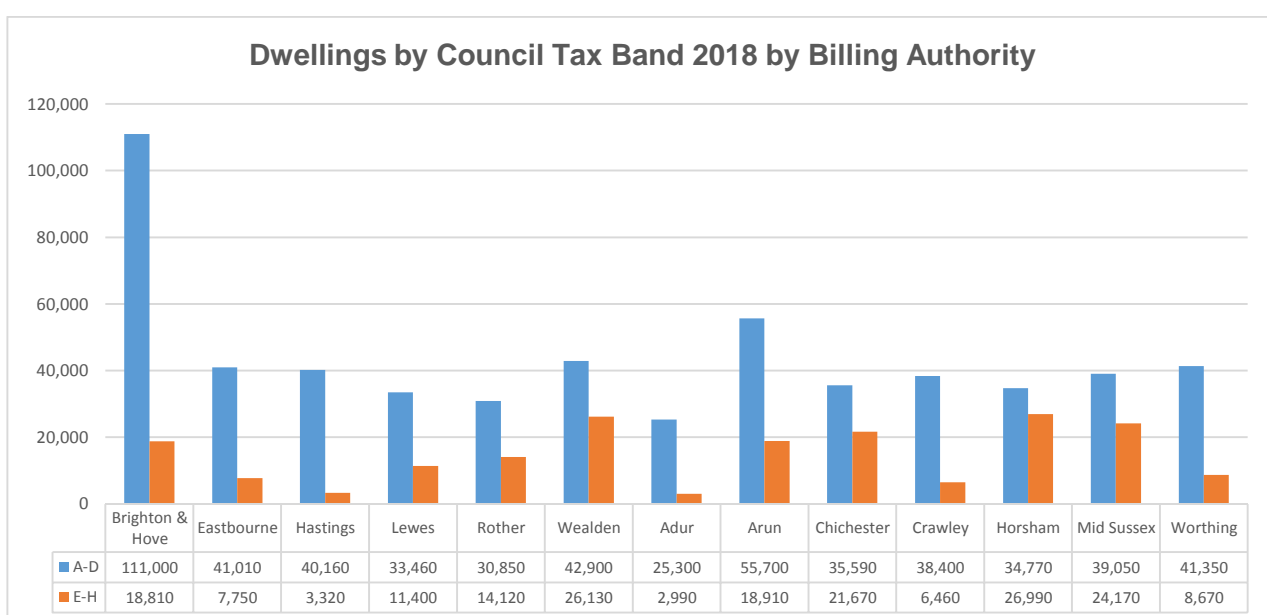
10.6 Resources – Council Tax Precept

10.6.1 The PCC is able to raise income from Sussex council tax payers for policing. That sum which is shown separately on all council tax bills and is known as the precept. The proportion of funds raised from the precept for Sussex equated to over a third of core funding (precept, main policing grant, revenue support grant) during 2018/19.

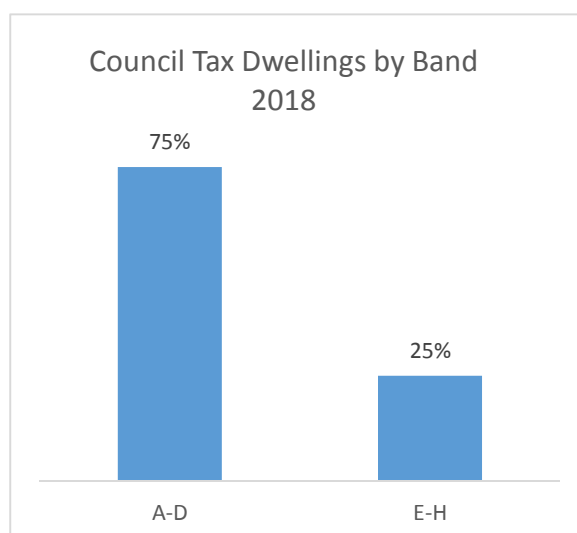
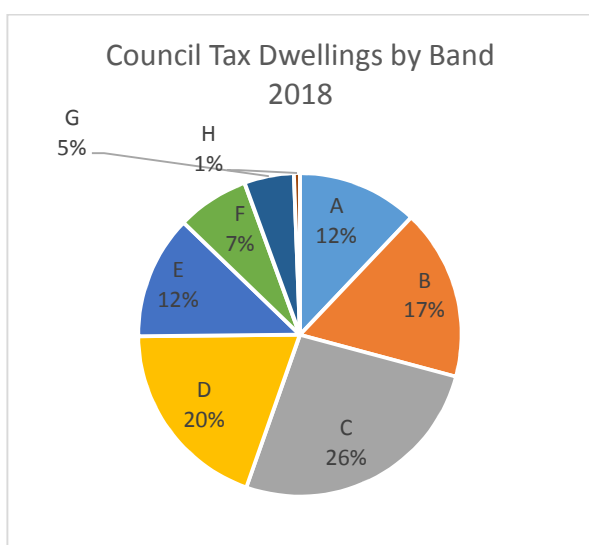
10.6.2 The precept multiplied by the tax base calculates the total receipts that each billing authority will collect from tax payers and pay to the PCC.

10.6.3 The tax base is calculated by adding up all the properties within Sussex that are subject to council tax.

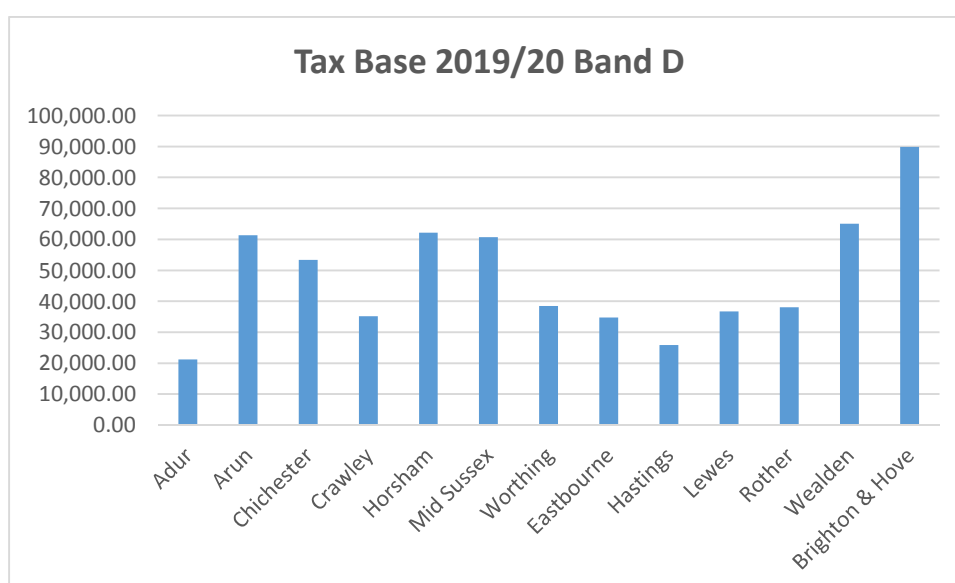
10.6.4 The following table shows the distribution of properties between valuation band A-D and E-H by billing authority. These totalled 760,930 dwellings. They are subsequently converted to the tax base.



10.6.5 In total A-D and E-H of all billing authorities.



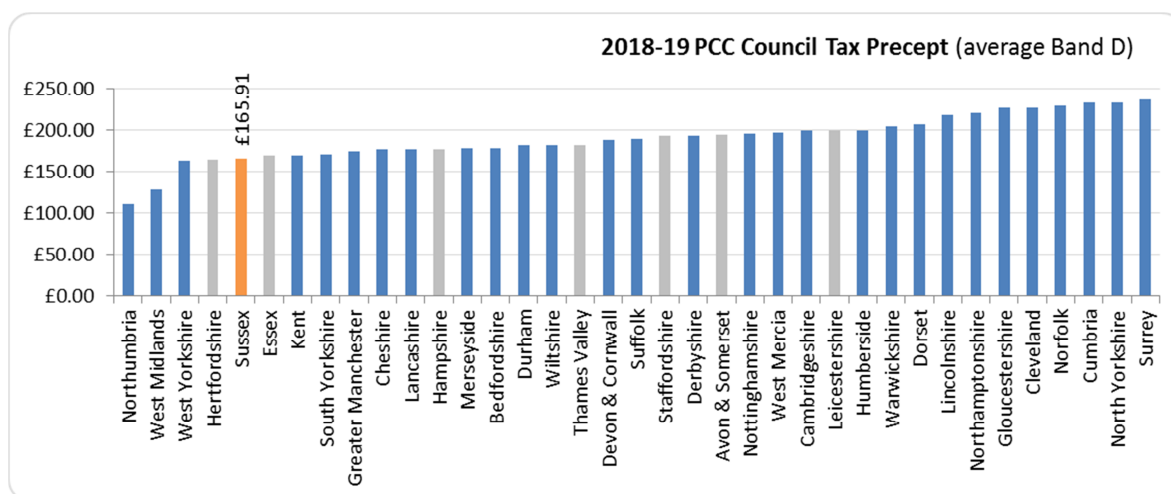
- 10.6.6 The dwellings are then adjusted for exemptions, discounts (including single person discount), disregards and local council tax support schemes with a further adjustment for anticipated non-payment. This calculation produces the tax base as the number of Band D equivalent properties.
- 10.6.7 The tax base for Sussex for 2019/20 is 622,759, an increase of 7,338 (1.19%) from the previous year.
- 10.6.8 The tax base is then multiplied by the Band D council tax to calculate each individual council tax bill and the total tax receipts. The calculation of the tax base, billing, collection and payment is carried out by the 13 local billing authorities.



- 10.6.9 The PCC works with the billing authorities during the year to prevent and detect fraud to protect tax receipts generated through the council tax system.

10.7 Comparison of the Precept

10.7.1 The council tax for Sussex was the fifth lowest of policing bodies during 2018/19 at £165.91 per annum for Band D properties. The table shows the range of precepts by policing body.



10.7.2 Nationally the proportion of funding from formula grant and specific Home Office grants has reduced whilst the proportion from council tax has increased.

10.7.3 The following schedule sets out the level of Band D council tax in Sussex since 2010/11. Note that the precept was frozen for four years from 2010/11 to 2013/14:

Year	Band D Council Tax
2019/20	£189.91
2018/19	£165.91
2017/18	£153.91
2016/17	£148.91
2015/16	£143.91
2014/15	£141.12
2013/14	£138.42
2012/13	£138.42
2011/12	£138.42
2010/11	£138.42

10.8 Precept Capping – Limiting Increases

10.8.1 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 PCC that wishes to raise Council Tax above the limits that apply to them will have to hold a binding referendum.

10.8.2 For 2019/20 all PCCs were able to increase their precept by up to £24 without having to hold a referendum. This represented increases of between 10.1% for Surrey the highest precept and 21.8% for Northumbria the lowest precept. Sussex equated to 14.5%. Previously those increases were restricted to no more than £12 for all PCCs.

10.9 Precept Requirement

10.9.1 The Local Authorities in Sussex also advised of surpluses on collection funds equating to £0.177m for 2019/20 which are reflected in the MTFS. This is a one-off sum. Further surplus or deficit on collection funds are assumed at £0.750m for the rest of the MTFS period.

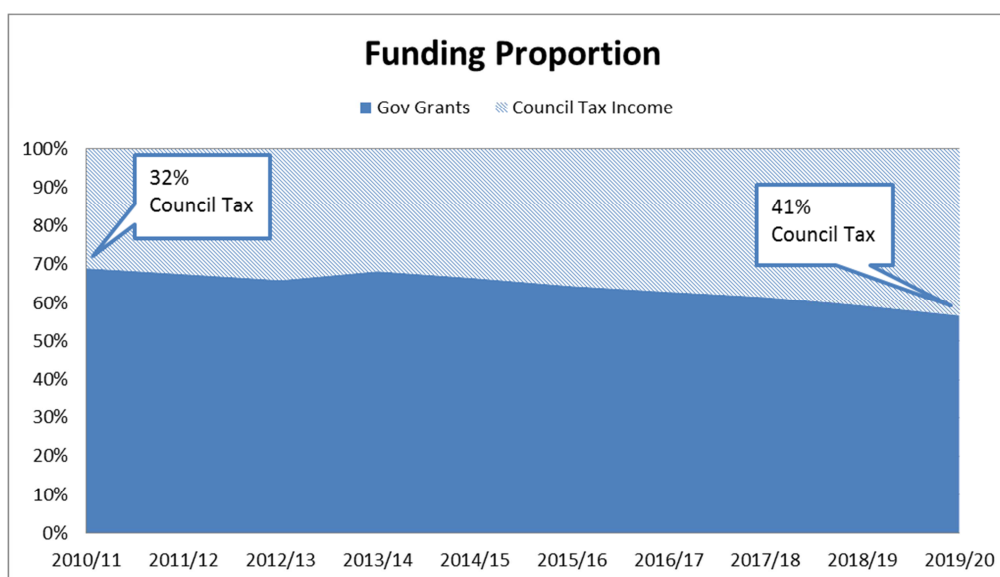
10.9.2 The precept of £189.91 multiplied by the tax base of 622,759 will produce receipts of £118.268m.

10.9.3 The council tax requirement for 2019/20 is shown in the following table:

2018/19 £m	2018/19 Proportion %		2019/20 £m	2019/20 £m	Proportion %
273.268		Total Revenue		293.001	
7.280		Expenditure		5.531	
		<u>Less</u> Appropriations from Reserves			
265.988		Net Budget Requirement		287.470	
		<u>Less</u>			
		Main Policing Grant	98.560		
		Revenue Support Policing Grant	54.180		
		Council Tax Legacy Freeze Grant	3.062		
		Council Tax Local Support Grant	10.140		
		Pensions Grant	2.696		
162.800	61%	Total Policing Grant		168.638	59%
103.188		Balance to be raised locally		118.832	
1.084		Less net surplus on collection funds		0.564	
102.104	38%	Council Tax Requirement		118.268	41%

10.9.4 In common with other policing bodies this MTFS includes a financial planning assumption that the precept will be maximised each year in accordance with government rules – currently £24 for 2019/20 then £5 per year until 2022/23. The actual precept decision will still be determined by the PCC on an annual basis with scrutiny of that decision by the Police & Crime Panel.

- 10.9.5 The Government has made it clear that an increasing proportion of funding will come from local taxpayers via the council tax precept. The graph below shows how the proportion has changed.



10.10 Major Grant Funded Projects under the Police Reform and Transformation Fund

- 10.10.1 The value of the Police Reform and Transformation Fund will remain the same, in cash terms, as 2018/19 at £175m. This funding stream aims to promote innovation, collaboration and enhance efficiency, effectiveness and commitment.
- 10.10.2 In 2016/17 the PCC was successful in a bid to the Home Office Transformation Fund for Video Enabled Justice grant funding and secured an award of up to £3.782m in 2017/18, £4.208m in 2018/19 with an additional amount of £1.607m awarded during 2018/19 (giving a total of £5.815m in 2018/19) and £3.495m in 2019/20.
- 10.10.3 The Video Enabled Justice (VEJ) solution involves criminal justice partners across Sussex, Surrey, Kent and London and was designed to address issues with scheduling and connecting video streams as well as issues with the perception of video services. Analysis had shown that implementation of the VEJ service would realise significant benefits to all CJ agencies over the duration of the business case.
- 10.10.4 The PCC, working with criminal justice (CJ) partners in Sussex, Surrey, London and Kent is committed to maximising the benefits of video in the criminal justice system. It is the joint ambition of the CJ agencies in the South East to deliver the best service to all participants within the justice system, with swifter access to justice for victims and a positive experience for witnesses, while increasing operational efficiencies and the benefits that technology can bring.
- 10.10.5 The PCC is also managing the grant resources on behalf of the Digital Policing Programme funding for which is included in 2019/20 budget.

10.11 Other Income

- 10.11.1 The PCC will continue to seek additional sources of external funding for policing and to maximise its income, for example through 'developers' contributions such as the Community Infrastructure Levy and/or Section 106 monies, as well as developing a 'trading mind-set' for some of its more commercially aligned services.
- 10.11.2 The Force will continue to review its charging for special police services including Gatwick Airport, football and events in line with the nationally agreed policies.
- 10.11.3 The Police Reform and Social Responsibility Act 2011 (PRSRA) gives a Police and Crime Commissioner the power to do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Commissioner. This is different to the powers that local authorities have under the Localism Act 2011 that gives them the power to do anything that individuals may do, apart from that which is specifically prohibited and Fire and Rescue Authorities that have a functional power to do anything they consider appropriate to the carrying out of those fire functions
- 10.11.4 This situation restricts opportunities for commercial or income generation particularly in relation to the opportunities relating to the estate.
- 10.11.5 The Home Office is currently consulting on the feasibility of an extension of a General Power of Competence (GPC) to local policing bodies with a decision expected to be included within the spending review 2019.

11 2018/19 Budget and Forecast Outturn

- 11.1 Throughout the year, the PCC closely scrutinises the spending of the precept, delivery of the policing investment and performance set out in the [Transformation Strategy 18/22](#). Scrutiny has been through a variety of public facing Performance and Accountability meetings, monthly Local Policing Boards, financial monitoring and other monitoring within my scheme of governance.
- 11.2 The PCC reviews and publishes the overall police fund revenue and capital budget monitoring during the year and approves revisions to those budgets in line with the Financial Regulations, these reviews and decisions are then noted as key decisions on the PCC's website.
- 11.3 The Revenue and Capital Monitoring Update 2018/19 for the 8 months to 30 November 2018 show forecast outturn within manageable tolerances.

The revenue monitoring forecast as at 30 November 2018 is as follows:

Revenue Monitoring period 8, 2018/19	Nov-18 Forecast 2018/19 £m	Revised Budget 2018/19 £m	Forecast Variance 2018/19	
			£m	%
Chief Constable	260.390	261.377	(0.987)	0%
Office of PCC Budget	1.336	1.286	0.050	4%
Community Safety Grants	1.808	1.808	0.000	0%
Victim Support & Restorative Justice	2.134	2.134	0.000	0%
Drive Project expenditure	0.000	0.000	0.000	0%
Victim Support & Restorative Grant Income	(2.134)	(2.134)	0.000	0%
Drive Project Grant Income	(0.180)	0.000	(0.180)	-
				100%
Total PCC Income & Expenditure	2.964	3.094	(0.130)	-4%
Financial Provisions	2.712	3.091	(0.379)	-12%
Transfers to/from Reserves	(0.209)	(1.574)	1.365	-87%
Total Provisions & Reserves	2.503	1.517	0.986	65%
Total PCC Controlled Budgets	5.467	4.611	0.856	19%
Net Expenditure	265.857	265.988	(0.131)	0%
Central Government Grant Income	162.800	162.800	0.000	0%
Council Tax Precept Income	103.188	103.188	0.000	0%
Central Grant and Precept Total	265.988	265.988	0.000	0%
Overspend/(underspend) to be met by or transferred to Reserves	(0.131)	0.000	(0.131)	0%

The Capital Monitoring forecast as at 30 June 2018 is as follows:

Capital Monitoring period 8, 2018/19	Nov-18 Forecast 2018/19 £m	Revised Budget 2018/19 £m	Forecast Variance 2018/19	
			£m	%
Capital Programme 1 April to 20 November	29.816	34.035	(4.219)	-12%

- 11.4 In the event of a revenue underspend position at the end of the year the net underspend will be transferred to reserves in accordance with the reserves policy and PCC approval. This would then be available to support the ongoing transformation and change programme.

12 Financial Budget Pressures

12.1 When calculating the medium term budget projections consideration has been given to a number of budget pressures including:

- Future levels of grant and precept funding;
- Pay and price increases;
- Revenue implications on the capital and investment programme; and
- Other cost pressures

12.2 Future Levels of Grant and Precept Funding

12.2.1 The 2019/20 police funding settlement was expected to be the last in the current spending period as set by HM Treasury, with planning for next spending review pencilled in by government to begin during Summer 2019. The earliest possible timing for the formula review is now expected to be autumn 2019 involving joint working groups with the Home Office. A full consultation is expected during 2020 prior to implementation in 2021/22. Significant work has already been undertaken by PCCs and police to provide the body of evidence that will be required to convince HM Treasury of the financial requirements for policing bodies.

12.2.2 For planning purposes we have assumed precept increases of £24, £5, £5 and £5 over the four year MTFS period.

12.2.3 A result of this significant assumption has been that the provisional financial settlement for 2019/20 increased total core funding from government for Sussex to £168.6m compared with £162.8m in the previous year.

12.2.4 This government increase of £5.8m was made up of two elements of funding, £3.1m (2.1%) on the Home Office core police grants (now £165.9m) plus an additional pension grant from HM Treasury of £2.7m.

12.2.5 The increased grant income meets the majority of additional cost pressure of approximately £5.9m arising from an increase to police pension scheme employer contribution costs.

12.2.6 It has been assumed that the core police grants from the Home Office of £165.9m and the new pension grant from HM Treasury of £2.7m will be maintained at this new flat cash level for the next four years in the MTFS up to and including 2022/23.

12.3 Pay and Price Inflation

12.3.1 The indicative budget forecasts for 2019/20 reflect a positive approach to managing the impact of inflation on budgets wherever possible, in that there have been no automatic budget increases for inflationary pressures other than inflation provision being provided to meet contractually committed expenditure including; energy, business rates and rent increases. In addition, estimates for future pay awards at 2% have been included for both staff and police officers.

12.4 Revenue Implications of the Capital and Investment Programme

- 12.4.1 The four year capital and investment programme is summarised in Section 16. The implications of this programme are fully reflected in the MTFS.

12.5 Other Cost Pressures

- 12.5.1 Apprenticeship Levy – The Government introduced a new Apprenticeship Levy tax in accordance with Part 6 of the Finance Act 2016 with effect from 6 April 2017. This levy adds a further £0.800m cost pressure for the Force to meet each year. Force Apprenticeship Schemes are being considered and developed in line with the Government levy criteria to offset related apprenticeship costs. We will explore the use of these potential resources with new recruit intakes and trainees and we expect to see a return towards the end of 2019/20 onwards. As the level of this return is still uncertain the MTFS prudently does not yet include any recovery from the levy. This will be reviewed during the year by the Establishment Board.
- 12.5.2 Emergency Services Network – The programme to replace the current operational communication system has been delayed and the Programme has been reset. A full Business Case was carried out by the government alongside the programme re-set during the year. The new focus is on getting the products and services that emergency services customers want, when they need them. This means key elements of ESN can be tested, adopted and being to be used as they become available, rather than having to wait until every element of the network is finished. The strategic aim of the Emergency Services Mobile Communications Programme (ESMCP) is to deliver a much better voice and data service to the emergency services and it will replace the reliable but limited and ageing 'Airwave' system. Capital budget set aside in 2018/19 to meet the costs of implementation and new equipment has been carried forward to 2019/20 following the national project delay.
- 12.5.3 BREXIT – A risk assessment of the impacts of BREXIT has been undertaken but the financial impacts are unclear at this time. The position will be monitored closely.
- 12.5.4 Vehicle Insurance – A recent tendering exercise has resulted in a significant increase in premiums that will be built into budget forecasts.
- 12.5.5 Police Pensions – A revaluation of the police pension scheme led to further costs to be met by forces. Recent changes to the way in which police pensions are calculated means that the police, will see a sharp increase in costs from 2019/20 onwards. These costs, for the Police, are now estimated to be approximately £330m for all forces of which £5.95m relates to Sussex Police. In 2019/20 the Treasury are providing forces with an additional pension grant as well as the increase to the core police grants. For Sussex, the pension grant of £2.7m plus the additional core grant of £3.14 provides £5.84m of funding towards this additional expense for the year 2019/20, leaving approximately £0.11m to be met by Sussex Police in 2019/20. In future years this funding is less certain and we await further confirmation from the Home Office.

13 Savings Plans

13.1 The multi-year change programme continued to deliver complex transformation across the force and savings of at least £11.954m in 2018/19 to support investment and change programmes.

13.2 The table shows the planned savings for the period of the MTFS.

2018/19	Savings Plans	2019/20	2020/21	2021/22	2022/23	MTFS 4 Year Total
711	Policing Together Portfolio	581	60	-	-	641
2,047	Enablement Portfolio	654	1,030	500	497	2,681
9,196	Sussex Transformation Portfolio	274	75	-	-	349
11,954	Total	1,509	1,165	500	497	3,671

13.3 The Chief Constable's saving plans are based on the programmes of change to deliver efficiencies in policing, realise cashable savings where possible, for example:

- Local Policing Programme (LPP) including elements of prevention, response policing and completion of neighbourhood policing projects. This programme was completed in 2017/18 with full year effects in 2018/19 based on a scalable model. [The Sussex Police Transformation Strategy 2018/22](#) will allocate additional precept resources over the next four years to ensure that the service is able to meet demand, and to help sustain local policing at appropriate levels;
- Policing Together Programme (in collaboration with Surrey Police) continues to develop the commitment to joint working and deliver effective services across Sussex and Surrey. Collaborated services are now extensive and include; Operational policing, Specialist Crime capability, Professional Standards (HR), Finance & Services, Health & Safety, ICT Digital Enablement Programme, IT, Insurance, Procurement, Transport, Force improvement, ACPO and Change Programme;
- Joint Transport Service (JTS) introduced electric vehicles during the year to reduce costs and cut the carbon footprint via a more energy efficient fleet of vehicles, which were purchased at a large discount (no longer available).
- Estates and Facilities strategic transformation is making better use of the operational estate, including collaborative opportunities. Innovative projects are realizing financial and environmental benefits, including installation of solar panels on major sites across Sussex, which utilise sustainable forms of energy and will reduce electricity costs.
- Staff costs represent a significant element of our core cost base and therefore we will continue to make changes to workforce numbers and structures throughout the MTFS;
- Maximising income generation for areas of service provision (particularly in the back office) that have the potential to be more commercially aligned; and

- Regional collaborations involving Sussex, Surrey, Thames Valley, Hampshire and Kent forces provide further innovative opportunities to improve policing outcomes and deliver cost efficiencies across the forces e.g. procurement initiatives, South East Region Integrated Policing (SERIP), counter terrorism policing and Enterprise Resource Planning (ERP) systems.

- 13.4 Internal governance arrangements are in place to track achievement of savings and new investments, to monitor the pace of change sufficiently to provide management with early warning should plans not progress as anticipated and ensure any additional action required is undertaken during the year. Detailed business cases to realise savings targets are presented and considered at the Joint Chief Officer Meeting and the Strategic Change Board.
- 13.5 Sussex Police will continue to review its savings and future investment plans to ensure quality service delivery is maintained, future financial risks are taken into account and funding can be directed to priority areas.

14 Medium Term Investment Plans

2018/19 – 2021/22

- 14.1 The 2018/19 to 2021/22 MTFS, aligned with [the Sussex Police 2018/22 Transformation Strategy](#), provided resources to recruit an additional 200 officers and replace 600 officers over the 4 years of the plan. The MTFS achieved the majority of the resources for this through planned precept increases of £12 for 2018/19, £12 in 2019/20, £5 in 2020/21 and £5 in 2021/22.
- 14.2 The additional resources were directed to three key Sussex Police priority areas, which are also clearly aligned to the Police and Crime Plan, namely:
- Strengthening Local Policing
 - Public Contact
 - Modernising Policing
- 14.3 The additional posts are allocated as follows:

Service Area	Additional Posts (FTE)
Prevention	42
Roads Policing	14
Response Officers	58
Public Protection	13
Local Investigations	55
Public contact - control room sergeants	5
Internal Investigators/assurance	5
People Services - training for new officers/staff	8
Total	200

- 14.4 A significant recruitment plan is in place to uplift officer numbers to fill the additional posts. By the end of this financial year Sussex Police will have recruited 270 police officers including 50 transferees. The target for 2019/2020 is 168.
- 14.5 Alongside the additional investment enabled by the precept, Sussex Police will continue to maintain a strong focus on improving the efficiency of its operations. The Force will continue to review the deployment of its resources to meet the changing nature and complexity of crime. It will also continue to maintain its transformational programme of change and collaboration, making best use of technology to create efficiencies, and selling redundant or unsuitable property.
- 14.6 Making efficiencies, transforming activities using technology, cutting waste and selling redundant or unsuitable property will all still be continuously reviewed to ensure effectiveness, efficiency and value for money, maintaining the transformational programme of change and continuing to explore collaboration and alignment. All of this will take place alongside the forces continual review and redeployment of its resources to meet the changing nature and complexity of crime, demands and threats.

2019/20 – 2022/23

- 14.7 The previous MTFS showed a net savings requirement for the 2018/19 to 2021/22 plan of £3.0m whereas the new 2022/23 MTFS indicates a net potential investment position for the MTFS period on the assumption that maximum precept income is achieved in 2019/20.
- 14.8 Rolling the financial plans forward by a further year therefore adds a year of potential investment of £8.8m in 2022/23. Similarly, the investment target from 2018/19 is removed from the future plan. This along with the additional funding from the grant settlement and proposed precept uplift results in a net investment potential for the MTFS period to 2022/23 of £32.1m. These changes are illustrated in the following table:

Medium Term Investment/(Savings) Required	£m
Total (Savings) Requirement 2018/19 to 2021/22 previously quoted in the MTFS	(3.0)
Plus 2022/23 year added to the MTFS period	5.2
Less 2018/19 year no longer in this MTFS period	(2.5)
Plus proposed precept uplifts, revised grant assumptions	32.4
Less net growth and inflationary increases	
Revised Cumulative Investment Requirement for the MTFS period from 2019/20 to 2022/23 MTFS	32.1

- 14.9 The table below shows the investment profile available in each financial year.

MTFS Precept Investment	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Precept Investment Proposed	7.549	7.851	8.165	8.492	32.057
Phasing to and (from) reserves to maintain a balanced budget	1.152	3.022	(0.835)	(3.339)	(0.000)
Proposed Investment Requirement	8.701	10.873	7.330	5.153	32.057

- 14.10 The investment will be allocated as follows:

Additional proposed investment as a result of the 2019/20 precept proposals

- 14.11 The changes to funding levels within the MTFS, primarily as a result of the proposed increase in the precept, provide the opportunity to further increase investment in the priority areas detailed in the Force's [Transformation Strategy 2018/22](#). The overall aim will be to use the additional funding as effectively as possible, to ensure that we have the right people, with the right technology and skills, in the right place at the right time, delivering the right services to the public.
- 14.12 The Force has built its proposals for precept growth around the three key priorities of Strengthening Local Policing, Public Contact and Modernising

Policing, in consultation with the Police and Crime Commissioner. In doing so, the force has recognised and utilised the feedback received as part of wider public engagement and has taken this into consideration.

14.13 The investment, in summary, will see an increase in 100 PCSOs, 50 Police Officers and 50 Police Staff Investigators in addition to existing plans. This means, that by 2023, there will be up to 250 more officers, 50 more specialist staff and 100 more PCSOs than there were in 2017 a total increase of 400.

14.14 The additional investment is detailed in the following paragraphs.

14.15 **Strengthening Local Policing**

14.16 The ability to sustain local policing and help meet ever changing demand levels in local policing will be further supported by the precept uplifts. The local policing model, whilst implemented at a time of severe financial constraint, was meticulously designed to be scalable, has allowed the force to respond to changes in the nature and volume of demand. It has transformed how the force polices, with new technology increasing the workforce's mobility and freeing up time. With enhanced skills, the specialist teams focus where they can be most effective in preventing and tackling crime, investigating the crimes that cause the most harm and on offences that affect the most vulnerable.

14.17 The proposed additional investment in the Local Policing Model, will provide:

14.18 **100 more Police Community Support Officers (PCSOs)**

- To prevent and respond to crime, including more named PCSO's to ensure a consistent point of contact for local communities.
- Increasing these resources in Local Policing will provide more capacity to respond to incidents, and will also increase investigative capacity to address crimes such as theft and burglary. The core of the PCSO role is the provision of focused problem solving activity to prevent crime and anti-social behaviour and keep communities safe. PCSOs maintain strong and effective links with communities and provide a more visible policing presence in high harm communities.
- Developing the force's capacity, by increasing PCSO numbers will enable the Force to:
 - Embed a very strong culture of problem-solving
 - Build our neighbourhood teams to spend most of their time in communities they serve
 - Provide Prevention teams with increased capacity to work effectively with local partners and tackle more issues at the community level thus preventing demand downstream

14.19 **With 50 more police officers and 50 more specialist staff deployed as follows.**

14.20 **Roads Policing**

- 14.21 Further investment is also proposed to tackle criminality on our roads, through recruiting additional roads policing officers and collision investigators.
- 14.22 **Improving Public Contact**
- 14.23 Improving the approach to public contact and to support the non-emergency 101 service is another one of the Transformation Strategy 2018/22 strands.
- 14.24 Investing in more Contact Centre and social media engagement staff will help the force improve and transform its first point of contact with the public and improve customer service for both 101 and 999 calls, as well as online engagement to achieve the goal to improve the first point of contact with the public.
- 14.25 Providing dedicated mental health triage nurse support, to more effectively direct officers to support people with mental health needs, ensuring that they are in contact with the right partner agency to help them
- 14.26 Upgrading of the force's existing systems for public contact, including a new functionality on the force's website – the 'Single Online Home' web site will vastly improve the experience and available services to the increasing numbers of people who want to contact the police online, providing a common platform that allows the public to report, transact and get self-help by using the public domain: [police.uk](https://www.police.uk)
- 14.27 **Modernising Policing**
- 14.28 It is vital that work continues to modernise Sussex Police so that it can keep pace with, and meet the significant changing demands on the service. These change programmes will be based on a robust analysis of how and when people need the force the most, always using the principles of threat, harm risk, and resourcing those programmes based on demand.
- 14.29 Additional investment is proposed in Specialist Police Investigators for Public Protection, Serious violence, High Harm crime and Digital crime.
- 14.30 Some of the greatest areas of growth in demand are rape and serious sexual offences, child exploitation, domestic abuse and stalking. Providing more police and staff investigators will free up capacity in the local investigations teams to deal with other crime types as well as ensuring the right people with the right skills are dealing with the right things.
- 14.31 **Enabling Services**
- 14.32 To support the proposals above, non-recurring precept investments in IT and Learning/Development will also be made, to equip the additional posts and support their development and training.

15 Capital & Investment Estimates and Financing

15.1 The following table summarises the four year capital and investment programme:

2018/19 Revised £m	Capital & Investment Plans	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
4.341	Information Technology	5.073	1.000	1.000	1.000	8.073
5.914	Fleet	4.199	3.582	3.451	3.372	14.604
9.008	Estates Strategy	5.468	4.000	3.050	2.000	14.518
0.000	Emergency Services Network	1.930	-	-	-	1.930
0.867	Video Enabled Justice	-	-	-	-	-
9.134	Digital Policing	-	-	-	-	-
2.080	Enterprise Resource Planning	-	-	-	-	-
2.691	Operational Investments	2.665	0.788	0.498	0.273	4.224
34.035	Total MTFS Capital & Investment Programme	19.335	9.370	7.999	6.645	43.349

15.2 Key areas to note in the proposed programme are:

- **Information Technology** (Computers and Communications) – Information Technology (IT) plays an important role in the delivery of services to communities. Investment is required to support projects and programmes at three different levels – National, Regional and Local. Projects as wide ranging as Moving to Microsoft Office 365, the need to deliver on-line self-service platforms to allow individuals to obtain information or access non-emergency services at a time and place which suits their needs, moving to IT cloud based solutions, data centre phone exchange systems, mobile data technology replacement and digital evidence management systems. Investment will also continue on the roll out of devices for frontline staff;
- **Fleet** (Vehicles and Equipment) – The provision of an efficient, cost effective and sustainable fleet is essential to delivery of policing activities across the county. The pre-planned vehicle replacement programme will therefore continue throughout the MTFS period. New vehicles are purchased direct from manufacturers through National Framework Agreements to maximise the benefits of scale. However, increased cost pressures in this area of investment have been observed recently due to a number of factors including price increases of at least 3.5% on vehicle purchases and more frequent replacement requirements due to high levels of mileage. Incorporating evolving technologies such as vehicle ANPR, in-car telematics and CCTV technologies add a further level of cost and complexity to ensuring vehicles are fit for purpose. This helps the force identify and match resources effectively against demand and reduce overall costs for vehicles (including fuel and maintenance). In a proactive initiative to meet the requirement for “cleaner and more environmentally friendly” vehicles, hybrid and electric vehicles are being purchased for selected operational roles. Whilst the initial purchase price of these vehicles is higher, savings in fuel and running costs are expected to reduce the whole life cost of these vehicles, compared with their wholly fossil fueled alternatives.

- **Estates Strategy** (Building Works and Estates & Facilities) – The Estates Strategy seeks to provide an estate that supports and improves the delivery of policing services for the public in an affordable and cost-effective way. The Strategy for 2018-2022 continues to identify opportunities to rationalise the estate, and reduce running costs, by providing efficient and affordable building shared with partners. The Strategy focuses on continued delivery of these properties in East Sussex, with a new tranche of shared co-located premises, in some significant new build properties in West Sussex. This is alongside Sussex Police investing in key freehold owned hubs, to enable officers and staff to work from dedicated buildings in a flexible manner across the estate, and offsite or within the community. This investment is underpinned by identifying potential surplus sites to generate capital receipts, and ongoing revenue income through commercial lease – these will be closely monitored throughout the period of this MTFS;

15.3 The following table summarises how the four year capital and investment programme will be financed:

2018/19 Revised £m	Funding	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
0.906	Home Office Capital Grant	0.925	0.925	0.925	0.925	3.700
2.063	Revenue Contribution	3.220	3.700	3.000	3.700	13.620
6.883	Capital Receipts	4.825	2.300	4.000	0	11.125
10.136	External Funding	-	-	-	-	-
14.047	Reserves	10.365	2.445	0.074	2.020	14.904
34.035	Total Capital and Investment Programme	19.335	9.370	7.999	6.645	43.349

15.4 The capital financing approach remains to maximise the use of Capital Receipts to support the capital programme after the use of capital grant whilst maximising the overall benefit in underpinning the Revenue budget. This will be captured in the Annual Capital Strategy which is a new regulatory requirement within the CIPFA Prudential Code.

15.5 **Developer Contributions**

15.6 The MTFS recognises the impact that the creation of new homes within Sussex will have on policing and the PCC recognises the importance of seeking appropriate funds to support the operational budget of Sussex Police.

15.7 New properties and a growing population has a demonstrable impact on policing, in the same way it does on education, health and library services, for example. Developers are frequently required to contribute towards community and social infrastructure such as new or expanded schools, highway improvements, public realm improvements (open spaces & public art), community facilities (leisure & libraries) and health facilities.

15.8 In consultation with each Sussex Local Planning Authority we have sought contributions via Section 106 agreements and the Community Infrastructure Levy towards new policing capital infrastructure relating to housing development.

- 15.9 At the present time the PCC has agreements totalling £991,398 which will be invested into new communities to fund infrastructure to support policing. They include various estate projects (improvements to existing police stations or relocations), Automatic Number Plate Recognition (ANPR) sites to support new buildings, up-front costs associated with employing new officers through the Local Policing Program (LPP) and contributions towards increasing vehicle fleet capacity. These contributions will be brought into the capital programme and funded when monies are received in accordance with the legal agreements. The MTFS will then be updated accordingly.
- 15.10 The PCC is also actively seeking new opportunities through the Community Infrastructure Levy (CIL) process to help deliver infrastructure to support policing requirements.

16 Reserves

16.1 Background Information on Reserves

16.1.1 Revenue and Capital Reserves are an important resource for day to day as well as medium term financial planning despite being one-off in nature. The Chartered Institute of Public Finance and Accountancy consider that PCCs should establish reserves including the level of those reserves based on the advice of their chief finance officers and should make their own judgements taking into account all the relevant local circumstances.

16.1.2 The requirement for financial reserves is acknowledged in statute. Sections 31A, 32, 42A and 43 of the Local Government Finance Act 1992 require billing and precepting authorities in England and Wales to have regard to the level of reserves needed for meeting estimated future expenditure when preparing budgets. The Chief Finance Officer is required as part of the budget setting process to provide a statement on the adequacy of reserves.

16.1.3 [The Home Office Financial Management Code of Practice](#) also sets out the following requirements:

- PCCs to establish a policy on reserves including how they may be used;
- Full details of how the reserves and provisions policy will operate locally;
- Ensure that the annual budget includes a realistic amount of operational contingency that is available to the Chief Constable for operational priorities without the need for additional approval; and
- Provision for budgets to be carried forward from one financial year to the next.

16.1.4 The establishment and maintenance of resource backed reserves are held for four main purposes:

- As a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves;
- Provide funds to cushion the impact of unexpected events or emergencies – this also forms part of general reserves;
- Provide funds for the purposes of managing risk e.g. insurance reserve; and
- As a means of building up funds, often referred to as earmarked reserves, to meet known or predicted requirements; earmarked reserves are accounted for separately but remain legally part of the reserves.

16.1.5 The Chief Finance Officer has a fiduciary duty to local taxpayers, and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds. Within the existing statutory and regulatory framework, it is the responsibility of the chief finance officer to advise about the level of reserves that they should hold and to ensure that there are clear protocols for their establishment and use. Reserves should not be held without a clear purpose.

- 16.1.6 In assessing the appropriate level of reserves, a well-managed PCC will ensure that the reserves are not only adequate but are also necessary.
- 16.1.7 The many factors involved when considering appropriate levels of reserves can only be assessed properly at a local level despite the pressures to compare between PCCs nationally.
- 16.1.8 One of the key sources of assurance is through risk management and the process of taking appropriate action to mitigate or remove risks where possible. This in turn may lead to a lower level of reserves being required, and it would be appropriate to consider reducing the level of balances held where appropriate action to mitigate or remove risks has been successfully undertaken. A balance will need to be found between maintaining adequate levels of reserves and investing in risk reduction measures. This balance should form part of the risk management process and be considered as part of the annual budget process.

16.2 **Review of Reserves**

- 16.2.1 External Audit test the accounting treatment of reserves as part of their annual audit work. They also look at current and forecast reserve levels within their VFM work. The 2017/18 external audit had no matters to report about our arrangements to secure economy efficiency and effectiveness in our use of resources.
- 16.2.2 The [HMICFRS Efficiency Review 2017](#) noted "...Included in this figure is £10.8m of general unallocated reserves, which represents a prudent level of funds to deal with in-year contingencies."
- 16.2.3 The Chartered Institute of Public Finance and Accountancy (CIPFA) guidance on Reserves and Balances (LAAP Bulletin No. 99 July 2014) and the requirements of the Code suggest twice yearly reviews of reserves. By doing this, the visibility of reserves is increased and consideration of the use of reserves is placed at the forefront of the decision making process.
- 16.2.4 In accordance with good practice, the Chief Finance Officer for the PCC in association with the Director of Finance have undertaken a review of the reserves during the closure of the 2017/18 accounts and as part of planning for this new MTFS.

16.3 **Sussex Reserves**

- 16.3.1 The PCC must retain adequate reserves so that unexpected budget pressures can be met without having a detrimental impact on normal day to day operational activities. The PCC's policy on reserves is based on a thorough understanding of the organisation's needs and risks. Part of this process is to give a clear explanation of the existing and proposed use of reserves. The detailed reserves policy can be found in Appendix A and summarised below.
- 16.3.2 The PCC plans to maintain general and risk reserves and use £21.24m of earmarked and investment reserves over the period of the MTFS. The summary of reserves (balances as at 31 March) and their use over the MTFS period are shown in the following tables.

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Appendix 1

16.3.3 The following summary table illustrates the total reserves across the statutory headings set by the Home Office.

2017/18 Actual £m	2018/19 Forecast £m	Reserves	2019/20 Forecast £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m
35.734	21.679	Funding for planned expenditure on projects and programmes over the period of the current MTFS	6.136	4.704	4.499	0
3.427	3.142	Funding for specific projects and programmes beyond the current planning period	2.536	2.286	2.156	2.156
15.096	14.929	As a general contingency or resources to meet other expenditure needs held in accordance with sound principles of good financial management	15.772	15.978	16.154	16.328
54.257	39.750	Total	24.444	22.968	22.809	18.484

16.3.4 The following table illustrates how the individual reserves are categorised across the statutory headings set by the Home Office.

2017/18 Actual £m	2018/19 Forecast £m	Reserves	2019/20 Forecast £m	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m
Funding for planned expenditure on projects and programmes over the period of the current MTFS:						
9.440	0.000	Capital & Investment	0.000	0.000	1.160	0.000
6.800	5.578	DBHR	2.181	0.530	0.000	0.000
0	0	Capital Receipts	0	0	0	0
17.000	10.007	Local Policing Transition	3.955	4.174	3.339	0.000
2.494	6.094	PFI	0	0	0	0
35.734	21.679	Total planned expenditure reserves	6.136	4.704	4.499	0.000
Funding for specific projects and programmes beyond the current MTFS planning period:						
0.573	0.573	Asset Seizure	0.396	0.396	0.396	0.396
2.854	2.569	SSRP	2.140	1.890	1.760	1.760
3.427	3.142	Total specific project reserves	2.536	2.286	2.156	2.156
General contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management:						
10.807	10.640	General Reserve	11.483	11.689	11.865	12.039
4.289	4.289	Insurance	4.289	4.289	4.289	4.289
15.096	14.929	Total contingency reserves	15.772	15.978	16.154	16.328
54.257	39.750	Total Reserves	24.444	22.968	22.809	18.484
21%	15%	% of Net Revenue Budget	9%	8%	8%	6%

16.4 **Funding for planned expenditure on projects and programmes over the period of the current MTFS:**

- 16.4.1 The Capital and Investments Reserve is used to support planned one-off and non-recurring expenditure of a capital or revenue nature in line with investment and replacement plans included within the MTFS. This is dependent on the financing requirements of the capital plans included within the relevant asset strategies e.g. the future IT Strategy, the Estates Strategy and the Joint Transport Vehicles Strategy. Further details outlining the four year capital and investment programme are included in Section 17: Capital & Investment Estimates and Financing.
- 16.4.2 The Capital Receipts Reserve contains receipts from the sale of assets which can be used to finance future capital expenditure. The Capital Receipts received in-year will be applied to fund capital expenditure in year.
- 16.4.3 The Capital Grants & Contributions Reserve is used to hold unused elements of grant and external funding in line with accounting regulations.
- 16.4.4 The Local Policing Transition Support Reserve was created to support a longer phasing of reductions in local policing police officer posts.
- 16.4.5 The £17m Local Policing Transition Support Reserve was introduced in the September 2017 revision of the MTFS. It was created following the mid-year Balance Sheet review to reallocate £15m of existing earmarked reserves together with an additional £2m contribution from the current year forecast underspend in order to support a longer phasing of reductions to the number of police officers in local policing over the period to April 2020.
- 16.4.6 This reserve is being used to manage a balanced budget over the next four years.
- 16.4.7 The Chief Constable will manage the use of this resource to support local policing under the governance of the DCC Enabling Board.
- 16.4.8 The Private Finance Initiative (PFI) Reserve is maintained to meet future contractual contributions of the custody PFI scheme. Following a comprehensive review of the contract the earmarked reserve has been reduced. The balance remaining has been earmarked to invest in the renegotiation of the current contract. The reserve is expected to be fully used during 2019/20.

16.5 **Funding for specific projects and programmes beyond the current MTFS planning period:**

- 16.5.1 The Asset Seizure Reserve holds the balance of income received from the Home Office in respect of the Proceeds of Crime Act (POCA). These monies are to be used during the year following receipt in accordance with Home Office guidance subject to the pre-agreed contingency balance to cover 12 months of costs of the agreed number of financial investigators.
- 16.5.2 The reserve is reviewed on an annual basis but is currently expected to remain at £0.4m for the period of the MTFS.

- 16.5.3 The Delegated Budget Holder Reserve holds a proportion of balances that have arisen from underspend on the annual revenue budget.
- 16.5.4 Under-spend transfers to the Delegated Budget Holder Reserve (DBHR) are agreed annually with the PCC as part of the final outturn and movements in year are agreed by exception. This reserve is then available to support the change programme. The balance in the DBHR at 1 April 2018 was £6.8m and is expected to be fully utilised during the MTFS period.
- 16.5.5 Previously the DBHR has been used to earmark funds related to the National Barrier Asset and Local Authority partner initiatives such as under-age drinking as well as internal earmarked purposes such as adjusted timing of major projects including Estates and Community Safety, major programmes and specified funding for discretionary items of pay and allowances e.g. South East Allowance.
- 16.5.6 The Sussex Safer Roads Partnership (SSRP) Reserve is where the PCC holds the balance of any SSRP under-spend amounts on behalf of the SSRP partnership as ring-fenced funding. The movements are based on the latest SSRP strategy plans approved by the SSRP board.
- 16.5.7 The SSRP was established by Agreement in 2007 and includes Sussex Police, Brighton and Hove City Council, East Sussex County Council, East Sussex Fire and Rescue Service, Highways England and West Sussex County Council (including West Sussex Fire and Rescue Service). The primary aim of this partnership is to reduce the number and severity of road related casualties in Sussex. This is achieved via safety camera enforcement, road safety behavioural change activity and casualty and performance data.
- 16.5.8 The SSRP Board of Directors represents all partners and provides officer lead and political oversight on the joint objectives of the partnership, its policy and budget including an agreed joint programme. The PCC for Sussex holds an SSRP Reserve on behalf of the partnership to keep surplus monies for planned future spending including asset replacement programme and contingency to cover redundancies and decommissioning of camera infrastructure in the event of cessation of the partnership.
- 16.5.9 This reserve is reviewed regularly by the SSRP Board who approve movement to and from the reserve. It also reviewed annually by Sussex Police to ensure it is maintained appropriately and in line with SSRP governance arrangements.

16.6 General contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management:

- 16.6.1 The General Reserves reserve is set aside for unexpected events or emergencies and provides a working cash balance to help with the impact of uneven cash flows and avoid unnecessary temporary borrowing.
- 16.6.2 The General Reserve at 1 April 2018 was £10.8m. This meets one of the key principles of the MTFS to seek to maintain the general reserve at a minimum of 4% of the net revenue budget. The closing general reserve at March 2023 is estimated to be £11.9m which is 4% of the net revenue budget.
- 16.6.3 The September 2017 review of reserves considered the adequacy and need of the separate £2.5m operational reserve in addition to the General Reserve. It recommended that the £2.5m operational reserve could be incorporated within the existing £10.8m General Reserve balance. This sum is available to the Chief Constable for operational priorities without the need for additional approval.
- 16.6.4 The Insurance Reserve is maintained for potential liabilities and costs which fall onto the PCC where no external insurance cover is arranged by or available to the PCC. Potential liabilities include storm damage, business interruption and claims that would fall within the PCC's policy excess limits.
- 16.6.5 It is a requirement that an annual audit of all liabilities relating to the Fund is carried out by an external actuary / firm of actuaries. The last review for Sussex Police was completed by the actuary firm Marsh based on data to 31 March 2018 and considered the following:
- Are the existing claims funding arrangements (Insurance Reserve plus Provision) adequate to meet all loss payments arising from self-insured risks?
 - What is the cash flow projection for historic claims, both reported claims, and incurred but not yet reported claims? Includes the liability of the former Municipal Mutual Insurance Company.
 - What contributions/injection into the Insurance Reserve / Provision should be made to finance the expected losses for the forthcoming policy year for each risk?
- 16.6.6 The review concluded that the balance of the reserve of £4.29m along with a separate provision for £3.15m on the balance sheet is adequate.
- 16.6.7 A further risk assessment review of the Insurance Reserve will be undertaken during 2019/20 with a view to ensuring the reserve and provision levels are appropriate and based on the latest estimates.

17 Indicative Budget Forecasts 2019/20 to 2022/23

- 17.1 All budget pressures, budget savings, funding assumptions and proposed use of reserves outlined earlier in this Strategy are summarised below, to show an overall position for the Group representing the combined budget forecasts for the PCC and Chief Constable. Having considered the savings proposals and the availability of reserves to support the medium term plan an important consideration is the precept proposal for 2019/20.
- 17.2 In common with other policing bodies the MTFS includes a financial planning assumption that the precept will be maximised each year in accordance with legal requirements and Home Office assumptions. The precept percentage assumption has been calculated based on an increase to Band D of £24 for the 2019/20 year and £5 per year from 2020/21 to 2022/23.
- 17.3 The actual precept decision will still be determined by the PCC on an annual basis taking into account all the factors.
- 17.4 The key medium term financial forecast planning assumptions are summarised in the following table:

Assumption	2019/20	2020/21	2021/22	2022/23
Capital Grant	£0.925m	£0.925m	£0.925m	£0.925m
Main Policing Grant change	2.1%	No Change	No Change	No Change
Revenue Support Policing Grant change	2.1%	No Change	No Change	No Change
New Police Pension Grant	£2.7m	£2.7m	£2.7m	£2.7m
Council Tax Support Grant	No Change	No Change	No Change	No Change
Legacy Council Tax Freeze Grants	No Change	No Change	No Change	No Change
Tax base increase	1.6%	1.2%	1.0%	0.9%
Collection Surplus/(Deficit)	£0.564m	£0.750m	£0.750m	£0.750m
Police Staff Pension Employer Contribution rate	23.9%	24.9%	25.9%	26.9%
Police Officer Pension Employer Contribution rate	31.0%	31.0%	31.0%	31.0%
Police Officer pay inflation	2%	2%	2%	2%
Police Staff pay inflation	2%	2%	2%	2%
Precept (£24 per year increase)	14.47%	-	-	-
Precept (£5 per year increase)	-	2.63%	2.57%	2.50%
General Price inflation	2%	2%	2%	2%
Investment Interest Returns	0.40%	0.40%	0.40%	0.40%
Income - Fees & Charges *1	No Change	No Change	No Change	No Change
Income – Specific Grants *2	No Change	No Change	No Change	No Change
General Reserve	4% NBR minimum	4% NBR minimum	4% NBR minimum	4% NBR minimum

*1 – Income from fees & charges includes a wide range of income sources including income from the criminal records bureau, local partnerships, alarms and CCTV maintenance, sports events including football, vehicle sales, mutual aid, car parking charges, boarding up services, accident reports, certificate charges, training income, firearms income, court costs awarded and rental income. Due to the variable nature of these sources of income the budget where some sources will increase and others will reduce, a prudent assumption has been taken to maintain the income levels over the MTFS period. The force will however seek to maximise income generation opportunities through the commercial focus of the [Transformation Strategy 2018/22](#) as outlined in section 8.

*2 – Income from specific grants includes the government grants for PFI and dedicated security posts.

17.5 The Medium Term Financial Forecast (MTFF) for the total Police Fund budget position is set out below.

2018/19 £m	Group Budget Forecast	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
256.966	Base Budget	265.988	287.470	292.213	296.613
	Budget pressures				
3.911	Employee pay related increases	18.534	6.937	7.502	7.739
9.904	Growth & inflation cost pressures, income increases, contract & savings plans and one-off reserve changes	(0.222)	(11.014)	(11.182)	(9.288)
13.815	Total Budget Changes	18.312	(4.077)	(3.680)	(1.549)
2.482	Investment Requirement	8.701	10.873	7.330	5.153
273.263	Total Budget	293.001	294.266	295.863	300.217
	Income				
(96.461)	Home Office Grant Income	(98.560)	(98.560)	(98.560)	(98.560)
(53.137)	Home Office Revenue Income	(54.180)	(54.180)	(54.180)	(54.180)
-	HM Treasury Pension Grant	(2.697)	(2.697)	(2.697)	(2.697)
(10.140)	Council Tax Support Grant	(10.140)	(10.140)	(10.140)	(10.140)
(3.062)	Council Tax Freeze Grant	(3.062)	(3.062)	(3.062)	(3.062)
(93.216)	Council Tax Income	(102.103)	(118.267)	(122.824)	(127.224)
(8.888)	Council Tax Precept increase	(16.164)	(4.557)	(4.400)	(4.354)
(1.084)	Council Tax Collection Fund	(0.564)	(0.750)	(0.750)	(0.750)
(265.988)	Total Income	(287.470)	(292.213)	(296.613)	(300.967)
7.275	Funding gap/(surplus) before reserves	5.531	2.053	(0.750)	(0.750)
	Planned use of reserves				
(7.275)	Transfers (from)/to Reserves	(5.531)	(2.053)	0.750	0.750
0.000	Funding gap/(surplus) after reserves	0.000	0.000	0.000	0.000

17.6 The Group budget forecast set out above shows how, after the planned use of reserves, savings and the precept, there is no funding gap for the period of the MTFS, which meets the key principle of the PCC's Strategy in that overall expenditure will be delivered within a sustainable budget over the medium term.

17.7 The budget includes £7.4m made available from the proposed 2018/19 precept increase of £12 per annum per Band D Properties. This will be used as stated earlier in the document in line with Police & Crime Plan and Operational Delivery Plan priorities.

17.8 The proposed 2019/20 revenue budget is set out in the table below.

Revenue Budget Summary 2019/20	Gross £m	Grants £m	Income £m	Net £m
Chief Constable's Operational Delivery Budget	341.584	(6.584)	(48.973)	286.027
Office of The Police and Crime Commissioner	1.412			1.412
Community Safety	1.635			1.635
Victim Support Services and Restorative Justice	1.955	(1.955)		0.000
Financial Provisions	4.226			4.226
Treasury Management Interest	0.201		(0.500)	(0.299)
Transfers to/(from) Earmarked Reserves	0.564		(6.095)	(5.531)
Total Net Budget Requirement 2019/20	351.577	(8.539)	(55.568)	287.470

17.9 The MTFF for the Chief Constable's budget position is set out in the following table:

Chief Constable's Operational Delivery Net Revenue Budget

2018/19 £m	Chief Constable	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
125.684	Employees	123.385	126.337	129.500	132.748
20.512	Police Officer Pay				
	Police Pension Employer Contributions	27.473	28.328	29.206	30.108
146.196	Total Police Pay	150.858	154.665	158.706	162.856
72.646	Police Staff Pay	78.569	79.182	82.269	85.470
5.774	PCSO Pay	7.585	7.879	8.183	8.499
78.420	Total Police Staff Pay	86.154	87.061	90.452	93.969
4.753	Other Employee costs	6.286	5.631	5.701	5.772
229.369	Total Pay Costs	243.298	247.357	254.859	262.597
11.749	Buildings & Premises	11.581	11.475	11.427	11.180
4.371	Transport Costs	8.453	8.601	8.774	8.950
41.603	Supplies & Services	51.975	39.143	39.673	40.222
7.252	Third Party Payments	17.576	6.526	4.896	3.029
64.975	Total Non-Pay Costs	89.585	65.745	64.770	63.381
294.344	Gross Operational Delivery Budget	332.883	313.102	319.629	325.978
(22.662)	Income	(48.973)	(30.516)	(31.515)	(32.534)
(6.920)	Specific Grants	(6.584)	(6.584)	(6.584)	(6.584)
(29.582)	Total Income and Grants	(55.557)	(37.100)	(38.099)	(39.118)
2.482	Precept Investment Proposed	7.549	7.851	8.165	8.492
	Phasing to and (from) reserves to maintain a balanced budget	1.152	3.022	(0.835)	(3.339)
2.482		8.701	10.873	7.330	5.153
267.244	Net Operational Delivery Budget	286.027	286.875	288.860	292.013

17.10 The MTFF position for the PCC's budgets are set out below:

Police & Crime Commissioner Net Revenue Budgets

2018/19 £m	Office of the PCC	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
1.286	Office of the PCC	1.333	1.379	1.427	1.477
1.635	Community Safety	1.635	1.635	1.635	1.635
1.954	Victims Services	2.034	2.034	2.034	2.034
(1.954)	Grant Income (Victims)	(1.955)	(1.955)	(1.955)	(1.955)
(0.299)	Treasury Management Interest	(0.299)	(0.299)	(0.299)	(0.299)
2.622	Total Income & Expenditure	2.748	2.794	2.842	2.892
3.397	Financial Provisions	4.226	4.597	4.161	5.312
(7.275)	Transfers to/(from) Earmarked Reserves	(5.531)	(2.053)	0.750	0.750
(3.878)	Total Provisions & Reserves	(1.305)	2.544	4.911	6.062
(1.256)	Total PCC Controlled Budgets	1.443	5.338	7.753	8.954
265.988	TOTAL POLICE FUND	287.470	292.213	296.613	300.967

- 17.11 The 'Office of the PCC' includes salary and associated costs of the PCC, Chief Executive, Chief Finance Officer and any other staff employed to support the PCC as well as office-running costs. It also includes other statutory local policing body costs such as internal and external audit, banking and treasury management for example
- 17.12 The 2016 HMIC Value for Money profiles highlighted that in 2016/17 the PCC's budget was the 6th lowest per head of population of the policing bodies in England and Wales. HMIC no longer collects and compares that information.
- 17.13 Further details of the work that the team carries out to support the PCC and the corporation sole can be found on the [Sussex Police and Crime Commissioners website at this link](#).
- 17.14 **Community Safety**
- 17.15 The PCC continues to support Community Safety initiatives and Community Safety Partnerships (CSP) through the Community Safety Budget. It is planned that the current total allocation will remain over the period of the MTFS.
- 17.16 The budget also includes the Safer in Sussex Community Fund that provides financial support to local community groups, voluntary and third-sector organisations that are working to reduce crime, improve community safety and help people recover from the impact of crime. The PCC will continue to develop and grow this market to provide services that meet the needs of local residents and help to keep Sussex safe.
- 17.17 **Victim Services and Restorative Justice**
- 17.18 The Ministry of Justice allocates a grant to the PCC to spend on victim services and child sexual abuse services. The grant is allocated between PCCs on the basis of population. A total grant of £1.955m has been allocated to Sussex in respect of Victims Services and Restorative Justice for 2019/20.
- 17.19 We make the assumptions that future grant settlements will continue and not impact on the precept decision.
- 17.20 **Home Office's Early Intervention Youth Fund (EIYF)**
- 17.21 The Sussex Police & Crime Commissioner (PCC) was one of nineteen to be successful in being awarded additional funding from the Home Office's Early Intervention Youth Fund (EIYF). The Home Office EIYF totalling £22M originated from one of the sixty commitments outlined in the Serious Violence Strategy (SVS) which was launched in April 2018.
- 17.22 The Sussex PCC has been awarded in 2018/19 £133,950 and for 2019/20 £756,666.

- 17.23 The Sussex application detailed an approach based around three distinct projects; firstly to bolster existing youth services by providing funds to Community Safety Partnerships (CSPs) in the highest risk areas, secondly to provide a consistent approach in policing to young people at risk of exploitation and thirdly to commission a youth outreach service Pan-Sussex.
- 17.24 A dedicated programme manager will managing a detailed work plan through existing governance structures; working closely with partners across Sussex and the Home Office Serious Violence Unit.
- 17.25 **Provisions, Treasury and Reserves**
- 17.26 Financial provisions include the revenue and financing costs of the capital programme, interest receivable on cash balances and the pay and price contingency.
- 17.27 Investment and borrowing are managed via the PCC's Treasury Management Strategy which is approved annually in March following a review by the Joint Audit Committee.
- 17.28 The PCC is responsible for the management of all reserves and the reserves strategy has been explained elsewhere in this MTFS (see Section 17).

18 Risk Assessment

- 18.1 The MTFS contains the most up to date information at the time of drafting but the PCC's financial position is dynamic. A comprehensive financial risk assessment is undertaken for the revenue and capital and investment budget setting process to ensure all risks and uncertainties affecting the PCC's financial position are identified.
- 18.2 The PCC faces a number of significant financial pressures that could affect the position over the medium term. An assessment of the likelihood and impact of potential risks has been undertaken and the management controls in place are detailed in Appendix B.
- 18.3 These risks and emerging risks are monitored and managed throughout the year on the risk register with oversight by the Joint Audit Committee.
- 18.4 **Risk Assessment and Adequacy of Reserves**
- 18.4.1 The Local Government Act 2003 requires the Chief Finance Officer (CFO) to undertake an assessment of the robustness of the annual budget and the adequacy of reserves. That assessment and a statement will be included in the key decision annual budget and precept report 2019/20.
- 18.4.2 The CFO has applied the same principles used to undertake the assessment of the 2019/20 budget to the following three years of the MTFS.

18.4.3 In assessing the robustness of the budgets and forecasts, the CFO will consider the following issues:

- The general financial standing of the PCC;
- The underlying budget assumptions, including an assessment of the major estimates including pay and price increases;
- The future budget pressures identified including changes to pension scheme contributions;
- A risk assessment of expenditure and income estimates including adequacy of budget monitoring and financial reporting arrangements (See Appendix B);
- The impact of the police grant settlement and of changes in 2020 resulting from the 2019 spending review including any change to the allocation method;
- The precept and planned increases;
- The adequacy of the budget monitoring and financial reporting arrangements;
- The adequacy of the PCC's governance arrangements and internal control system including the risk management system;
- The adequacy of general reserves to cover any potential financial risks faced by the Police and Crime Commissioner; and

18.5 At 31 March 2018, the PCC's General Reserve was £10.807m (4.2% of net revenue expenditure), in accordance with the approved reserves policy (see Appendix A) and to remain at 4% over the duration of the MTFS with the closing general reserve at March 2022 to be £11.931m.

18.6 The PCC's Chief Finance Officer confirms that, after taking account of these issues, the revenue and capital estimates contained in this MTFS are considered robust and that the level of reserves proposed in the review set out earlier is considered adequate to cover the financial risks faced by the PCC.

19 Public Consultation

- 19.1 The Police Reform and Social Responsibility Act 2011 places a duty to consult with residents within Sussex on the proposals of the PCC for expenditure (including capital expenditure) and the precept in that financial year.
- 19.2 The PCC has completed an annual consultation in each of the past four years using a range of public engagement channels including broadcast, print and social media and direct email.
- 19.3 It is important to note that the consultation is not a referendum but an opportunity for respondents to make their views known. The consultation result forms one of the many sources of information that the PCC uses in order to make the annual budget and precept decision.
- 19.4 **Sussex PCC Public Consultation on the Police Precept 2019/20**
- 19.5 The 2018/19 survey was not deemed consultation in the same way as last year's questionnaire about the precept: in all publicity over past months it has been referred to as a funding survey.
- 19.6 The question was phrased that the 2019/20 precept would rise by an average of £12 p.a. (for a Band D property) and asking if people would be willing to pay more than this amount if the cap on the precept was lifted.
- 19.7 The survey was mainly publicised online, through the PCC website as well as to members of Sussex Neighbourhood Watch. Participants at the engagement events were asked to answer the survey by hand if they hadn't already done so online.
- 19.8 As at the closing date, 04/01/2019: -
- 19.9 2694 responses had been received, of which 61% said they would be willing to pay more than the proposed £12 p.a. increase. 39% said no.
- 19.10 In addition, an engagement programme was completed. The first period of the engagement programme ran from 30 October–15 January, including the funding survey which ended on 4 January.
- 19.11 Three Meet Your PCC events have been held: one public meeting in East Grinstead as well as smaller groups held in Hailsham (a drop-in event for young parents) and Battle (by invitation only, a round-table discussion focusing specifically on rural crime).
- 19.12 Eleven focus groups were organised across the county: five in West Sussex (Midhurst, Crawley, Arundel, Burgess Hill, Horsham); four in East Sussex (Ticehurst, Uckfield, Eastbourne, Newhaven); and one focus group in Hove plus a meeting with the committee of a disability forum in St Leonards.
- 19.13 Contacts within the LGBT community in Brighton & Hove have been approached about participating in a similar discussion event.

- 19.14 The aim of these meetings has been to draw out public perceptions and confidence levels about Sussex Police while understanding specific concerns about issues in the local community.
- 19.15 At all events, the topics brought up by participants have been inevitably the same ones:
- 19.16 Specific issues of concern – these issues were mentioned (without prompting) on a frequent basis at the various events:
- Inability to report a crime – it's too difficult to get through either via 101 or online (many complaints that the online system doesn't work properly)
 - Lack of confidence that crimes will be investigated – suspicion that the police's systems will probably screen out the reported crime and they will not investigate
 - Perception that the police are no longer interested in investigating thefts or burglaries – there are 'more important' new issues like hate crime or modern slavery
 - No feedback if a crime is reported – there's a sense that information is passed to police and then disappears into a black hole
 - No local contact point – there's nobody or nowhere for local people to turn to for help, especially now that designated, recognisable PCSOs have disappeared from communities
 - Public lack of motivation/willingness to get involved – people are now more cynical about the police and less willing to help them
 - ASB – drug dealing; intimidating behaviour from groups of young people; alarming cycling on pavements which endangers the safety of pedestrians
 - Speeding in country lanes – this is a major issue: where can people turn to for help?
 - Travellers – Sussex Police seem to turn a blind eye to crimes committed by travellers
- 19.17 Without exception, the participants were grateful that the PCC was interested in hearing their concerns. By the end of each event, people's initial hostility had died down and they were expressing appreciation and relief that they had a forum in which to express their thoughts about policing, having been assured that all information would be fed back to the PCC. Most said they would be willing to pay more for policing so long as they saw tangible results in the areas where they sought improvements: namely a better service on 101 and more visible policing.

20 Conclusions

- 20.1 The resources allocated through the four year 2018/22 MTFS have enabled the Chief Constable to plan the resource requirements for Sussex Police more effectively through the [Transformation Strategy 2018/22](#), and the Operational Delivery Plan 2018; demonstrating how the force would further transform its services by recruiting 200 additional officers, whilst continuing to deliver existing change, modernise services, make efficiencies and improve vital areas.
- 20.2 This 2019/23 MTFS extends the opportunity to make further investments, building on the three key priority areas of Strengthening Local Policing Improving Public Contact and Modernising Policing - with proposed investments outlined in each of these areas, as detailed in section 14.5, including an additional 100 PCSO's – the recruitment process for which to be commenced immediately.
- 20.3 The approach set out in this MTFS will deliver a balanced budget. It sets out how all four years will be financed and the general reserve will be maintained at approximately £11m in line with the reserve strategy. The management of this position is achieved through well-constructed and managed workforce plans, the use of one-off reserves in a managed way, rationalisation of estates, new operating model efficiencies, non-pay savings and increases to the precept.
- 20.4 The MTFS does indicate that a sustainable financial position can be achieved over the period 2019/20 to 2022/23 subject to the risks identified and the PCC and Chief Constable are fully committed to taking the necessary decisions to achieve this outcome.

Mark Streater
Chief Executive, Office of the PCC

Giles York
Chief Constable

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APPENDIX A (RESERVES POLICY)

Reserve		Level or Target
Funding for planned expenditure on projects and programmes over the period of the current MTFS:		
Capital and Investment Reserve	To support planned one-off and non-recurring investments of a capital and revenue nature. Change management initiatives providing support for implementing cost-saving initiatives. Financing asset replacement plans and commitments.	In line with investment and replacement plans included within MTFF and dependant on financing requirements of the Capital Strategy. Funded from: approved in year revenue budget surplus; transfers from other reserves; specific approved contributions.
Delegated Budget Holder Reserve	Under and overspendings on the PCC's and Chief Constable's revenue budgets are managed via this reserve in accordance with the PCC's carry-forward policy.	Agreed annually by the PCC as part of the final outturn.
Capital Receipts Reserve	This reserve holds the proceeds from the sale of assets, and can only be used for financing capital expenditure in accordance with regulations.	Receipts from the sale of assets are taken to this reserve.
Local Policing Transition Support Reserve	This reserve was created following a Balance Sheet review during the 2017/18 year by reallocating existing earmarked reserves no longer required for their original purpose, plus an additional £2m contribution from the 2017/18 forecast underspend. Specific use of this reserve will be to smooth the impact of changes to police officer numbers in order to strengthen local policing. Specific tranches of this reserve will be released over the period to April 2020 via agreement at monthly financial accountability meetings between the Force and the PCC.	Specific reserve set up during 2017/18 to be released over the period to April 2020.
PFI Reserve	As part of a wider review of the custody PFI contract a review was commissioned to determine why the PFI reserve of £12.794 million was set aside as an earmarked reserve, what the reserve was to fund and when. It concluded that £10.3m could be reallocated from the reserve leaving a balance to be retained for the PFI contract review process. This reserve will be discontinued once exhausted.	The remaining PFI balance is to be used until the review project is completed or reserve exhausted.
Funding for specific projects and programmes beyond the current MTFS planning period:		
Asset Seizure Reserve	Balance of Proceeds of Crime Act (POCA) income received but not spent during the year to be used in accordance with Home Office guidance.	Target level of 12 months costs of financial investigators.
Sussex Safer Road Partnership (SSRP)	Balance of funding for the Sussex Safer Roads Partnership. This reserve can be used to finance capital or revenue expenditure. The level of this reserve may fluctuate year on year as under-spends are transferred in. However £1.2m is ring-fenced so that in the event that the Partnership is dissolved, there are sufficient funds to cover one year of running and decommissioning costs. This reserve belongs to the SSRP Partnership and any funds remaining will be returned to the contributing partners on a pro rata basis.	Transfer of any SSRP under-spend at the end of the year to reserves.

General contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management:		
General Reserve	<p>Provides a working balance to cover day to day cash flow requirements and to cover exceptional unforeseen financial and operational risks. The target level of the reserve is reviewed as part of the annual budget setting process.</p> <p>The September 2017 review of reserves considered the adequacy and need of the separate £2.5m operational reserve in addition to the General Reserve. It recommended that the £2.5m operational reserve could be incorporated within the existing £10.8m General Reserve balance. This sum is available to the Chief Constable for operational priorities without the need for additional approval.</p>	4% of Net Revenue Expenditure Budget as at 31 March each year.
Insurance Reserve	<p>Provides for the self-funding of certain uninsurable risks, such as payments of compensation or damages. This Reserve is funded from revenue or transfers from other reserves and adjusted annually, following an independent actuarial review, to reflect inflation and up to date risk management information.</p> <p>To improve consistency in funding claims, there is a need to split claims between a provision on the balance sheet for the cost of claims received and outstanding; and funds held in the reserve to cover claims incurred but not received or quantified. Claims that have been reported and assessed as more likely to be settled are carried as a financial provision whilst known incidents where no claim has yet been made, are covered by the insurance reserve. The revenue account is used to meet any in-year liabilities if they arise. Any year-end variance in the revenue claims budget will not normally be met from or transferred to the general force budget, but transferred to/from the insurance Reserve. The level of the reserve is reviewed annually.</p>	Assessed as part of the annual insurance actuarial review.

APPENDIX B (FINANCIAL RISK ANALYSIS)

Issue	Assumption	Comment
Maintaining & improving service performance levels	Resources sufficient to meet targets and priorities in the Local Policing Plan and Strategic Policing Requirement	<p>The Chief Constable believes that there are sufficient resources to deliver future Police & 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.</p> <p>The PCC has made available further one-off resources released from reserves to assist Operational Policing over the period of the MTFS and has approved year on year increases to the policing precept.</p> <p>The higher precept can provide additional resources to meet further demand and meet inflationary requirements.</p>
Pay and price budgets and establishment control	<p>Provision for national pay awards of 2%.</p> <p>Staff turnover and increments based on detailed analysis of current staff profile and trends.</p> <p>General price inflation of 2%</p>	<p>Whilst the number of police officer leavers is difficult to predict, recruitment and promotions are managed during the year across the Force to match staffing need and resources to budget.</p> <p>Close corporate monitoring of the overall budget and management action to maintain financial discipline is particularly important given the Force faces reductions in staffing through budget changes, as well as the PCC's approved investment in Police & Crime Plan and Force priorities. As such a new approach has been introduced to oversee these changes through an 18/22 accountability meeting to review all aspects of the Transformation Strategy including the recruitment progress.</p> <p>Pay and price contingency is available to meet unexpected increases in year.</p> <p>The risk that prices may rise is mitigated by budget monitoring arrangements, reserves and actively managing spend pressures.</p>
Limits to Precept Increases	Future precept planning assumption of a £24 increase.	<p>The ability to increase the precept by £24 for 2019/20 has enabled inflationary commitments to be met and further resources to recruit more police officers, PCSO and staff posts.</p> <p>The Localism Act 2011 gives a statutory obligation for council tax referendums to be held should a precept higher than prescribed be approved by the PCC. The Secretary of State for Communities and Local Government set the level above which a referendum would be required at over £24 for all PCCs for 2019/20.</p> <p>An increase in excess of the referendum level would result in the requirement to hold a referendum and the costs met by the OPCC.</p>

Issue	Assumption	Comment
Grant Levels / Spending Review 2019	<p>Main police revenue grant increased by 2.1% for 2019/20.</p> <p>HM Treasury Pensions Grant of £2.697m issued in 2019/20.</p> <p>Capital grant increased slightly for 2019/20.</p>	<p>2019/20 was a one year only settlement. Future reductions in funding including unfavourable review of the funding formula is possible within the MTFS period starting in 2020/21, this will be monitored regularly with proactive input to the Spending Review any funding formula reviews or consultations arising.</p> <p>Assumption that flat cash grant will continue in remaining 3 years of the MTFS but there is a risk of further cuts in future years. Changes to the grant formula may further reduce the level of grant payable but the outcome of that is expected after the next government spending review.</p> <p>2.1% increase to the Home Office police grant amounted to £3.142m for 2019/20. This together with the additional pensions grant covers most of the additional police pension employer contributions to be incurred following an increase in the contributions rate from 2019/20 onwards.</p> <p>Capital Grant increased to £0.925m in 2019/20 from £0.906m in 2018/19. These sum could change following the Spending Review 2019.</p>
Council Tax	<p>Collection rates advised by individual billing authorities</p> <p>Tax Base</p>	<p>The risk of council tax collection rates being lower than expected could impact on the collection fund balances and any surpluses payable to the PCC. Billing authorities' factor in prudent collection rates to mitigate this risk.</p> <p>The tax base is expected to increase during the MTFS period but the assumptions could be impacted by changes to the mix of dwellings, discounts and the impact of unemployment numbers within billing Authorities council tax reduction schemes.</p>
Budget Estimates (Expenditure)	Provision for specific on-going cost pressures	<p>The budget estimates including all identified additional costs for 2019/20, supported by input and review by the Chief Financial Officers.</p> <p>Risks of budget overspend are mitigated by the monthly budget monitoring process and formal monitoring reports to the PCC.</p>
Budget and financial reporting	<p>Investment potential of £7.5m in 2019/20 giving cumulative investment impact of £32.1m to 2022/23.</p> <p>Monthly 'Group' budget monitoring</p>	<p>Action plans to deliver savings 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.</p> <p>The achievement of savings to date was heavily dependent on the delivery of savings from the LPP 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.</p> <p>Necessary improvements to financial monitoring identified during 2016/17 are now in place with a rigorous process of monthly review, including close scrutiny by the Forces Director of Finance and the PCC's Chief Finance Officer.</p>
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 2019/20 and beyond.
Levels of Reserves	Forecast to reduce over the term of the MTFS	<p>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 and unexpected costs.</p> <p>To mitigate this risk, the General Reserve is kept at a minimum of 4% of revenue expenditure.</p> <p>An annual review of all reserves is undertaken at budget setting along with a post year-end review and update to the MTFS.</p>

Issue	Assumption	Comment
Interest rates, investment and borrowing	Interest rates assumptions of 0.40% Borrowing at fixed rates.	Forecasts of investment income for 2019/20 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, to address the risk of interest rates being lower than expected. The risk of investment fund loss due to collapse of the financial institution with whom the deposit is placed, is limited by controls within the Treasury Management Strategy which focus on security rather than returns. Potential impact is mitigated by a diverse portfolio with top credit rated institutions. At this stage, no borrowing has been planned to finance the capital programme in 2019/20 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.
Policing of Gatwick Airport	Funding of £13.9m in 2019/20.	The existing public Services agreement for Policing Gatwick Airport was renewed during 2017 for three years to 31 March 2020.
Reductions in security grants	Potential reductions in Airport and other security grants.	MTFS assumes that grants will continue at current level. If subsequently reduced, savings will be made to cover the reduction outside of core savings targets.
Public Order	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 2019/20. 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	Key operational pressures include continuing 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	Latest plans	There is a risk of the capital programme being understated, or that over spending occurs, resulting in insufficient funding being available as planned. Slippage may also impact on operational demands. These risks are mitigated by regular review of all major projects including the Estates Strategy and ERP project, focus on key priorities agreed in advance, together with monthly budget monitoring and regular monitoring reports to the PCC.
Capital Financing	MRP is calculated on an asset by asset basis	This Capital Financing risk is of charges being greater than budgeted. This is mitigated by considering revenue and capital implications of major project spend within the capital and investment planning process and inclusion within the MTFF. The MRP debt repayment provision is calculated on individual assets and 100% of borrowing has fixed term rates, thus will not be impacted by changes in interest rates. No further borrowing is planned to finance the capital programme within this MTFS.
National ICT Programmes	Latest plans	There is a risk that delays to the implementation of national ICT schemes including ESMCP, NLEDP, HOB & DPP present significant risk. These risks will be managed by regular review of all these major projects with support and additional scrutiny from the Joint Audit Committee.

Issue	Assumption	Comment
Risk Management		Financial consequences could result if all major risks have not been identified when the budget has been set. This is mitigated by robust risk management arrangements in place with formal reporting to the Joint Audit Committee; comprehensive insurance arrangements in place; and an adequate reserves policy and reserves (including the insurance and general reserve balances).
PRTB Grant Funded Risks		The PCC is hosting on behalf of Sussex Police a national ICT programme funded via police transformation grant (PRTB) and is project lead on another for Video Enabled Justice. Both grant funded projects are subject to their own separate grant agreement with the Home Office, governance arrangements, and internal control systems including risk management system and are overseen by the PCC.

APPENDIX C (LOCAL POLICING MODEL)

The Sussex Police Local Policing Model document can be viewed through the following link:

https://sussex.police.uk/media/7475/14768-sussex-police-lpp_web.pdf

APPENDIX D (SUSSEX POLICE TRANSFORMATION STRATEGY 2018/22)

The Sussex Police Transformation Strategy 2018/22 can be accessed via the following link:

https://sussex.police.uk/media/8394/sussex-police-transformation-strategy_7-rev-web.pdf

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To:	The Sussex Police & Crime Panel
From:	The Sussex Police & Crime Commissioner
Subject:	The role of the Commissioner in ensuring Sussex Police provide an effective response to County Lines
Date:	1 February 2019
Recommendation:	That the Police & Crime Panel note the report

1.0 Introduction

- 1.1 The purpose of this report is to define what a county line is, the legal powers in place to tackle them, and the Sussex Police response to county lines – locally, regionally and nationally.
- 1.2 The report also sets out the role of the Sussex Police & Crime Commissioner in ensuring that Sussex Police provide an effective policing response to county lines, and holding the Chief Constable to account for its delivery.

2.0 What are County Lines?

- 2.1 County lines is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas within the UK, using dedicated mobile telephone lines – *Serious Violence Strategy, Home Office, April 2018*.
- 2.2 At the National Strategic Tasking and Coordination Group (NSTCG) in November 2017, county lines was designated as a 'high-priority' vulnerability area, reflecting the emerging threat picture which shows a significant increase in the exploitation of children and vulnerable adults in the county line supply chain.
- 2.3 County lines activity exploits children and vulnerable adults to move (and store) drugs and money. In addition, increasing levels of coercion, intimidation, violence (including sexual violence) and weapons (including knives and guns), are associated with county line activity.
- 2.4 Sussex Police estimate that they have approximately 65 active county lines. In addition to this, there are also a number of other local drug dealers who operate in the area. In total, it is estimated that there are in excess of 350 telephone numbers, known as 'deal lines', which are used to facilitate the supply of controlled drugs.



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- 2.5 County lines and Organised Crime Groups (OCGs) evolve quickly which is a further explanation of the high number of reported lines. The number of lines may be further inflated because of difficulties corroborating the initial intelligence received.

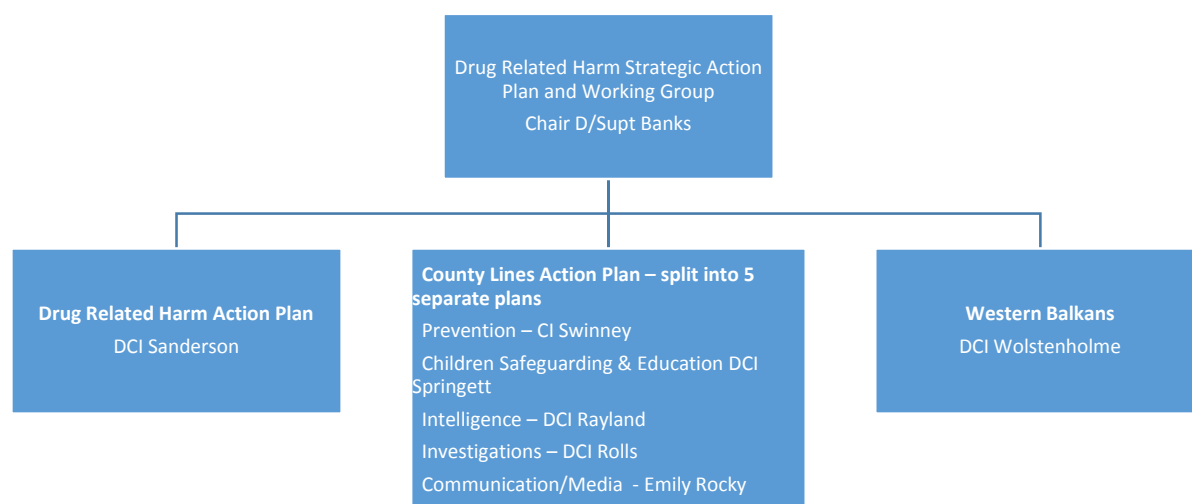
3.0 Police powers and tactical options to tackle County Lines

- 3.1 There are a range of legal powers and tactical options available to Sussex Police to tackle county lines. These include:
- Modern Slavery Act 2015 (consolidating the existing offences of slavery and human trafficking);
 - Misuse of Drugs Act 1971;
 - Anti-social Behaviour, Crime and Policing Act 2014 (including Criminal Behaviour Orders, Community Protection Notices and Closure Orders);
 - Policing and Crime Act 2009 (including Gang Injunctions); and
 - Serious Crime Act 2007 (including Serious Crime Prevention Orders).
- 3.2 Technological advances through the use of Drug Dealing Telecommunications Restriction Orders (DDTROs) Regulations 2017 have provided police force areas with another power to tackle county lines.
- 3.3 DDTROs can be very effective if used with other tactics but offer limited disruption if used in isolation. Those who operate drug dealing lines are usually well organised and expect law enforcement to target them at some point so are prepared for it. As a result, customer lists are often hand written, stored on a computer or in the cloud, rather than on a SIM card. A DDTRO renders a phone number useless and means that the phone, handset and any associated SIMs or computers need to be seized by a warrant in order to access the customer list. Otherwise, setting up a new number, transferring customer numbers to a new phone and sending out a bulk text with a new number can be achieved within hours.
- 3.4 If a DDTRO is used alongside arrests, warrants and seizures then it makes it very difficult for dealers to re-establish their business and a much longer term of disruption is achieved. Sussex Police was the first force in the country to successfully use this legislation to tackle a number of OCGs who operate drug lines throughout the county.
- 3.5 The number of challenges that can exist to achieve a successful outcome makes investigating this type of criminal activity difficult for all police force areas.
- 3.6 In Sussex, county lines are predominantly run by a number of London-based gangs. As a result, there are shared characteristics of their 'modus operandi' that typically make them more difficult to target than local OCGs:
- Out of county offenders – who operate incognito until intelligence or arrests lead to their identification by police;
 - Cuckooing – gangs often deal for days at a time from homes of local drug users before quickly moving on. Tenants and property owners may be exploited, intimidated and/or victims of violence;
 - Use of hire vehicles and public transport – makes vehicle targeting and effective surveillance more difficult;

- Child exploitation – attracting children into a criminal lifestyle through the use of social media. These children may be missing from care (locally or from the originating urban area) and may not have come to the attention of law enforcement previously (known as 'clean skins');
- Child Sexual Exploitation (CSE) – may take place by gang members as part of gang membership rites, control methods and/or for self-gratification.

4.0 Sussex Police response to County Lines

- 4.1 A forcewide Drug Related Harm Working Group exists in Sussex to tackle the threat posed by county lines. The Working Group meets bi-monthly and reports to the County Lines Coordination Board.
- 4.2 The Working Group has a Strategic Action Plan in place to deliver improvements in working practices, share best practice and deliver a better service for members of the public.
- 4.3 The governance structure for the Drug Related Harm Working Group is illustrated below:



- 4.4 A comprehensive action plan exists for each of the five strands: Prevention; Children Safeguarding and Education; Intelligence; Investigations; and Communications/Media.
- 4.5 Within the next three months and subject to successful recruitment, Sussex Police aim to have a County Lines Coordination Manager in post to oversee the Working Group and deliver the Action Plan.

5.0 Local, regional and national collaboration

Locally

- 5.1 Each division and district in Sussex has clear processes in place for dealing with reports of 'cuckooing'. This includes assessment of the risk and, where appropriate, joint agency visits from mental health workers, substance misuse workers, housing services and the fire and rescue service to support the victims of cuckooing.
- 5.2 Local Serious Organised Crime Groups at a district level, Multi-Agency Criminal Exploitation (MACE) of Children meetings and Tactical Tasking and Co-ordination Groups (TTCGs) demonstrate that Sussex Police is working with partners to protect the vulnerable, safeguard those at risk, share information and seize opportunities to prevent, protect, prepare and pursue offenders.
- 5.3 In order to raise the awareness with key partner agencies, Sussex Police recently hosted two one-day workshops supported by St. Giles Trust. The workshops were presented to over 120 individuals who predominantly work with children with the aim of raising the awareness of county lines, identifying signs of exploitation, understanding the grooming timeline and providing a mechanism for sharing information and intelligence.

Regionally

- 5.4 County lines feature on the agenda at the monthly regional Tactical Planning Meetings where those lines that are recognised to have the greatest threat are discussed. This is the forum where additional support to disrupt or dismantle specific county lines can be sought through the use of specialist capabilities available from the South East Regional Organised Crime Unit (SEROCU).
- 5.5 The SEROCU County Lines Coordination Manager is responsible for the collation and distribution of best practice through the wider Regional Organised Crime Unit (ROCU) network of other managers. Sussex Police has been recognised for its innovative approach to tackling serious and organised crime both in terms of the use of legislation and its targeting of wider OCGs.

Nationally

- 5.6 The Force has a good relationship with the National Crime Agency (NCA). Sussex Police is assisted and supported in their understanding of the threat, risk and harm posed by county lines through the NCA's newly created National County Lines Coordination Centre (NCLCC).
- 5.7 The NCLCC has identified a number of individuals who are involved in the supply and distribution of controlled drugs over a number of police force areas. The 'Montana Line', for example, is a multi-force investigation into a county line impacting on four police force areas: Gloucestershire, Metropolitan Police Service, South Wales and Sussex. The coordination of this activity is being supported by the SEROCU and NCA.

- 5.8 Sussex Police is also a member of the National County Lines Working Group that informs and shapes the overall strategic direction for county lines in England and Wales, together with sharing best practice from all police force areas.

6.0 Performance information relating to County Lines

- 6.1 Sussex Police has recorded 87 disruptions to Serious and Organised Crime (SOC) in Sussex, since April 2018. This disruption has taken place across each of the three policing divisions, as follows:

Brighton & Hove: 41 disruptions recorded with 70 arrests made. A significant number of mobile phones, large amounts of cash, controlled drugs (both 'Class A' and 'Class B'), and a firearm were seized;

East Sussex: 33 disruptions recorded with 45 arrests. Again, large quantities of controlled drugs, cash and phones were recovered. A sword, machete and another bladed article were seized too.

West Sussex: 13 disruptions recorded with 18 arrests made. Significant amounts of cash, 'Class A' drugs (including ½ a kilo of cocaine) and phones were seized.

- 6.2 From January 2019 and in line with national crime reporting, a standardised approach to the recording of county line disruptions will commence. As this process matures, the overlay of consistent and high-quality disruption data, Management of Risk in Law Enforcement (MoRiLE) scoring-based assessment, and the development of case studies will each contribute to improved analysis and understanding of the collective threat and impact of county lines.

7.0 Role of the Sussex Police & Crime Commissioner

- 7.1 The Commissioner has supported the Chief Constable and Sussex Police to provide an effective response to tackling county lines by providing funding through the following: policing precept, Community Safety Partnerships (CSPs) and Early Intervention Youth Fund (EIYF).
- 7.2 The Commissioner was given public and Sussex Police & Crime Panel support to increase the policing part of the Council Tax for 2017/18 and 2018/19 following proposals set out by the Chief Constable. The additional funding provided by the Commissioner has been used by the Chief Constable to modernise and strengthen local policing, as set out in the Sussex Police 2018/22 Transformation Strategy, including disruption to the lines of drug supply from London.
- 7.3 In addition, the Commissioner allocated £1.215m to the CSPs in Sussex across 2018/19. This was the sixth year running that the Commissioner protected this funding despite national reductions, with CSPs receiving the same level of funding as they did in 2012/13. This funding has been used by each of the CSPs to tackle crime and local priorities, including county lines.
- 7.4 The Commissioner was also successful in an application to the EIYF after demonstrating that county lines is one of the biggest emerging threats in Sussex. A total of £890,616 was secured from the Home Office.

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- 7.5 A Sussex Early Intervention Youth Programme has been established by the Commissioner with the aim to engage positively with those under the age of 18 at risk of committing serious violence, and those who have already come to the attention of the police through anti-social behaviour and low-level crime. The Programme will work with local authorities and statutory partners in health, police and probation, together with schools and other educational establishments, and the Voluntary, Community and Social Enterprise (VCSE) sector.

8.0 Accountability

- 8.1 The Commissioner continues to challenge and hold the Chief Constable to account for the Sussex Police response to county lines at both her weekly meetings and her monthly webcast Performance & Accountability Meetings (PAMs).
- 8.2 The Force's response to county lines and their use of DDTROs was specifically raised at the PAM on 19 October 2018.
- 8.3 County lines has also been referenced at a further two PAMs in 2017 (27 October and 15 December) and two PAMs in 2018 (20 April and 18 May). Each of these sessions are archived and can be viewed on the Commissioner's website through the following link:
www.sussex-pcc.gov.uk/get-involved/webcasting/
- 8.4 In addition, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) "commended" the Force for its "ground-breaking work to tackle county lines crime" in the 'Effectiveness' strand of their 2017/18 annual inspection into Police Effectiveness, Efficiency and Legitimacy (PEEL).
- 8.5 Sussex Police was recognised to "use sensitive innovative tactics to disrupt the lines, together with a response plan and partnership arrangements to safeguard vulnerable people against cuckooing", which the NCA considers to be "best practice".
- 8.6 The HMICFRS report can be viewed through the following link:
<https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/peel-police-effectiveness-2017-sussex.pdf>

Recommended – That the Police & Crime Panel note the report.

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