

Public Document Pack

Sussex Police and Crime Panel

Members are hereby requested to attend a virtual meeting of the Sussex Police and Crime Panel to be held at **10.30 am** on **Friday, 29 January 2021**.

Note: In accordance with regulations in response to the current public health emergency, this meeting will be held virtually with members in remote attendance. Public access is via webcasting.

The meeting will be available to watch live via the Internet at this address:

<http://www.eastsussex.public-i.tv/core/>

Tony Kershaw

Clerk to the Police and Crime Panel

21 January 2021

Agenda

- 10.30 am 1. **Declarations of Interest** (Pages 5 - 6)
- Declarations of interest, in relation to any item, should be made by members at the start of the meeting. If not, members should confirm/re-confirm their interests at the beginning of an item. Interests usually/previously declared are included in the table attached.
- 10.35 am 2. **Minutes of the Previous Meeting** (Pages 7 - 20)
- To confirm the minutes of the previous meeting on 25 September 2020 (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 and Panel Questions to the Commissioner and Panel** (Pages 21 - 24)
- Written questions may be submitted by members of the public up to two weeks in advance of a meeting. The Chairman of the Panel or the Commissioner will be invited to provide a response by noon of the day before the meeting. Questions, together with as many responses as possible, will be published on the Panel's website (www.sussexpcp.gov.uk).
- Questions have been received from three correspondents. The Panel is invited to note the responses.
- 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.

11.00 am 5. **Final Report of the Precept and Plan Working Group**
(Pages 25 - 30)

Report by the Chairman of the Working Group.

The attached report sets out the work of the Precept and Plan Working Group as it worked as a critical friend to the Commissioner in developing the proposed policing precept for 2021/2022, and draft Policing Plan for 2021/2024.

The Panel is asked to note the areas the Working Group was able to scrutinise and consider its recommendations in conjunction with the Commissioner's Police & Crime Plan (Item 6), and policing precept proposal (Item 7).

11.20 am 6. **Draft Sussex Police & Crime Plan 2021/24**

Under Chapter 4, Section 28(3) of The Police Reform and Social Responsibility Act 2011, the Panel is responsible for reviewing the Commissioner's proposed Policing Plan and making reports and recommendations.

(a) **Cover report by the Clerk to the Police and Crime Panel**
(Pages 31 - 32)

The Panel is asked to note the report.

(b) **Report by the Police and Crime Commissioner** (Pages 33 - 50)

The Panel is asked to scrutinise the proposed Police & Crime Plan 2021/24.

11.35 am 7. **Proposed Precept 2021/22**

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.

(a) **Cover report by the Clerk to the Police and Crime Panel**
(Pages 51 - 52)

The report sets out the procedure and options available to the Panel.

(b) **Report by the Police and Crime Commissioner** (Pages 53 - 160)

The Panel is required to consider the Commissioner's precept proposal.

11.55 am 8. **Quarterly Report of Complaints** (Pages 161 - 162)

Report by the Clerk to the Police and Crime Panel.

The report provides details of the correspondence received and the action taken.

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

12.00 pm 9. **Date of Next Meeting and Future Meeting Dates**

In the event that the Panel vetoes the proposed precept under Item 7, the next meeting of the Panel will take place on 15 February 2021, 10.30am at County Hall, Lewes or via Microsoft Teams (if required).

Otherwise, the next meeting of the Panel will take place on 12 March 2021, 10.30am at County Hall, Lewes or via Microsoft Teams.

Future meeting dates below:
25 June 2021
24 September 2021
28 January 2022
14 February 2022 (if required).

To all members of the Sussex Police and Crime Panel

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Sussex Police and Crime Panel – 29 January 2021

The Panel is asked to agree the table of personal interests below.
Any interests not listed which members of the Panel feel are appropriate for declaration must be declared under agenda Item 1, Declaration of Interests, or at any stage such an interest becomes apparent during the meeting.

Table of standing personal interests

Panel Member	Personal Interest
Bill Bentley	Lead Member for Communities and Safety Chairman of East Sussex Safer Communities Board Chairman of East Sussex Civil Military Partnership Board Chair of Heathfield Community Safety Action Group (CSAG)
Roy Briscoe	Member of Joint Arun and Chichester Community Safety Partnership
Johnny Denis	Co-Chair of Lewes and Eastbourne Community Safety Partnership Lead Member for Community Safety at Lewes District Council Member of Lewes District Council – Community Safety Partnership – Joint Action Group
Susan Scholefield	A serving Magistrate Chair of the Competition Appeal Tribunal and Competition Service Senior Independent Director of Surrey and Borders Partnership NHS Foundation Trust
Dave Simmons	Chairman of Adur and Worthing Safer Communities Partnership Sussex Partnership NHS Foundation Trust Council
Dee Simson	Member of Brighton and Hove Community Safety Partnership Member of Woodingdean Neighbourhood Watch
Brenda Smith	Cabinet Member for Public Protection at Crawley Borough Council Chair of Safer Crawley Partnership

Agenda Item 1

Val Turner	Member of Safer Communities Partnership, Adur and Worthing
Norman Webster	Member of Mid Sussex Community Safety Partnership
Rebecca Whippy	Co-Chair of Lewes and Eastbourne Community Safety Partnership Lead for Community Safety at Eastbourne Borough Council Member of Eastbourne Borough Council Joint Action Group Member of Eastbourne Neighbourhood Watch CEO of Embrace East Sussex Independent SEND Litigator
Gill Yeates	Chairman of Safer Arun Partnership Member of Joint Arun and Chichester Community Safety Partnership
Tricia Youtan	Member of Horsham Community Safety Partnership Cabinet Member for Community Safety at Horsham District Council
Carolyn Lambert	Vice-Chair of East Sussex Fire Authority Member of Fire Commission
Philip Lunn	Member of Safer Wealden Partnership
Jackie O'Quinn	Lead Member of Brighton & Hove Community Safety Partnership
Brian Drayson	Co-Chair Safer Rother Partnership
Paul Barnett	Co-Chair Safer Hastings Partnership

Sussex Police and Crime Panel

25 September 2020 – A virtual meeting of the Panel held at 10.30am.

Present:

Cllr Bill Bentley (Chairman)	East Sussex County Council	Cllr Christian Mitchell (Vice-Chairman)	West Sussex County Council
Cllr Paul Mansfield (Substitute)	Adur District Council	Cllr Gill Yeates	Arun District Council
Cllr Roy Briscoe	Chichester District Council	Cllr Pat Rodohan (Substitute)	East Sussex County Council
Cllr Johnny Denis	Lewes District Council	Cllr Norman Webster	Mid Sussex District Council
Cllr Philip Lunn	Wealden District Council	Mrs Susan Scholefield	Independent member
Mr Peter Nightingale	Independent member	Cllr Dee Simson	Brighton & Hove City Council
Cllr Val Turner	Worthing Borough Council	Cllr Jackie O'Quinn	Brighton & Hove City Council
Cllr Paul Barnett	Hastings Borough Council	Cllr Brian Drayson	Rother District Council
Cllr Michael Jones (Substitute)	Crawley Borough Council		

Apologies were received from Cllr Brenda Smith (Crawley Borough Council), Cllr Dave Simmons (Adur District Council), Cllr Tricia Youtan (Horsham District Council) and Cllr Rebecca Whippy (Eastbourne Borough Council).

Present from the Office of the Police and Crime Commissioner (OSPCC):
Commissioner Katy Bourne (PCC), Mark Streater (Chief Executive & Monitoring Officer), Iain McCulloch (Chief Finance Officer).

Part I

42. Declarations of Interest

42.1 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	Lead Member for Communities and Safety Chairman of East Sussex Safer Communities Board Chairman of East Sussex Civil Military Partnership Board
Roy Briscoe	Member of Joint Arun and Chichester Community Safety Partnership
Johnny Denis	Co-Chair of Lewes and Eastbourne Community Safety Partnership Lead Member for Community Safety at Lewes District Council Member of Lewes District Council – Community Safety Partnership – Joint Action Group
Susan Scholefield	A serving Magistrate Chair of Competition Appeal Tribunal and Competition Service Senior Independent Director of Surrey and Borders Partnership NHS Foundation Trust
Dave Simmons	Chairman of Adur and Worthing Safer Communities Partnership Sussex Partnership NHS Foundation Trust Council
Dee Simson	Member of Brighton & Hove Community Safety Partnership Member of Woodingdean Neighbourhood Watch
Brenda Smith	Cabinet Member for Public Protection at Crawley Borough Council Chairman of Safer Crawley Partnership
Val Turner	Member of Safer Communities Partnership, Adur and Worthing
Norman Webster	Member of Mid Sussex Community Safety Partnership
Rebecca Whippy	Co-Chair of Lewes and Eastbourne Community Safety Partnership Lead for Community Safety at Eastbourne Borough Council

	Member of Eastbourne Borough Council Joint Action Group Member of Eastbourne Neighbourhood Watch CEO of Embrace East Sussex Independent SEND Litigator
Gill Yeates	Chairman of Safer Arun Partnership Member of Joint Arun and Chichester Community Safety Partnership
Tricia Youtan	Member of Horsham Community Safety Partnership Cabinet Member for Community Safety at Horsham District Council
Carolyn Lambert	Vice-Chairman of East Sussex Fire Authority Member of Fire Commission
Phillip Lunn	Member of Safer Wealden Partnership
Jackie O'Quinn	Member of Brighton & Hove Community Safety Partnership
Brian Drayson	Co-Chair Safety Rother Partnership
Paul Barnett	Co-Chair Safety Hastings Partnership
Pat Rodohan	Chairman of the Licensing Committee at Eastbourne Borough Council

43. Minutes

43.1 Resolved – that the minutes of the previous meeting held on 26 June 2020 be approved as a correct record and that they be signed electronically by the Chairman following the meeting.

44. Public and Panel questions to the Commissioner

44.1 The Panel noted a published version of written public and Panel questions with answers from the PCC (copy appended to the signed minutes). The Panel had no supplementary questions in respect of the public questions.

44.2 The Chairman invited questions from the Panel to the Commissioner. A summary of the main questions and responses were as follows:

1. Q: Following the Government's recent decision to announce a 22.00pm curfew on licensed pubs, bars and restaurants in order to mitigate the transmission of Coronavirus (COVID-19), does the Commissioner believe that Sussex Police has sufficient resource to enforce these restrictions?

A: The PCC has discussed the latest position with the Chief Constable of Sussex Police, Jo Shiner, and since been reassured that the force will continue to apply the four 'E's approach (Engage, Explain, Encourage, Enforce) in policing the matter. The PCC thanked the majority of Sussex residents for complying with the Government's COVID-19 guidance and acknowledged the collective sacrifices made in doing so. The PCC concluded that the force has the required level of resourcing to practice the current approach outlined above.

2. Q: In relation to policing illegal gatherings at local level amid COVID-19, have the Commissioner and Chief Constable discussed ways to support residents in reporting breaches of this nature and offer protection from subsequent tensions in their local communities?

A: The PCC confirmed that this topic was covered at her recent Performance and Accountability Meeting (PAM) and the Chief Constable gave assurances that the force has a structure in place to manage this and the associated changes to the legislation. The PCC stated that appropriate avenues are available to residents to report incidents of this kind and reiterated the importance of the public's cooperation in the four 'E's approach.

3. Q: With regard to the development of the Emergency Services Network (ESN), what are the implications for Sussex in terms of the persistent overrun in timescales and cost and its potential to be obsolete at the time of implementation?

A: The PCC acknowledged that the national programme is behind schedule but offered assurance that the Home Office has plans in place to implement this over the next year or two. Commissioner Bourne revealed that an action group has been formed to report progress for review by the National Police Chiefs' Council (NPCC) and are working closely with Stephen Webb, Director of Law Enforcement Programmes at the Home Office.

4. Q: Following on from the Prime Minister's latest announcement, what role do you foresee the military being used in Sussex and if it became a necessity – would the request need to be made by yourself or the Chief Constable?

A: The PCC clarified that this would fall within the Chief Constable's remit as an operational decision and be considered on a case-by-case basis. Commissioner Bourne added it is her understanding that the military

would backfill any existing police roles as they have continued to do since COVID-19 came to prominence and national lockdown restrictions were put in place.

5. Q: Surrey Police and Crime Panel has warned about a shortfall in funding due to the impact on council tax as a result of COVID-19 – do you foresee a similar position for Sussex and what mitigation is in place?

A: The PCC admitted that she was not familiar with these recent comments but did confirm that Chief Finance Officers at regional Office of PCCs are involved with looking at precept receipts as part of an ongoing piece of work. She added that the Local Government Association (LGA) are also looking at long-term council tax receipts. Commissioner Bourne revealed that her office is currently working on producing statistics around this, including what any deficit would look like and the potential impact had on Sussex Police's budget.

44.3 The Chairman left the meeting at 10.49am and the Vice-Chairman assumed the role of Chair in his absence.

45. The role of the Commissioner and Sussex Police in response to Rural Crime and Business Crime

45.1 The Panel considered a report by the PCC, who gave an overview. The Panel was informed that the report would be presented in two parts, with Members invited to ask questions at the conclusion of each crime type. The report was introduced by Mark Streater, Chief Executive & Monitoring Officer of OSPCC.

45.2 Rural Crime

The OSPCC Chief Executive highlighted the following;

- Rural Crime is defined as an offence committed in a rural location – considered by the force as settlements with a population of fewer than 10,000 residents.
- The force categorises Rural Crime into four areas; agricultural crime, equine crime, wildlife crime and heritage crime.
- Rural Crime in Sussex has increased by 6% in the last year with offences most prevalent in the summer months.
- Chichester and Wealden districts contributed to 15% of total Rural Crime in Sussex last year.
- Domestic, business and community burglary was the most common form of Rural Crime committed during this period.
- It is widely recognised that Rural Crime continues to remain underreported across the County and is a reason why the PCC felt it warranted developing a specific policing response.

- The Rural Crime Team (RCT) was launched on 1 June 2020 and it is dedicated to tackling instances of crime affecting rural areas and the most isolated of communities.
- The RCT is comprised of eight police constables and six PCSOs – supervised by two police sergeants.
- The Team has two bases, at Midhurst and Heathfield, but works across Sussex.
- The Team has established close links with rural businesses and they are building on the existing Sussex Police Country Watch schemes in how they coordinate and respond to incoming intelligence.
- The force has developed a Rural Crime Strategy in consultation with the National Farmers' Union and Country Land Business Association in order to provide an enhanced understanding of the specific crimes.
- The Force has also established a Rural Crime Network (RCN) to raise awareness of rural crime and 40 points of contact have since been identified across the County.
- The Force actively utilises assistive drone technology to search for offenders in rural areas as well as discarded evidence in the countryside.
- The PCC is a member of the National Rural Crime Network which provides comparative understanding and the opportunity to share learning.

45.3 The Chairman invited the Panel to ask questions. A summary of questions and responses were as follows:

1. Q: Does the Commissioner believe that the force has sufficient resource to cover the vast, rural areas of Sussex and has the use of dedicated drones been considered in respect of helping direct the small RCT to offenders?

A: The PCC outlined the structure of the 16-man RCT and assured Members that all officers will receive specialist training, in part based at farms as offered by local farmers. The PCC added that officers who are part of the Rural Crime Network will support the work of the RCT through public liaison. Commissioner Bourne concluded by confirming that the RCT are currently amassing a selection of specialist equipment to enhance their role including infrared cameras and that resourcing a dedicated drone would need to be raised with the Chief Constable as an operational matter.

2. Q: It was suggested that the Commissioner and Chief Constable consider improving the Force's engagement with town and parish councils through targeted communications in an attempt to boost levels of crime reporting.

A: The PCC confirmed that this suggestion is already being explored and revealed that her office has 32 consultations and engagements planned with

parish councils over the next few months, in conjunction with the Sussex Association of Local Councils (SALC). Commissioner Bourne reminded the Panel that the RCN launched under difficult circumstances in June, during COVID-19, and reassured Members that their public engagement is ongoing and will become more visible after the upcoming consultations have taken place.

3. Q: Does the Commissioner have any plans in place to improve the high level of unreported crime in rural areas?

A: The PCC commented that the RCN are proactive in their work, as well as reactive, and that it's hoped residents will have the confidence and trust to share information, concerns and assist with investigations once the Team's growing reputation becomes embedded in rural communities. Commissioner Bourne added that she will continue to monitor for progress made in this area.

4. Q: Can the Commissioner clarify the report's measurement period and whether this pre-dated the outbreak of COVID-19 in the UK?

A: The PCC clarified that the report is representative of the 2019/20 performance year from 1 April 2019 to 31 March 2020.

45.4 Members commended the report and praised the PCC and her office with regard to the short-term success achieved by the new initiatives introduced to tackle rural crime.

45.5 Business Crime

The PCC introduced the second part of the report and defined Business Crime as an offence where a business or person is targeted during the course of their employment in relation to their profession.

The OSPCC Chief Executive highlighted the following;

- Business Crime has increased by 8% across Sussex in the last year and most notably the largest rise occurred in Brighton & Hove.
- Theft and handling stolen goods accounted for 47% of Business Crime and proved the most common type of offence.
- Both acts and threats of violence have risen by 20% with incidents mainly reported off-peak in small, retail shops.
- In February 2020, the PCC held a roundtable meeting to discuss the concerns of local businesses with Members, experts and senior representatives from large retailers. The meeting led to the formation of the Safer Sussex Business Partnership (SSBP), chaired by the PCC, which was established to facilitate closer links and draw on the practice and advice from the business community in addition to understand how Sussex Police can be more responsive to those needs.

- The PCC has held three further consultation sessions with the partnership which has in turn provided valuable findings and feedback in terms of the business community's needs and what they require to help solve the problem.
- The Force subsequently formed a Business Crime Working Group to develop these initiatives and set the direction for any issues that arise.
- The Force has also developed a Business Crime Strategy and its tactics are overseen by the Working Group.
- The Force's Instant Resolution Centre now has four dedicated police officers to improve communications with businesses and act as their first point of contact.
- The Chief Constable continues to support the work of business wardens and private security operatives across Sussex by delegating accredited powers to be fully equipped in their roles.
- Disc Crime Management's (cloud-based system) low-level crime reporting capability will play an important role in allowing users to send information, intelligence and images relating to suspects quickly and securely to the force.

45.6 The Chairman invited the Panel to ask questions. A summary of questions and responses were as follows:

1. Q: Has the emergence of COVID-19 presented opportunities for the force to address other areas of crime which have been brought to light during the pandemic?

A: The PCC commented that the lockdown period has afforded national police forces the opportunity to focus on and target most-wanted organised criminal networks involved with County Lines drug dealing. She added that Sussex Police has reported significant success as part of its operation during the national County Lines intensification week in mid-September.

2. Q: Does the Commissioner have any concerns that next year's figures will be highly inflated and subsequently offer a misleading impression that incidents are on the rise as a result of your work to improve levels of unreported crime?

A: The PCC referenced domestic abuse and stalking as criminal offences which have been similarly, historically underreported and maintained that the Force urges business owners, retail shops and outlets to report all incidents and highlighted those involving violent acts committed against shop workers as a particular area to crack down on. Commissioner Bourne added that she is a member of the National Retail Crime Steering Group and in support of a new Bill proposed to double the length of sentences

given to offenders convicted of assaulting shopworkers. The PCC concluded that while she appreciated the concern, she would prefer to see an increase in submitted reports in order for the force to use evidence and information received to target their resources more effectively in this area.

3. Q: What are the Commissioner's views on the utilisation of Force officers at Gatwick Airport while it has been largely unpopulated during the lockdown period, given the considerable investment in this resource?

A: The PCC confirmed that police officers based at the airport have been and will continue to be deployed, as required, to assist with roads policing across the County.

4. Q: What is the future sustainability for the initiatives introduced to tackle Rural and Business Crime and the possibility of expanding these if they perform well?

A: The PCC clarified that the RCT is a sustainable solution to hers and the Force's commitment to treating this issue with the upmost seriousness in serving and protecting the County's rural communities. She added that pilot projects in receipt of one-off Government funding for a set period will be reviewed and then it is the Force's responsibility to collaborate with partners to secure long-term funding.

5. Q: Can the Commissioner offer her assurances that equal emphasis will be given to protecting small businesses and the self-employed in both urban and rural areas, in addition to the focus on town centre crime?

A: The PCC referenced that the formation of SSBP was designed to ensure that small, medium and large businesses are given a voice. She also gave her assurance that the Federation of Small Businesses (FSB) are involved in any decisions taken in relation to policing of Business Crime as members of the partnership.

6. Q: What are the Commissioner's plans in terms of increasing confidence among small businesses to report crimes, no matter the scale?

A: The PCC took the opportunity to dispel the national myth that a report of theft would be ignored if the value of stolen goods was under £200 – she added that the Chief Constable has assured her this is not the case in Sussex. Commissioner Bourne also commented that businesses should not discourage employees from reporting incidents through fear of reputational damage. She summarised that the resolution is three-fold; instilling belief in businesses that the Force will respond, giving the Force confidence that businesses will report and that the justice system will deliver the appropriate sanctions.

7. Q: Will the Commissioner clarify her understanding that Business Crime is not exclusive to the retail sector and that it can affect all business types?

A: The PCC apologised and clarified her position, speaking from her background experience as a former business owner, she emphasised categorically that businesses of all compositions, sizes and whether they provide a service or sell goods are exposed to Business Crime. She also reiterated the definition of Business Crime outlined in introduction to the report and gave her assurance that the force's Business Crime Working Group reviews all forms of crimes targeting firms and any resulting patterns and trends.

45.7 In summary of the discussion, the Vice-Chairman thanked the Commissioner on behalf of the Panel for answering their questions. He welcomed both elements of the report given Members' long-standing desire for the force to address rural crime in its Police & Crime Plan and introduce a specialist resource to police this area both proactively and reactively.

45.8 Councillor Bentley resumed Chairmanship of the meeting at 11.52am.

46. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services' (HMICFRS) Inspection of Roads Policing

46.1 The Panel considered a report by HMICFRS, of which the PCC gave an overview. The Panel was informed that Sussex Police was not inspected as part of the national report, however the following seven forces were; Devon and Cornwall Police, Dorset Police, Humberside Police, Metropolitan Police, Staffordshire Police, South Wales Police and West Midlands Police.

46.2 The PCC stated that the purpose of the report was to understand the effectiveness of local and national roads policing strategies and whether best practice is identified and shared across all forces nationally. Commissioner Bourne added that the report contains recommendations for Chief Constables to take into account and confirmed Chief Constable Shiner set out what work she is doing to address these at her PAM in July.

46.3 The PCC invited the Panel to ask questions on the report and her correspondence with HM Inspector of Constabulary, Zoe Billingham.

1. Q: What standard of training provision is given to the force's roads policing officers?

A: The PCC referred the Panel to Recommendation 11 within her July PAM minutes in relation to minimum national training standards and certification course for serious collision investigators. It added that all Chief Constables

should ensure that serious collision investigators have been trained to those standards. Commissioner Bourne revealed that the Force's Serious Collision Investigation Unit is currently under review by the newly appointed Detective Inspector under the direction and guidance of the Detective Chief Inspector to ensure that the investigation standard set by the College of Policing is met fully. The PCC confirmed that the Force has invested in the Roads Policing Unit as a result of the precept uplift following taxpayer contributions.

2. Q: In reference to Recommendation 6, does Sussex Police have the capability to collate the data recorded by Speed Indicator Devices in local communities?

A: The PCC explained that data is already recorded by 250 Community Speedwatch groups across 1,800 locations countywide and collated as part of Operation Crackdown, enabling the Force to target its resource accordingly. She added that the data is collated by Sussex Safer Roads Partnership (SSRP) and is used to inform its campaigns aimed at road users. Fifty thousand offences were reported in 2019/20 involving vehicles speeding at 45mph or above in a 30mph speed limit zone.

3. Q: Are you of the opinion that SSRP should be subject to a review in order to improve its accountability?

A: The PCC outlined the accountability system for each partner and maintained that there is a governance structure in place but acknowledged that there are links between the Partnership's direction and issues surrounding it. Commissioner Bourne urged Panel members who are also county councillors to exercise scrutiny at their local authorities and show collective leadership to influence the Partnership's future direction.

4. Q: In reference to Recommendation 10, what are the Commissioner's views in relation to the strategic road network and how it impacts the SSRP's ability to ensure the safety of the road network?

A: The PCC clarified that the purpose of the strategic road network is designed to target both prolific and one-off offenders, not innocent road users. Commissioner Bourne announced that the force's new Strategic Enforcement Unit will adopt a proactive approach and utilise automatic number plate recognition when launching in January 2021.

46.4 Councillor Barnett left the meeting at 12.12pm.

5. Q: How could the force and relevant planning authorities better cooperate to reduce the risk of this impacting on local road safety?

A: The PCC encouraged the questioner to ensure that their local authority's Planning department is linked in with the Force's dedicated planning officer, so that they can support with securing developer contributions where approved

planning proposals warrant extra policing.

46.5 The Chairman referred the Panel to Agenda Item 6, Appendix A, and proposed a motion to support the Commissioner's objection to Recommendation 3 – *'by 1 April 2021, the Home Office should use the statutory power under section 7(4) of the Police Reform and Social Responsibility Act 2011 to issue guidance on what should be included within future police and crime plans. The guidance issued should require reference to roads policing in all police and crime plans.'*

The motion was seconded by Councillor Webster.

46.6 Resolved - The Panel considered the Commissioner's objection to Recommendation 3 and it was SUPPORTED, following unanimous agreement, that it should be the responsibility of individual PCCs to determine the priorities for local police force areas in England and Wales.

46.7 The Vice-Chairman thanked the PCC for answering the Panel's questions.

47. Quarterly Report of Complaints

47.1 The Panel considered a report from the Clerk to the Panel which confirmed that no serious complaints were received in the last quarter.

47.2 Under paragraph 2.5.3, Mr. Streater highlighted that a response had been issued by the OSPCC and that the PCC and her office welcomed the findings of the Independent Office for Police Conduct.

47.3 Resolved – that the Panel notes the report.

48. Working Group Appointments

48.1 The PCC proposed the formation of an additional working group to act as a critical friend for the development of the Police & Crime Plan 2021-24.

48.2 Resolved – that the Panel approves arrangement of a single additional meeting under the temporary name of the 'Precept and Plan Working Group'.

48.3 The Chairman called for any volunteers to join the Precept and Plan Working Group in addition to the proposed membership.

48.4 Resolved – that the Panel appoints the following members to the Budget and Precept Working Group:

- Mrs Scholefield (Chairman)
- Councillor O'Quinn

- Councillor Denis
- Councillor Briscoe
- Councillor Simmons
- Councillor Whippy
- Councillor Webster
- Mr Nightingale

49. Reflection on Visit to Chichester Custody Centre

49.1 The Chairman invited Councillor Yeates, Mrs Scholefield and Mr Nightingale to offer a verbal report following their recent COVID-secure visit to Chichester Custody Centre. The guided tour covered; the journey of a detainee, ensuring their welfare and role of a custody sergeant.

The following points were made:

- Members were appreciative of the comprehensive, access all areas tour and felt very well accommodated by the duty custody inspector.
- Members were impressed by the complex's facilities, particularly the CCTV operation and sophisticated holding area for detainees.
- Members raised concerns as to the length of journeys and distance travelled by officers as part of detainee transportation, should a decision be taken to close the centre permanently following its temporary re-opening.

49.2 The PCC asked the Panel to join her in expressing her deepest condolences to the family and friends of Sergeant Matt Ratana, who was shot and killed at Croydon Custody Centre in the early hours of 25 September.

50. Date of Next Meeting

50.1 The next meeting of the Panel would take place on 29 January 2021 at 10.30am at County Hall, Lewes – subject to Government guidance.

The meeting ended at 1.11pm.

Chairman

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Sussex Police and Crime Panel - Public and Panel Questions to the Commissioner

29 January 2021

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, four questions have been received for a response by the Commissioner.

Question	Response
<ol style="list-style-type: none">1. Given the success of the Community Speedwatch initiative, which has been established as a means of empowering local communities to support the Police in monitoring and enforcing speed restrictions, what steps have been taken to develop other models for community support to address issues like parking enforcement?2. How does the Commissioner monitor whether the policing of parking offences in areas which remain the direct responsibility of Sussex Police is effective and, are the number of enforcement notices issued consistent per head of population with those issued in areas where parking has been decriminalised?	

Mr Karn of Heathfield/Wealden, East Sussex

3. The Sussex Police and Crime Commissioner's Annual Report 2019/20 includes some aspirational statements concerning projects that you hoped to deliver during 2020/21.

Understandably, these may be more challenging amidst the COVID-19 restrictions, therefore can you please update on what progress you have been able to achieve to date with the following projects: *{page numbers refer to the relevant statements in the SPCC Annual Report 2019/20}*.

- RECRUITMENT – page 9

Extra investment to...provide an even greater policing presence particularly in towns, villages and online.

- PUBLIC CONTACT – page 9

Increase the accessibility of policing services for the public and further reduce call-waiting times.

- RURAL CRIME – page 10

To add 10 additional police officers to the six existing PCSOs to form a dedicated Rural Crime Team.

These officers can come together to deliver Targeted Days of Action. How many targeted days have been delivered and what was the outcome in reducing rural crime?

- BUSINESS CRIME: PLEDGE – page 15

Given the limitations to business and the combined COVID emergency

regulation restrictions, what progress has the Safer Sussex Business Partnership been able to make in 2020/21? How will this pledge now be progressed?

Cllr Bill Bentley
Chairman
Sussex Police & Crime Panel

4. I don't think that the surveys that the SPCC does to justify increases in the council tax precept are properly representative. (Note that council tax for policing has gone up every single year since 2013/14).

A few examples:

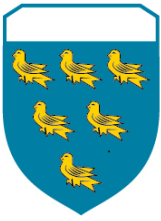
- Focus groups are made up predominantly of members of community safety and neighbourhood watch organisations. People who are members of these groups are highly likely to be people who are concerned about safety and crime. They are thus likely to be in favour of increasing spending.
- The Police & Crime Panel is made up mainly of people like chairs of a Safer Communities Board. People like this are also likely to approve higher spending.
- Surveys on the SPCC website don't offer the option for people to say 'I don't fear crime' and 'I want to pay LESS for policing'.
- Surveys in particular really concern me. You can't suggest

they are representative because a certain number of people responded - which is what tends to happen. If the main channels for getting people to respond involve emailing the existing SPCC database, tweeting etc to SPCC social channels. Again there's a huge risk that these respondents are already concerned about crime and safety and will thus vote for increases.

I would suggest that to conduct surveys properly, you need to define a genuinely representative group first and then ask the questions - most probably via email or outbound telemarketing. You need to make sure some of the questions suggest the opposite of what you want to achieve too. I would use a third-party agency to do this - that way no one can make suggestions of bias.

I welcome comments. I'd particularly like Katy to explain how she ensures that surveys are genuinely representative - like I say merely quoting numbers of people surveyed doesn't answer the question.

Mr Head of Lewes, East Sussex



SUSSEX POLICE & CRIME PANEL

Sussex Police and Crime Panel

29 January 2021

Precept and Plan Working Group

Report by the Chairman of the Working Group

Focus for scrutiny/Summary

This report is intended to inform the Panel of the findings of its Working Group, which acted as a critical friend to the Commissioner in the development of:

- The draft Police and Crime Plan 2021/24
- The proposed policing precept for 2021/22.

It summarises the issues considered by the Group and sets out its recommendations.

Recommendations

1. That the Panel reviews the proposed performance measures and targets, to confirm these are realistic, appropriate, and measurable.
2. That provision be made in the reserves to mitigate against the unforeseen financial impact of COVID 19, over and above that currently identified.
3. While significant benefits would arise from both £10 and £15 precept increases, the Group would support a £15 increase, if Recommendation 2 could be adopted, and if the Panel could satisfy itself of the additional value of the services which would accrue due to the extra £5, at this time of uncertainty and national emergency.

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 The Coronavirus Act 2020 enacted the postponement of Police and Crime Commissioner (PCC) elections, from May 2020 to May 2021; further

postponement is currently under discussion. In summer 2020 it was identified that the PCC intended to publish a new Police and Crime Plan in early 2021. At its meeting on 27 October, the Group agreed to vary its terms of reference to include scrutiny of the developing Plan.

- 1.3 The Group met three times, on 27 October, 27 November 2020 and on 12 January 2021, following the policing settlement announcement. The Group heard evidence from officers of the Office of the Sussex Police and Crime Commissioner (OSPCC), namely Iain McCulloch (Commissioner's Chief Finance Officer), Mervin Dadd (Chief Communications and Insight Officer), Mark Streater (Chief Executive) and Graham Kane (Head of Performance), supported by staff from Sussex Police.
- 1.4 The Panel has a statutory duty to review the proposed precept and draft Police and Crime Plan, and to make reports and recommendations to the Commissioner. The Group's deliberations and recommendations are intended to provide greater assurance for the Panel's statutory scrutiny, to be undertaken at its formal meeting on 29 January 2021.

2. Discussion and Recommendations

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

Draft Sussex Police & Crime Plan 2021-24

- 2.1 The Group were keen to understand the justification for the expense and resources involved in producing a new Plan, before PCC elections currently planned for May 2021, after which an incoming PCC would want to publish their own Plan. The PCC was of the view that the existing Plan required updating as it was no longer fit for purpose, given the recent appointment of the new Chief Constable, the impact on policing of COVID 19, and Operation Uplift. However, an incoming PCC would be free to publish their own Plan, once in office.
- 2.2 The Group went through the draft Plan in detail and commented in turn on each of the "Public's Priorities" at its first meeting and reviewed how their suggestions had been addressed in the subsequent draft at the second meeting. Overall, the Group was pleased with the timely input it was able to make to the Plan preparation process, and the positive manner in which their observations and recommendations has been accommodated.
- 2.3 A provision in Schedule 7 of the Police Reform and Social Act 2011 (the Act) states that a Plan should set out the means by which the Chief Constable's performance in providing policing will be measured. However, the Group was not able to review the proposed performance measures, since these had not yet been finalised.

Recommendation 1

That the Panel reviews the proposed performance measures and targets, to confirm these are realistic, appropriate, and measurable.

Financial Planning and the Medium-Term Financial Strategy

- 2.4 The Group was able to consider the present budget position, in particular the impact of COVID 19 on costs, revenue (particularly from Gatwick Airport) and council tax. Members were pleased to note that recruitment plans remained on track, despite the public health emergency.
- 2.5 The Group posed detailed questions around the level of reserves which, as a proportion of gross expenditure (according to data published by Grant Thornton for 31/3/20) appeared to be the second lowest among 42 forces of England and Wales. Although the proposed reserve appeared appropriate based on current assumptions, the Group felt consideration should be given to creating a reserve for (as yet unforeseen) costs associated with COVID 19, given the likelihood that the full impact was not yet fully understood.

Recommendation 2

That provision be made in the reserves to mitigate against the unforeseen financial impact of COVID 19, over and above that currently identified.

- 2.6 The Group identified that the savings proposals for 2021/22 were relatively easy to achieve (and potentially reverse), and not structural/efficiency savings (which would be ongoing). Officers agreed with this characterisation, the intention being to create some breathing space to allow more fundamental proposals to be developed.

Precept Consultation and Engagement

- 2.7 The Group was briefed on the consultation arrangements and feedback. Although the precept survey itself had been well publicised, straightforward to access, and had garnered a reasonable sample size, the Group raised concerns that the existence and operation of the focus groups continued to be somewhat opaque, and that members most often only became aware of focus groups held in their communities from OSPCC reports, after a meeting had already been held – which might call into question the reliability of the arising feedback.
- 2.8 The Group also questioned how well, in its totality, the make-up of the sample represented the population of Sussex, and was encouraged to learn that efforts had been made to improve engagement with younger

people, they being more likely to have a lower-than-average household income. Citizens panels, or similar, selected to compensate for underrepresentation in the sample, would enhance the weight of the conclusions, and the Group welcomed the efforts to make the data increasingly representative.

- 2.9 Overall, the Group felt that the consultation had been thorough and effective, particularly in the light of the numerous challenges presented by the pandemic. The Group was encouraged to learn that residents reported an improved visible policing presence, and that this had in turn boosted public confidence. The Group noted that a majority of survey respondents supported a policing precept increase of £15 on a band D property.

Proposed Precept 2021/22

- 2.10 The Group considered two potential precept increases of £15 (the maximum allowable under the settlement), and £10 (both on a band D property), in the context of the police settlement, the council tax collection fund and tax base, and numerous financial pressures. OSPCC and Sussex Police staff guided the Group through the various stages of the budget's development.
- 2.11 Regarding previous precept increases, and how effectively this public money had been spent, the Group was pleased that the ambitious recruitment plans remained on course (despite the pandemic) and that the public appeared to have noticed the resulting improved policing presence. The Group also acknowledged that Sussex Police, having started a recruitment process earlier, were in a better position than many forces.
- 2.12 The Group considered how the income from the £10 and £15 options would be spent. It:
- Noted that Sussex Police had invested the money from previous precept increases well, in services which were acknowledged and valued by the public.
 - Noted the public support for a £15 increase indicated through the survey.
 - Noted the importance of the Force continuing to publicise its achievements in order to further build public confidence.

At the same time, the Group also:

- Recognised the financial hardships that many households were facing, and that there was currently no end in sight to the pandemic, and the associated economic downturn.

Recommendation 3

While significant benefits would arise from both £10 and £15 precept increases, the Group would support a £15 increase, if Recommendation 2 could be adopted, and if the Panel could satisfy itself of the additional value of the services which would accrue due to the extra £5, at this time of uncertainty and national emergency.

3. Working Group Resource Implications and Value for Money

- 3.1 The cost of 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 a 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.

Tony Kershaw

Clerk to Sussex Police and Crime Panel

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Appendices: None

Working Group Members:

Councillor Roy Briscoe
Councillor Johnny Denis
Councillor Jackie O'Quinn
Mr Peter Nightingale
Mrs Susan Scholefield (Chairman)
Councillor David Simmons
Councillor Norman Webster
Councillor Rebecca Whippy

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SUSSEX POLICE & CRIME PANEL

Sussex Police and Crime Panel

29 January 2021

Police and Crime Plan 2021-24

Report by The Clerk to Sussex Police and Crime Panel

Focus for scrutiny/Summary

In respect of the draft Plan, informed by the findings of the Precept and Plan Working Group, the Panel is asked to consider:

- a. How well the matters set out under paragraph 1.3 are addressed
- b. The appropriateness and adequacy of the performance measures against which the Commissioner will hold the Chief Constable to account
- c. How well the desires and aspirations of Sussex's residents have been reflected.

1. Background

- 1.1 The Commissioner has decided to prepare and publish a Police and Crime Plan for 2021-24. The current Plan has a term of 2017/2021.
- 1.2 The Police Reform and Social Responsibility Act 2011 (the Act) permits a Commissioner (PCC) to issue a Plan at any time. However, in respect of any plan or variation to a plan, the PCC must send a draft to the Police and Crime Panel (PCP) and have regard to any report or recommendations made by the PCP.
- 1.3 A plan should set out the following matters (from Schedule 7 of the Act):
 - a. The PCC's police and crime objectives
 - b. The policing of the police area which the Chief Constable is to provide
 - c. The financial and other resources which the PCC is to provide to the Chief Constable for the Chief Constable to exercise the functions of Chief Constable
 - d. The means by which the Chief Constable will report to the PCC on the Chief Constable's provision of policing
 - e. The means by which the Chief Constable's performance in providing policing will be measured;
 - f. The services which are to be provided by virtue of section 143 of the Anti-social Behaviour, Crime and Policing Act 2014;
 - g. Any grants which the PCC is to make under that section, and the conditions (if any) subject to which any such grants are to be made.

1.4 The PCC's objectives are the objectives for:

- a. Policing in Sussex
- b. Crime and disorder reduction in Sussex
- c. The discharge by Sussex Police of its national or international functions.

2. Discussion

2.1 The Precept and Plan Working Group was able to review and make recommendations on an early draft of the Plan at its first meeting, and to consider how well its comments had been addressed in a subsequent draft, at its second meeting. The Group was pleased with the timing of its involvement, and the positive influence it was able to exert. However, due to the Plan preparation process timeline, the Group was not able to preview the performance measures, against delivery of which the PCC proposes to hold the Chief Constable to account (see 1.3/e above). It is therefore suggested that the Panel satisfies itself that the performance measures are appropriate and adequate.

The Group's full report can be found under item 5 of this agenda.

2.2 Following the meeting, a report will be prepared in consultation with the Chairman, and dispatched and published within two working days. The Commissioner's response will be published on the Panel's webpage and included in the published papers for the Panel's next meeting.

3. Risk Management Implications

3.1 Scrutiny of the draft Police & Crime Plan is a statutory duty for the Panel. It is important that this duty is undertaken thoroughly and effectively.

Tony Kershaw

Clerk to Sussex Police and Crime Panel

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To:	The Sussex Police & Crime Panel
From:	The Sussex Police & Crime Commissioner
Subject:	Sussex Police & Crime Plan 2021/24
Date:	29 January 2021
Recommendation(s):	That the Police & Crime Panel: i) note the report; and ii) formally review the Police & Crime Plan in accordance with Chapter 4 – Section 28(3) of the Police Reform and Social Responsibility Act 2011.

1.0 Introduction

1.1 This report introduces the Sussex Police & Crime Commissioner’s (PCC) Police & Crime Plan 2021/24 and sets out the police and crime objectives, public priorities and measurements to determine progress against the Plan.

2.0 Police & Crime Plan 2021/24

2.1 The PCC has a statutory duty to set the police and crime objectives for their police force area through a Police & Crime Plan. The prescribed content of the Plan is set out in Chapter 3 – Section 7(1) of the Police Reform and Social Responsibility Act 2011 (PRsRA).

2.2 A new Police & Crime Plan for 2021/24 has been developed. The Plan is intended to cover the three-year period 1 April 2021 to 31 March 2024 and can be viewed in Appendix A. This process has involved a complete review of the police and crime priorities, measurements to determine progress against the Plan and the supporting information included within.

2.3 The PCC has identified three public priorities for 2021/24, as follows:

- Public Priority 1 – Strengthen local policing, tackle crime and prevent harm
- Public Priority 2 – Relentless disruption of serious and organised crime
- Public Priority 3 – Support victims and safeguard the vulnerable

2.4 Further to any recommendations made by the Panel, the new Plan will be launched as soon as is practicable after the meeting and, in any case, before 31 March 2021.

2.5 Section 5(9) of the PRsRA requires the PCC to keep the Plan under review. This will be done on an annual basis, throughout the term of the Plan.

3.0 Police & Crime Plan and Precept Working Group

3.1 The PCC invited the Sussex Police & Crime Panel to establish a Working Group to act as a ‘critical friend’ in the development and design of the new Plan.

3.2 The Police & Crime Plan and Precept Working Group met on 27 October and 27 November 2020 to review and comment on the public priorities, measurements and content of the Plan.

- 3.3 The Working Group also considered the assumptions and aspirations underlying the development of the proposed budget and police precept for 2021/22. This included a third meeting of the Working Group on 12 January 2021, solely focused on the proposed precept.

4.0 Public Consultation

- 4.1 In developing the Police & Crime Plan, the PCC is required to consider the views of the local community and victims of crime.
- 4.2 The public priorities were developed following extensive consultation with members of the public in Sussex to ensure that the Plan reflects accurately the policing, crime and community safety issues that are most important to them.
- 4.3 Despite the COVID restrictions in place, the PCC carried out a comprehensive series of 64 online focus groups and virtual roundtable discussions on rural crime, business crime, community policing and road safety during 2020/21 to understand better the priorities of members of the public in Sussex.
- 4.4 The PCC also took the opportunity to ask the public to rate their policing priorities and to provide their views on precept levels through a priorities and funding survey and an online 'policing challenge' game.

Recommended – That the Police & Crime Panel:

- i) note the report; and
- ii) formally review the Police & Crime Plan in accordance with Chapter 4 – Section 28(3) of the Police Reform and Social Responsibility Act 2011.

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

Appendices

Appendix A - Sussex Police & Crime Plan 2021/24

Sussex Police & Crime Plan 2021/24

Smarter Policing – Safer Sussex



Sussex
Police & Crime
Commissioner



21/24

Agenda Item 6b
Appendix A

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Note: Any text in this document [highlighted in this way](#) is a hyperlink to a relevant website.

1

As your PCC, I have a statutory duty to publish a Police & Crime Plan, which sets out the strategic direction for policing our county with objectives for how policing services will be delivered in Sussex up to 2024.



For the past three years, Sussex Police has been building its capacity to respond to local neighbourhood crime and anti-social behaviour issues as well as tackle serious and organised criminality.

The Force has committed to a more visible presence and better engagement in your communities.

The feedback from you, the residents of Sussex, shows that you really appreciate the energy, leadership and focused approach of our Chief Constable and particularly the extra boots on the ground in your neighbourhoods.

I would like to thank all the members of the public and partners in Sussex who have helped me develop this Police & Crime Plan to ensure that it accurately reflects the policing, crime and community safety issues important to you and takes account of the extraordinary times we are living through.

I will ensure that your ideas and concerns are addressed within these three priorities:

Public Priority 1 – Strengthen local policing, tackle crime & prevent harm

Public Priority 2 – Relentless disruption of serious and organised crime

Public Priority 3 – Support victims and safeguard the vulnerable

Police Officers and Police Community Support Officers (PCSOs) have been out every day since the first lockdown in March 2020, keeping us safe from criminals and from people flouting health guidelines regarding gatherings and travel.

The overwhelming reaction of the public – especially here in Sussex – has been one of gratitude and solid support for police officers, many of whom have been spat at and coughed on and defied by those who think COVID-19 is a hoax.

The pandemic has taught us a lot about the value of community co-operation and made us appreciate those frontline workers, like the police, who went out whilst the rest of us were locked down indoors.

We all recognise that our public services have been challenged but I have been impressed and reassured

by the way that Sussex Police has responded to the pandemic and continued to catch criminals, prevent crime and protect victims.

This is a Plan for the next three years but it will be one that acknowledges the changing concerns and priorities of Sussex residents and adapts to the social, economic and environmental pressures ahead too.

None of us want to lose the momentum we have built up so I give you my assurance that, working through the Chief Constable's new Operational Delivery Plan, Sussex Police will continue to progress towards the recruitment targets set whilst delivering a smarter policing service, embracing technology and encouraging innovation and collaboration to ensure an even safer Sussex.

Katy Bourne OBE
Sussex Police & Crime Commissioner





“We will get the basics right, building a visible, proactive service that protects our communities by taking the fight back to the criminal.”

2

Meet the Chief Constable

I feel immensely proud and privileged to lead Sussex Police, a team of committed and highly dedicated officers, staff, specials and volunteers who serve with pride and professionalism.

It is our duty to deliver the public’s priorities as set out by the Police and Crime Commissioner in this plan: to strengthen local policing, tackle crime and prevent harm; the relentless disruption of serious and organised crime; and to support victims and safeguard the vulnerable.

As our commitment to you, we will:

- Protect our communities
- Catch criminals
- Deliver an outstanding service to victims, witnesses and the public

To protect our diverse communities, we will continue to actively listen and engage. We will continue to develop and improve the ways in which you can contact us whether by phone, online or in person. Whether you are based in a city, town or village, in person, online or travelling through, we will strive to understand your issues and concerns. Importantly, we will then take proportionate action.



At the core of our policing service is a clear focus on catching criminals - with prevention and deterrence at the heart. By building our enforcement capability and working collaboratively with other forces and agencies, we are better equipped to successfully disrupt and tackle serious and organised crime. By relentlessly pursuing dangerous criminals and dismantling more county lines, we will make Sussex even safer.

Investment in Sussex Police, both through the national police recruitment programme and council tax increases, has strengthened local policing, boosting a number of frontline teams. More officers, PCSOs and volunteers for neighbourhood teams have enabled us to deliver an ever better, more accessible service to communities, preventing crime, safeguarding the most vulnerable and tackling anti-social behaviour.

We will also continue to prioritise preventative approaches that divert people of all ages away from crime with our priority on children and young people.

The nature and complexity of the crimes that we deal with continues to change, which is why we have invested in more specialist posts to tackle online and serious organised crime. We must balance addressing the visible impact of crime such as anti-social behaviour and burglary with tackling the often hidden impact of organised crime or crimes committed behind closed doors, such as domestic abuse, which can lead to great harm and vulnerability.

We will only meet these combined challenges if we continue to build trust and confidence with our communities. We police by consent, and we will continue to focus on providing the most efficient and effective service we can with the resources we have available.

We will get the basics right, building a visible, proactive service that protects our communities by taking the fight back to the criminal. I look forward to working with you to keep Sussex safe.

Jo Shiner
Sussex Police Chief Constable

Agenda Item 6b
Appendix A

The Public's Police & Crime Priorities

PUBLIC PRIORITY 1

Strengthen local policing, tackle crime & prevent harm

I will work with the Chief Constable to address the following:

Local, visible and accessible policing

- local, visible and accessible policing throughout Sussex.
- problem-solving partnership activity and early intervention to prevent crime.
- proactive policing to catch more criminals, cut crime and improve public safety.
- increase the confidence of victims to report traditionally under-reported crimes to Sussex Police to bring more offenders to justice.
- operational policing that is efficient, effective and responsive to the needs of the public.
- invest in innovation, technology and new ways of working to maximise productivity and efficiency gains for policing.

Anti-social behaviour

- tackle anti-social behaviour to protect communities and prevent anti-social behaviour from being a pathway to more serious crime and harm.
- improve police engagement with the public about the impact of anti-social behaviour.
- ensure effective mediation services are available to prevent conflict from escalating further, decrease community tensions and reduce the demand on Sussex Police.
- work with schools and young people to build confidence in policing and promote positive behaviours.

Burglary

- seek to reduce the number of residential and non-residential burglaries in Sussex, including business premises.
- continue to provide support for victims of burglary, particularly those who are vulnerable, and prevent them being re-targeted.

Rural crime

- maintain a dedicated Rural Crime Team and improve their visible policing presence.
- work with our rural communities to encourage better engagement with the police and a greater confidence to report crimes.
- more effective communication with rural communities through the Sussex and Surrey Association of Local Councils.

Road safety

- reduce anti-social driving behaviour on the roads in Sussex and recognise the impact that this can have on the communities affected.
- tackle the most serious, organised and persistent criminals targeting the road networks in Sussex.
- encourage communities, road users and partners to play a full and active part in making the roads of Sussex safer, working in partnership with the Sussex Safer Roads Partnership, Operation Crackdown and Community Speed Watch groups to achieve this.

Business and retail crime

- tackle business and retail crime by enabling increased reporting of incidents through technology and smarter police processes.
- ensure a more focused police response to reports of business crime with more specialist officers and staff.
- work with businesses and partners to generate better intelligence leading to positive outcomes and increased business confidence in police.

Hate crime

- encourage and enable victims and witnesses to report hate crime and ensure that offenders are brought to justice.
- continue to jointly fund and work with the pan-Sussex Hate Incident Support Service to provide support to complex, high-risk and vulnerable victims of hate crime through the provision of immediate emotional support, advice and coordination with partner agencies.

- use the Safer Sussex Business Partnership to develop stronger links between Sussex Police and local businesses in order to make Sussex a safer place in which to shop and work.

Partnership activity to reduce crime

- continue to provide a case management system to facilitate real-time information sharing between police and local authority partners.
- work with and support the 12 Community Safety Partnerships (CSPs) in Sussex to address crime and anti-social behaviour at a district level.
- continue to support **REBOOT** - our successful Early Intervention Youth Programme - to divert young people away from crime and to reduce the risk of them becoming the victim or suspect of future serious violence.

- work with Sussex Police to develop the range of Out of Court Disposal options available in Sussex to divert individuals away from the criminal justice system by considering alternative approaches to prosecution.
- recognise and address any disproportionality that exists within the criminal justice system towards our diverse communities.
- continue to chair, convene and coordinate the activity of local criminal justice agencies through the Sussex Criminal Justice Board (SCJB) to improve access to justice; reduce offending and expand the use of restorative justice across Sussex.
- work with partners to reduce crime and reoffending through Integrated Offender Management, including tackling the acute shortage of accommodation for offenders through the SCJB.



3.2

The Public's Police & Crime Priorities **PUBLIC PRIORITY 2** Relentless disruption of serious and organised crime

Public Priority 2

Call handling times and contact

- make it easier for members of the public to contact Sussex Police and continue to improve the 999, 101 and non-voice demand response times and encourage greater online reporting.
- provide frontline officers and PCSOs with efficient and effective technology and data access to enable them to police in their communities.

Police officers, staff, PCSOs and Special Constables

- continue our local recruitment funded by the police precept.
- support Sussex Police to recruit 121 additional police officers as part of Operation Uplift – the Government campaign to recruit 20,000 new police officers in England and Wales over the next three years.
- support increased participation by communities in community safety initiatives through the Special Constabulary, Police Cadets, Independent Custody Visitors and other volunteer roles dedicated to preventing crime and safeguarding the individuals detained in police custody in Sussex.

Public engagement

- continue to participate in #TalkSussex – an extensive public engagement programme – to provide the residents of Sussex with the opportunity to inform local policing and budget decisions and to discuss any issues with me and my office directly.



I will work with the Chief Constable to address the following:

Serious violence & knife crime

- tackle serious violence and knife crime in Sussex.
- seek to understand better the root causes of serious violence in Sussex.
- support and enhance the Sussex Police response to serious violence, as part of Operation Safety.
- co-ordinate the work of the Violence Reduction Unit to reduce the risks to individuals and communities throughout Sussex.
- reinforce the local capacity and national capability of Sussex Police to carry out high-profile disruptions and enforcement activities targeting serious and organised criminals.
- tackle the most serious, organised and persistent criminals who are targeting the road networks in Sussex in order to carry out their criminality.

Drugs & county lines

- tackle and disrupt organised crime groups behind county lines drug gang activity.
- recognise the exploitation of children and young people and continue to identify and safeguard those most at risk.

Homicide

- support all available measures by police and partners to reduce the number of people killed and seriously injured as a result of homicide and serious violence in Sussex.

Modern slavery

- continue to work with law enforcement agencies; local authorities; non-governmental organisations and charities to coordinate the local, regional and national response to modern slavery through the National Anti-Trafficking and Modern Slavery Network.

Child sexual exploitation & abuse

- work with Sussex Police and other agencies to protect children from criminal exploitation by raising awareness and increasing the reporting of these offences against children.
- ensure that child victims receive the support they need and that offenders are brought to justice.

Fraud and cyber-crime

- identify, understand and tackle emerging fraud crime types.
- work with Action Fraud – the national reporting centre for fraud and cyber-crime in England and Wales – to provide help, support and advice to individuals and businesses who have been scammed, defrauded or experienced cyber-crime.
- ensure that police officers and staff have the capacity, capability, systems and equipment to tackle the volume and complexity of cyber-crime.
- allocate further funding from the Safer in Sussex Community Fund support local projects across Sussex to tackle crime and improve community safety.



The Public's Police & Crime Priorities

PUBLIC PRIORITY 3

Support victims and safeguard the vulnerable

I will work with the Chief Constable to address the following:

Domestic abuse

- help put in place measures that support partners to prevent offending and reduce reoffending, with an emphasis on reducing domestic abuse, serious sexual offences and violent crime.
- continue to work with partners to ensure that Sussex offers quality services for victims of domestic abuse, sexual abuse and our youngest victims of crime to help provide seamless support throughout their journey through the criminal justice system.
- support victims and their families affected by domestic abuse to feel safe and cope and recover from harm, offering targeted help through commissioned services in partnership across the county.
- train and develop frontline professionals to recognise the signs and indicators of domestic abuse, how to respond and where to go to for further assistance.

- support victims of domestic abuse who have also experienced sexual abuse and/or stalking and harassment, ensuring they receive the specialist help, support and advice they need.
- provide independent advice and guidance to protect and support victims identified to be at the most significant risk of harm from domestic abuse perpetrators.
- develop approaches to tackling domestic abuse perpetrators through justice and interventions to change behaviour to reduce repeat victimisation.
- continue to invest in Body Worn Video technology to ensure that all frontline police officers and PCSOs are equipped with personal-issue cameras to capture evidence that can be used to improve the successful outcomes in domestic abuse cases and ensure that more perpetrators are brought to justice. This includes victimless prosecutions where the victim does not want to support a prosecution.

Rape & serious sexual offences

- continue to invest in specialist support services to assist victims and survivors with their recoveries from rape, sexual violence and exploitation by co-commissioning a Pan-Sussex service accessible to all.
- encourage victims of rape and serious sexual assaults – both recent and non-current – to report these to the police or through other partners to ensure that all vulnerable victims can be supported, and more offenders are brought to justice.
- work with partner agencies to highlight the impact of rape, sexual violence and exploitation and how frontline professionals can support disclosures and seek further guidance and support.
- support the re-commission of the Sexual Assault Referral Centre for Sussex in partnership with National Health Service (NHS) England, including a thorough needs assessment and adherence to new forensic regulations.

Stalking and harassment

- continue to embed Sussex Police processes and procedures to ensure that stalking and harassment is identified and managed effectively to reduce harm.
- work with partner agencies to raise awareness of the dangers and harm of stalking and harassment by improving the identification of these offences and the support available for victims. If it is fixated, obsessive, unwanted and repeated then it is stalking.
- commission specialist advocacy services for victims of stalking and harassment in Sussex, ensuring these are accessible to all.
- develop partnership responses to tackling stalking perpetrators.

Elder abuse

- work with Sussex Police to tackle the financial; physical; psychological and sexual abuse of older people. Elder abuse can be a single, or repeated act, or lack of appropriate action, occurring within any relationship where there is an expectation of trust which causes harm or distress to an older person.

- continue to support and raise awareness of Operation Signature – the nationally adopted Sussex Police campaign to identify and support vulnerable victims of fraud – to recognise victims of all types of fraud as victims of crime and to provide preventative measures to support and protect them from further targeting.

Quality victim support services

- directly commission and work with statutory partners to maximise the use of public funds in order to provide support to as many victims as possible.
- develop the Safe:Space Sussex Funding Network of 'approved' providers of specialist support services to ensure that they continue to demonstrate the highest levels of quality standards and assurance required.
- continue to provide and promote Safe:Space Sussex – the online directory of victim support services throughout Sussex.
- commission services either as stand-alone or in partnership to provide the best possible response to the most vulnerable victims of crime.

- identify which services work best for victims of crime in Sussex and why, through improved outcome monitoring and close partnership working with other agencies. This information will be used to help design future services, ensuring the voice of the victim is placed at the centre of funding and service decisions.
- continue to provide successful outcomes for victims of crime seeking restitution by confronting perpetrators and describing the impact of the crime upon them and their families – rather than from a criminal justice outcome – through the Sussex Restorative Justice Partnership.

Safeguard the vulnerable

- implement a Victim Hub approach to supporting vulnerable victims in Sussex, ensuring victims receive the right support and safety advice and guidance by the most appropriate service.
- ensure that victims and witnesses are supported to facilitate a positive experience of the criminal justice system.
- work with partner agencies to identify repeat vulnerable victims to safeguard against further harm.

- seek to reduce the risk of vulnerable victims and witnesses travelling long distances to give evidence at court.
- support children and young people attending court – either as victims of crime or witnesses to it – through the Young Witness Service and other dedicated services for children.

Improve access to justice

- ensure that the Sussex Police estate is in the right place, is fit for purpose and is efficient through the delivery of the Estates Strategy 2018/23.
- examine options for sharing with partners and disposal for redevelopment where the police estate is under-used.
- seek to secure additional funding from district and borough councils across Sussex through Section 106 Agreements and the Community Infrastructure Levy to support further investment and improvements in the Sussex Police estate and existing policing infrastructure.

4

Measuring the Progress Against the Public's Police & Crime Priorities

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

Each of the public's police and crime priorities has a series of descriptions of the work that will be drawn upon to measure success and progress.

Evidence will be gathered from a broad range of police, partner and public information sources to determine how effectively each of the police and crime priorities are being delivered.

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

The Police & Crime Plan will be kept under constant review and will be refreshed annually. This will include a review of the public's police and crime priorities and the supporting descriptions.



5

Relationship of the Police & Crime Plan to Local Authority Community Safety Plans



Police & Crime Plan
Sets out the strategic police and crime priorities for how policing services will be delivered in Sussex across 2021/24.



Brighton & Hove City Council
Community Safety and Crime Reduction Strategy 2021/24 [READ MORE](#)



East Sussex County Council
East Sussex Safer Communities Partnerships' Business Plan - 2020/23 [READ MORE](#)



West Sussex County Council
The Safer West Sussex Partnership - County Community Safety Agreement 2021/24 [READ MORE](#)



Community Safety Plans for Community Safety Partnerships
Sets out how partners will support the priorities of the Police & Crime Plan. These plans can be viewed on the individual websites for each of the local authorities.

Strategic Policing Requirement and National Policing Strategies

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

Strategic Policing Requirement

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

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

- public disorder
- civil emergencies
- serious and organised crime
- terrorism
- national cyber security incidents
- child sexual abuse

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

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

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

I must also ensure that sufficient funds are set aside to maintain the Force’s contribution under the SPR. This includes ensuring that sufficient resilience and capacity exists to cover the contribution of Sussex Police.

I will hold the Chief Constable to account for the delivery of this national element of policing – which the public expects to be of the highest calibre – through an effective accountability framework.

Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services will also continue to inspect the police force’s capacity and capability to respond to each of the individual requirements.

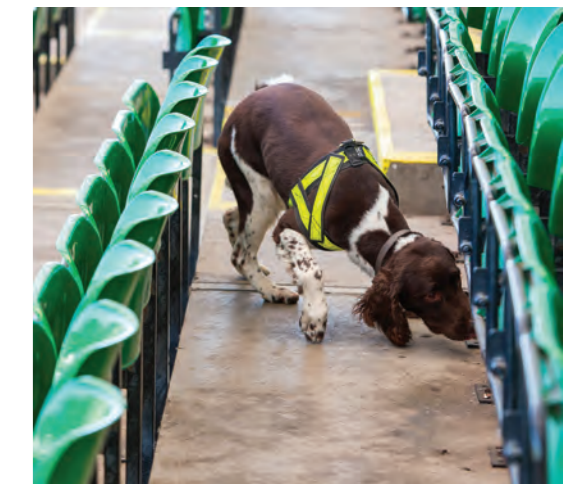
Policing Vision 2025

The Policing Vision 2025 sets out the future for policing and will shape decisions about how police force areas use their resources to keep people safe. The Vision has been developed by the **National Police Chiefs’ Council** and **Association of Police and Crime Commissioners**, in consultation with **The College of Policing**, **National Crime Agency**, staff associations and other policing and community partners. All Chief Constables and Police & Crime Commissioners in England and Wales have signed up to the Vision.

National Policing Digital Strategy 2020/30

The National Policing Digital Strategy 2020/30 sets out the ambition for how digital can transform key dimensions of the police service alongside the priorities that support this. This includes key data and technology enablers that will provide the foundation for digital transformation, with implications on our people, ethics and policing capabilities, and considerations for how policing mobilises and organises effectively to deliver the strategy over the next five years.

“I will hold the Chief Constable to account for the delivery of this national element of policing – which the public expects to be of the highest calibre – through an effective accountability framework.”





Sussex Police and Surrey Police

Sussex Police and Surrey Police have successfully collaborated on a number of areas since 2010, comprising operational disciplines and enabling portfolios.

Collaborated Operational Commands include the following service areas: Tactical Firearms Unit; Gatwick Operations; Dog Unit; Public Order; Road Policing Unit; Specialist Crash Investigation; Firearms Licensing; Duties and Emergency and Operations Planning.

The operating model for Specialist Crime Command includes a collaborative approach to Homicide and Major Crime Investigations, Serious and Organised Crime, Intelligence, Forensic Investigations (including Digital Forensics), Surveillance, Cyber Crime and Economic Crime.

The key portfolios from an organisational enabling perspective are: People Services, Information Technology, Finance and Business Services (which includes Estates, Fleet, Procurement and Insurance).

The Chief Officers responsible for IT, Finance and People Services work across both police force areas to

identify and deliver further efficiencies and savings. This collaborative approach will help to enhance frontline policing by reducing duplication, streamlining management and rationalising processes and support services. Sussex Police and Surrey Police are embarking on the implementation of a collaborated capability between both police force areas. This will be supported by the integration of an improved Digital Evidence Management System that will enable the forces to receive and share the video captured more efficiently, effectively and securely, removing the need for portable digital media.



Emergency Services Collaboration

The Policing and Crime Act 2017 places a statutory duty on police, fire and ambulance services to work together.

I will actively seek opportunities to collaborate with other emergency services across our region where it is in the best interests of Sussex residents to do so.



Sussex Police and the South East Region

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

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

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

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

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

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

SECTU addresses the four elements (protect; prepare; prevent and pursue) of CONTEST - the Government's Counter Terrorism Strategy.

South East Regional Integration Partnership

In 2018, Sussex, Surrey, Hampshire and Thames Valley Police formed the South East Regional Integration Partnership (SERIP) to identify and deliver business, process and technical change across the four police force areas.

SERIP is now heavily involved in helping to deliver the PRONTO system across the four police force areas in the South East region, enabling police officers to search crime records across the region whilst out on patrol in a far more efficient and effective manner.

It is also key to helping transform and enhance existing forensic capabilities through the use of technology (Transforming Forensics) and is responsible for the collaborated regional approach to replace the national radio systems used by the four forces through the Emergency Services Mobile Communications Programme (ESMCP).

Policing Budget and Precept

TO FOLLOW (2 PAGES)



I am responsible for commissioning services for victims of crime in Sussex. This means determining how best to allocate this funding and overseeing delivery to ensure that individuals in Sussex have access to the best and most appropriate support services available.

My Commissioning Strategy sets out how I intend to continue to develop a strong community of voluntary services and effective partnerships with statutory agencies in Sussex, building their capacity and growing the market to provide services that respond flexibly to meet the needs of local residents. Decisions on the most appropriate mechanism for commissioning services are made after assessing the benefits, restrictions and legal requirements. The methods chosen will be informed by these commissioning commitments and what is right for Sussex, with partnership agreements, grants and contracts used to support this.

Community Safety

I provide an annual community safety grant to support community safety initiatives in Sussex. A proportion of this grant is awarded directly to each of the 12 CSPs in Sussex to deliver youth offending services, drug and alcohol support and targeted activity to reduce crime and anti-social behaviour in those areas.

Safer in Sussex Community Fund

For the last 8 years, the remainder of this grant is used for my **Safer in Sussex Community Fund** (SiSCF) and has provided financial support (grant awards up to £5,000) to a diverse range of local organisations and community projects that aim to reduce crime and improve community safety.

In total, £1.66m has been allocated to support 346 community projects since the SiSCF was created. A list of each of the successful applications to the fund can be [viewed here](#).



Victims' Services

From 1 October 2014, Police & Crime Commissioners became responsible for commissioning victims' services locally. To support this, I receive an annual grant from the **Ministry of Justice** (MOJ) to commission services for victims and witnesses of crime.

To ensure that victim support services are widely publicised and available to victims of crime, I will continue to promote and develop **Safe:Space Sussex** – the online directory of victim support services throughout Sussex. This service is available to all, regardless of whether individuals have reported offences to the police and/or are pursuing these through the criminal justice system.

The MOJ grant also stipulates that the funding should be used to provide quality services to victims. To support this approach, the **Safe:Space Funding Network** was created in 2018 to safeguard the quality of services provided by those in receipt of this funding in Sussex. This process requires the recipients

of any grant funding to undergo a quality assurance process which is tiered dependent on the amount of funding applied for, including checks on safeguarding policies, financial management and the quality of the interventions delivered.

The funding provided by the MOJ must be used to commission services that reflect the needs of victims of crime in Sussex, identified through an annual Needs Assessment. Part of this process involves the co-commissioning of services with a range of partners, including local authorities, National Health Service and Clinical Commissioning Groups and National Probation Service. Through the Funding Network, local services are also able to bid for funding to support projects identified as part of the annual assessment.

In total, £976,000 has been allocated to support 52 projects supporting victims of domestic abuse; sexual violence; stalking; hate crime; road crime and fraud since the Funding Network was created. A list of each of the successful applications can be [viewed here](#).

Proceeds of Crime Act

The Proceeds of Crime Act 2002 provides for the confiscation or civil recovery of the proceeds from crime. Linked to this, the **Asset Recovery Incentivisation Scheme** (ARIS) has more than 250 participant agencies seeking to recover these proceeds through confiscation orders which are shared, pro-rata, amongst these participating agencies, including Sussex Police, to tackle and prevent crime.

Confiscation and asset recovery are complex processes conducted separately but in parallel to the judicial process. This process explores the defendant's criminal benefit as the value of the property obtained as a result of or in connection with criminal conduct, including the determination of the court as to whether a defendant has a criminal lifestyle. ARIS receipts are forwarded to participating agencies for use in the further prevention of reduction in crime or asset recovery.



About Sussex

Sussex Police covers a population of 1.7 million people. The police force area covers the rural and urban counties of East Sussex (including Brighton & Hove) and West Sussex.

The South Downs National Park covers an area of 628 square miles and stretches for 87 miles from Winchester to Eastbourne through Hampshire, West Sussex and East Sussex and a coastline that spans 137 miles from Chichester Harbour to Camber Sands.

Sussex also has Gatwick Airport – the second busiest airport in the United Kingdom – and the Port of Newhaven – one of the oldest gateways to France.



FORCE AREA

1,460
square miles

WORKFORCE

90% frontline police officers, staff and PCSOs

2.81 per 1,000 population

POPULATION

1.703m People

742,400 Households

1,167 people per square mile

CRIMES

0.075
crimes per person

COST

46p
per person per day

Source: HMICFRS – Sussex Police Profile



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

.....
[Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services](#) is the inspection body which provides regular annual and thematic inspections;

.....
 The [College of Policing](#) sets the standard for policing and carries out research;

.....
 The [Independent Office for Police Conduct](#) oversees the complaints process nationally.

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

ROLE	RESPONSIBILITIES
POLICE & CRIME COMMISSIONER	<ul style="list-style-type: none"> Setting the strategic direction for policing in Sussex; Publishing a Police & Crime Plan; Setting the budget and precept for policing in Sussex; Commissioning of victims' support services; Holding the Chief Constable to account for delivering policing that is efficient, effective and responsive to the needs of the public as set out in the Police & Crime Plan; Appointing, and if necessary, dismissing the Chief Constable of Sussex Police.
CHIEF CONSTABLE	<ul style="list-style-type: none"> Keeping the communities of Sussex safe and secure; Delivering efficient and effective operational policing which responds to the needs of the public; Managing resources and expenditure by the police force.
POLICE & CRIME PANEL	<ul style="list-style-type: none"> Reviewing, reporting and making recommendations on the Police & Crime Plan and the policing precept; Scrutinising key strategic decisions and documents (including the Police & Crime Plan); Making recommendations to the Police & Crime Commissioner on the discharge of her functions; Holding confirmation hearings for the proposed appointments of Chief Constable, Chief Executive and Chief Finance Officer; Power to suspend the Police & Crime Commissioner if charged with an imprisonable offence or appoint an acting Police & Crime Commissioner where the incumbent is incapacitated, resigns or is disqualified.

GENERAL
<p>The PCC is elected every four years and is the chair of the corporation sole. Further statutory duties and powers are set out within the Act.</p> <p>The Act protects the operational independence of the police by making it clear that the Chief Constable retains direction and control of all officers and staff.</p> <p>Scrutinise the decisions of the Police & Crime Commissioner.</p> <p>Membership consists of a maximum of 18 councillors from each of the 15 local authorities within Sussex, plus two independent members.</p> <p>There is a requirement for political and geographical balance amongst the elected members of the Panel.</p>

COMPLAINTS
<p>Local oversight of the complaint handling by Sussex Police; Independent Review Body for certain complaints made through the formal complaints system within Sussex Police and dealing with complaints made against the Chief Constable.</p> <p>Consider and investigate any complaints or conduct matters against police officers and staff.</p> <p>Consider any complaints or conduct matters against the Police & Crime Commissioner.</p>



Anti-social behaviour – Personal, nuisance and environmental are all types of anti-social behaviour. This can include abandoned vehicles; nuisance or inappropriate use of vehicles; rowdy or inconsiderate behaviour; rowdy or nuisance neighbours; illegal waste dumping, fly-tipping and polluting watercourses and land, littering or drugs paraphernalia; animal problems; trespassing; nuisance calls; street drinking; prostitution-related activity; nuisance noise; begging and misuse of fireworks.

Child sexual exploitation – is a type of sexual abuse. When a child or young person is exploited they are given things – gifts; drugs; money; status and affection – in exchange for performing sexual activities. Children and young people are often tricked into believing that they are in a loving and consensual relationship – this is known as grooming. The child or young person may also trust their abuser and not understand that they are even being abused.

Female Genital Mutilation – is a procedure where the female genitals are deliberately cut, injured or changed without any medical reason for this to be done.

Forced marriage – is where one or both people do not or cannot consent to the marriage, and pressure or abuse is used to force them into marriage.

Honour-based violence – is a crime or incident which has or may have been committed to protect or defend the honour of the family and/or community.

Modern slavery – is the severe exploitation of other people for personal or commercial gain, including: forced sexual exploitation; domestic slavery or forced labour on farms, construction, shops, bars, nail bars, car washes or manufacturing.

Rural crime – includes agricultural; equine; wildlife and heritage crime. This can include theft of equipment or fuel; damage to property; unauthorised encampments; livestock worrying; hare coursing; poaching and interfering with protected species; lead theft from churches; damage to ancient monuments and illegal metal detecting.



Get in Touch

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



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SUSSEX POLICE & CRIME PANEL

Sussex Police and Crime Panel

29 January 2021

Proposed Precept 2021/2022

Report by The Clerk to Sussex Police and Crime Panel

Focus for Scrutiny

- The Panel is invited to review and make recommendations on the proposed precept for 2021/2022, informed by the recommendations of the Precept Working Group.

1. Background

- 1.1 The Police and Crime Commissioner has a duty to notify the Panel of proposed precept by 1 February of the relevant financial year.
- 1.2 The Panel has a duty to review the Commissioner's proposed precept for the next financial year, and make reports and recommendations, by 8 February.
- 1.3 The Panel has three options in respect of the proposed precept – to support, not support, or to veto. The Panel may wish to include commentary as part of its recommendation, including a recommendation on what it feels the precept should be.
- 1.4 The power of veto is provided under Schedule 5 of the Police Reform and Social Responsibility Act 2011. The veto can only be exercised with a two thirds or greater majority - i.e. 13 members or more voting in favour of a veto (the current Panel membership being 19). In the event of a veto, a provisional meeting date of Monday 17 February 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 a revised precept.
- 1.5 Following the meeting, the Clerk, in consultation with the Chairman, will write to the Commissioner, setting out the Panel's recommendation. The letter will be published on the Panel's website. The Commissioner's response will be also published on the website, and with the papers for the Panel's next meeting.

Tony Kershaw

Clerk to Sussex Police and Crime Panel

Contact:

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To:	The Sussex Police & Crime Panel
From:	The Sussex Police & Crime Commissioner
Subject:	Proposed Precept 2021/22
Date:	29 January 2021
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) – see Appendix 1 – that sets out the financial context for the PCC's draft revenue budget, capital programme and proposed precept decision for the next financial year 2021/22, and estimates for a further three financial years.

2.0 What the Public Told Us

- 2.1 Throughout the year the PCC has continued to consult and engage with Sussex residents and their local representatives using a range of innovative methods. The outputs have informed the PCC's plans and her recommendation regarding the precept. Further details can be found Appendix 2 – What the Public Said, What the Public Want – Presentation.
- 2.2 A total of 64 consultations were held with town and parish councils in lieu of the focus groups that would normally have been held. They were arranged through the Surrey and Sussex Association of Local Councils. 32 were held April to June. 32 were held November to December.
- 2.3 **Hearing what matters to people:** The main focus was levels of police engagement with communities. Local perceptions were tested along with local experience of increased police visibility and levels of public confidence. In December, 11 out of 32 Councils said there were 'very happy' with levels of police engagement. 21 out of 32 councils rated themselves 'fairly happy'.

- 2.4 **Support for police and more funding:** Councillors reported strong public support for police. 69% (22 out of 32) of the towns and parishes said they would support an increase in the Precept of £15 if police published local success stories. These councillors represent 293,607 people registered to vote, and a total of 350,000 residents.
- 2.5 **How safe do people feel where they live?** From April 1st last year an online sentiment meter was published on the PCC website that allowed people to rate how safe they felt where they lived. Levels of confidence have remained stable or slightly improved from April to January. A total of 4,179 people participated – this will increase further still because the meter is still live.
- 2.6 In November, the Government Spending Review announced that PCCs could increase their precept by up to £15.
- 2.7 In preparing the PCC's new Police and Crime Plan, the opportunity was taken to ask the public to rate their policing priorities and to provide their views on precept levels.
- 2.8 **Policing priorities and funding survey and the Policing Challenge:** To reach the widest audience in Sussex including younger residents a unique Policing Challenge online game was designed as an interactive way to show people's priorities. Choices were displayed with other users, and we included the same questions about levels of precept increase.
- 2.9 **Reaching audiences across the county:** The poll was promoted from 10 December to 10 January through every available channel and partner and ensured the widest media coverage across the county. The survey options were featured 49 times across all local papers and TV. That achieved a reach of 644,804 people and 97% of coverage was positive.
- 2.10 Further detailed information on the extent and reach can be found in Appendix 2 and 3 this includes: targeted social media promotion (by age); district results from the sentiment meter; district results for survey returns; and Sussex Police analytics sampling of the survey.
- 2.11 **What the public want:** A combined total of 4,465 responses were received to both the survey and the game (the polls).
- 2.12 **The top five priorities were:**
- Serious violence and knife crime;
 - Rape and sexual assault;
 - Drug dealing and county lines;
 - Burglary;
 - Neighbourhood policing.
- 2.13 **Support for £15 Precept Increase:** Combining the results from both polls it can be seen that between 70%-74.7% are in favour of any increase in the precept; 50.8% are in favour of a £15 increase; 19.2% are in favour of a £10 increase and 25.3% do not support an increase. We can be confident that the margin of error across this sample size is 1.46%.

3.0 Chief Constable's Investment and Requirement

- 3.1 The 2021/22 funding settlement has given the PCC additional ring-fenced investment to recruit a further 121 police officers in Sussex, plus 6 to the regional organised crime unit, as part of the national uplift programme (last year 129). This is in addition to the 250 police officers that Sussex Police have been recruiting through the previous precept requirements to build back officer numbers into vital frontline services.
- 3.2 The new police officer, PCSO recruits and specialist staff have begun to make a positive impact, strengthening local divisions, improving public contact, and modernising policing. The uplift in the frontline has built the force's capacity to respond to neighbourhood crime and anti-social behaviour as well as start to make impactive in roads in tackling serious and organised criminality.
- 3.3 New units such as the Rural Crime Team, and the Tactical and Specialist Enforcement Units have had a significant impact. The uplift also enabled a more visible presence and better engagement with communities (both physically and online) which has proved vital given the challenges of the past year.
- 3.4 However, the Chief Constable has made a strong case calling for further targeted resource investment to be able to maintain this success, respond effectively against rapidly increasing demand and, critically, be able to deal with the emerging new and serious crime threats. Through a detailed and careful assessment of the policing requirement to confront the post COVID pandemic landscape, the Chief Constable identifies what additional resource is required to equip the Force with the capability and resilience it requires to properly meet these threats.
- 3.5 At the start of 2020, total crime demand was 15% up on the same months in 2019 and this was against a backdrop of year on year crime rises. The successive lockdowns introduced to tackle the pandemic have suppressed this slightly, but as seen nationally, new threats have emerged as criminals adapt to the circumstances. Notably this has been through increases in 'online exploitation' and 'digitally-enabled crime' targeting in particular those most vulnerable by virtue of age, health or social circumstance.
- 3.6 Modelling shows that once the economy re-opens and restrictions are lifted it is likely that crime levels will return to being as high, if not higher, than they were in 2019. The use of social media and new technologies has been exacerbated by lockdown conditions with noticeable increases in offences relating to cyber fraud, obscene images and the grooming of children. These crimes by their nature require specialist investigative resource and techniques to solve and bring perpetrators to justice.
- 3.7 Another key area of concern is the legacy that the pandemic and its long aftermath will have on the extent of domestic abuse. Whilst domestic abuse has been rising steadily for years, partly generated by increased confidence in reporting, the proportion of this devastating crime during the pandemic has increased substantially to 20% of all crime demand. Whilst the force has prioritised those at greatest risk and targeted offenders, it is predicted that this crime will continue to pose one of the greatest harms to the public and reporting will increase once lockdown conditions are eased.

- 3.8 Serious and organised crime has continued during the pandemic, with criminals adapting innovatively to the new landscape and utilising the internet and social media more vigorously to exploit. Arguably the greatest threat continues to be driven by those organised crime groups involved in drug supply through county lines targeting the very young and vulnerable with complex needs. It is predicted that, due to the long-lasting impact of a damaged economy combined with the effects of extended isolation, there may be far greater numbers of people in Sussex who are vulnerable to this sort of exploitation.
- 3.9 To respond to these pressing challenges the Chief Constable has stated that there is a need to progress the investment to continue local recruitment plans and to bolster the force's central response and investigative capacity to deal with the rising demand and emerging threats. The added investment in these areas is needed by the force to fortify its capability to meet the constantly changing nature of serious and organised crime, particularly online and digitally enabled as well as the enhanced risk of drug and county line-related violent crime and domestic abuse.
- 3.10 To achieve this requirement the investment will be used in the following areas:
- Uplift Sergeant and Inspector posts in Response and CID to increase capacity in local policing and provide better supervision of officers and improved management of incidents and investigations, particularly serious violence and knife crime.
 - Further invest in the Rural Crime Team providing greater protection from and swifter outcomes to rural crime and incidents.
 - Provide more investigators – with a focus on catching more criminals, increasing solved crimes and preventing repeat offending.
 - Expand the successes of the Investigation & Resolution Centre and Local Resolution Team to improve early investigative processes for volume crime, providing a better service for victims and enabling swift identification of linked/repeat offences and organised criminality.
 - Increase the number of officers dealing with subjects on the Violent and Sex Offender Register (ViSOR) managing some of the force's highest harm perpetrators. This will address hidden harm, prevent re-offending and ensure sustained public protection.
 - Introduce a new Public Confidence Team to listen to and learn from complaints and feedback, resolving issues swiftly, and highlighting positive impacts for neighbourhoods.
 - Increase in capacity to deal with Freedom of Information requests to assist with responses to public enquiries.
 - Provide long term support to Operation Centurion, a successful operation working closely with the Metropolitan Police to share intelligence and investigate county lines and Class A dealing, and to close drug dealers down at source.

- Sustain joint investment in Outside Enquiry Team Detectives to support historic investigations which will enable the Major Crime Team to progress unsolved homicides, maintain/build investigative momentum and seek opportunities to progress and conduct those enquiries that are likely to lead to a prosecution. This will lead to an increase in the number of resolved homicide enquiries, improved public confidence and ongoing support for the National Homicide Reduction Plan.
- Invest in anti-corruption capability to deliver the highest possible professional standards.
- Deliver a Digital Investigation Improvement Programme, which will substantially improve the way all officers and staff manage the online element of investigations, including: capture of evidence; extraction of digital data from devices; interrogation and processing of digital information; management of digital disclosure; and advice for victims. Almost all crimes now have a digital footprint, making this initiative critical to protect the public and catch criminals.
- Enhance the use of data analytics to enable better management of information and intelligence to target activity to catch criminals.
- Improve tools for victim surveying to provide better feedback to the force and enable continuous improvement of services.
- Initiate a pilot to reduce internal demand and generate efficiencies using robotic process automation – which will ensure that police officer and staff time is better spent on strategic and operational priorities, rather than administration.

4.0 Overall Financial Picture and Four-Year Plan

- 4.1 The impact of the pandemic on the national finances is unprecedented. The cost of the financial and other government support to business, the public sector and citizens to provide relief is substantial. The Treasury now needs to balance the books and all public services will have to share some of the burden to reduce the deficit.
- 4.2 The spending review and the policing settlement illustrate the first phase of meeting the national costs. Our police officers and staff are subject to a pay freeze in 2021/22 and the core government grants which make up a large proportion of our income have been frozen for 2021/22.
- 4.3 Sussex Police has, even after receiving government financial support, had to manage a £2.5m net bill for its response to the pandemic. Despite considerable effort to reduce, a shortfall of £1.4m remains. This extra cost will need to be financed in 2021/22. Other budget pressures some of which are also related to the pandemic are creating a financial challenge for 2021/22. Several strategies have been prepared, checked and challenged with the help of advisers and a robust budget plan has been agreed for 2021/22.

- 4.4 However, Sussex Police will be required to make £8m of savings in 2021/22 and further savings over the rest of the MTFs if it is to sustain the service. We need to balance the requirement to provide the resources to the Chief Constable in order to sustain the police service and meet the most pressing needs.
- 4.5 There is some positive news in that the government has continued to support the three-year recruitment drive (Operation Uplift) of 20,000 officers with further grant provided to Sussex to recruit 127 officers during 2021/22 adding to those recruited so far. However, without the maximum permitted precept investment, the timeline for locally funded recruitment of police officers would have to be extended thereby undermining the force's resilience and capability to deal with the rising demand and threat.
- 4.6 The pandemic and the financial impacts both known and unknown, have confirmed our need to provide financial resilience. A COVID-19 reserve of £1.5m has therefore been created from 2021/22 to offer a cash buffer for any expenditure over and above the existing budgets to support the response to the pandemic.
- 4.7 The draft four-year MTFs (see Appendix 1) sets out the financial context for the draft revenue budget, capital programme and proposed precept decision for the next financial year 2021/22 and estimates for a further three financial years. It brings together all resources including grant, precept, fees and charges, income for special policing and use of reserves and capital.
- 4.8 It sets out that the plans are affordable over the four financial years but only with the proposed increase in precept for 2021/22. The MTFs covers four years – but years two to four are uncertain because we have only received a government settlement for one-year.

5.0 Precept Proposal

- 5.1 The PCC has scrutinised the Chief Constable's budget and listened carefully to what the residents of Sussex have been telling her. By raising the precept this year by £15, the PCC will provide the Chief Constable with the resources to continue the local recruitment programme, meet the significant costs arising from the pandemic, and prepare the force to meet the increased demand and emerging threats and meet the expectations of visitors, residents and tax payers.
- 5.2 The priorities that the public have identified accord with the essential investment areas the Chief Constable has identified. Despite the frustrations of the last year there is still clear public support to provide Sussex Police with the resources to meet current and future demand.
- 5.3 The PCC is, therefore, proposing to increase the Band D precept by £15 for 2021/22 from £199.91 to £214.91. This still ensures that Sussex remains within the lowest quartile for precepts in England.

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Chief Executive, Office of the PCC

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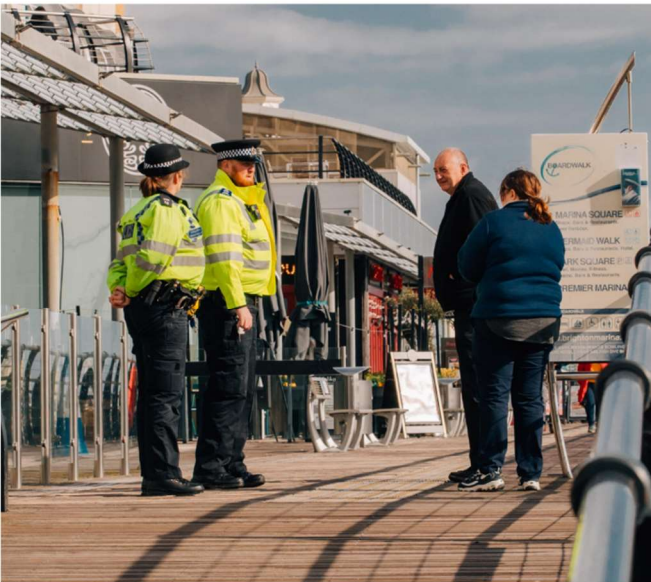
Appendices

Appendix 1 – Draft Medium-Term Financial Strategy 2021/22 – 2024/25
Appendix 2 – Engagement and Consultation Presentation
Appendix 3 – Social Media Reach and Consultation Analysis

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Sussex
Police & Crime
Commissioner



Medium Term Financial Strategy 2021/22 to 2024/25

VERSION – DRAFT for PCC Precept Proposal to the Police and Crime Panel 29 January 2021.

This document will be finalised following the conclusion of precept decision and confirmation of the final government grant settlements.

ACCESSIBILITY

If you need this document in a different format (for example, in Braille, on audio tape, in large print, and so on) or in a different language, please let us know.

For example, if you have a visual impairment, you may require us to provide written responses in larger text.



The Sussex Police & Crime Commissioner

MEDIUM TERM FINANCIAL STRATEGY 2021/2022 to 2024/25

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 Sussex Police Transformation Strategy.

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 This latest MTFS continues the investment into the strengthening of Sussex Police that I started in earnest 2018/19 and have continued to date.

TO BE FINALISED PRIOR TO APPROVAL AND PUBLICATION IN FEBRUARY

Katy Bourne
Police and Crime Commissioner for Sussex
February 2021

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 2021/22 to 2024/25 plus the anticipated outturn position for the current year (2020/21).
- 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 2021/22 to 2024/25, 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 COVID-19 pandemic and the financial impacts both known, and unknown have confirmed our need for resilient finance and a sustainable financial plan. The financial statements and MTFS are prepared on the assumption that the legal entity of the PCC and the Chief Constable are both **going concerns**, meaning they will continue in operation for the foreseeable future and will be able to realise assets and discharge liabilities in the normal course of operations.
- 3.2 While the statutory local authority budget setting process continues to be on an annual basis a longer-term perspective is essential to demonstrate financial resilience and sustainability. Short-termism runs counter to both sound financial management and sound governance.
- 3.3 The time horizon of our financial planning should not be determined by the time horizon of the financial support from central government which is currently only known for 2021/22. The greater the uncertainty about future central government policy then the greater the need to demonstrate the long-term financial resilience of the authority given the risks attached to its core funding. We therefore must ensure that while the formal publication of the MTFS may only reflect known government settlements, it is the responsibility of the PCC, Chief Constable and senior management and the Chief Finance Officers, to have a long-term financial view acknowledging financial pressures. This 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 the ongoing costs and impacts of the COVID-19 pandemic; and
- Developing a sustainable budget and financial resilience over the medium term.

4 Principles of the Strategy

4.1 The key principles underlying the PCC's MTFS 2021/22 to 2024/25 are:

- Overall expenditure 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 2021/22 to 2024/25 version of the MTFS has been revised to include:

- The addition of a financial year 2024/25;
- The grant settlement increase for 2021/22 and a freeze to all government grants except the Operation Uplift for 2022/23 and the Local Council tax Scheme in 2021/22 over the further three years of the MTFS;
- Revised assumptions on pay and other inflation including the public sector pay freeze for 2021/22;
- The inclusion of a precept increase of £15 for 2021/22.
- The inclusion of all savings achieved to date within base budgets and planned forecast savings;
- A revised section on the precept and tax base;

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

6 The COVID-19 Pandemic Financial Impacts

- 6.1 The 2020/21 revenue budget was set in February 2020 as a balanced budget of £309.9m. A capital and investment programme budget was also set in February 2020, providing a further £15.2m in 2020/21 to be reinvested in transformation projects to ensure fit-for-purpose services, to deliver savings and generate income to balance the budgets over the medium term financial plan to 2023/24.
- 6.2 However, since the budget was set, the emergence of COVID-19 has fundamentally impacted on the budgets. Sussex Police is forecasting to have incurred £7.5m of additional revenue expenditure and that income will be £2.3m less than budgeted.
- 6.3 The operational response to the Covid-19 pandemic resulted in additional unplanned costs for police officer and staff salaries, overtime, premises (e.g. additional cleaning and making 'covid-safe' working spaces), supplies and services (e.g. Personal Protective Equipment – PPE) as well as lost income. The most significant costs were for PPE and the Home Office has confirmed that Forces can recover the costs of PPE which amounted to £3.3m.
- 6.4 In the same period where services relating to events such as Goodwood racing, Brighton & Hove Albion football events were cancelled and other income streams including Gatwick Airport security services were reduced. A gradual return of most income streams is anticipated, although not necessarily back to the levels previously budgeted, for several years.
- 6.5 The Home Office and other government departments provided £5m of much needed financial relief to the PCC through a number of financial support packages. They also provided £0.6m in funding to support the additional costs of policing lockdowns.
- 6.6 Forecast income also includes the Sussex Police share (£0.6m) of Surge funding announced by the Government for Police to be more visible and ensure public comply with restrictions by stepping up enforcement of coronavirus rules.
- 6.7 Sussex Police has reviewed their budgets in detail during 2020/21 to identify options for identifying and delivering efficiency savings and/or generating income, with the aim of setting a balanced budget in 2021/22 and reducing the overspend in 2020/21.
- 6.8 However net residual costs of £2.4m remain which have contributed to the forecast revenue budget forecast (as at month 8) overspend of £1.4m in 2020/21.
- 6.9 Financial relief has also been extended into 2021/22 to cover council tax income. More information can be found in Section 11.8.

- 6.10 This MTFS must to consider the known and forecast financial impacts of COVID-19. But at the time of writing this strategy the risk assessment of COVID-19 on the MTFS has been difficult to establish because of the fast-moving change in the disease, infection rates, further restrictions and the support required from policing and the hopes for mass immunisation. A reserve has been set up to to mitigate some additional cost pressures that could arise over the MTFS period. Further information can be found in the reserves and risk assessment set out later in the MTFS.

7 Police & Crime Plan 2021/24

- 7.1 The PCC has a statutory duty to set the police and crime objectives for their area through a Police & Crime Plan. The prescribed content of the Plan is set out in Chapter 3 – Section 7(1) of the Police Reform and Social Responsibility Act 2011 (PRORA).
- 7.2 A new plan replacing the 2017/21 plan has been developed for 2021/24. This process has involved a complete review of the police and crime priorities, measurements to determine progress against the Plan and the supporting information included within. The Plan will cover the three-year period 1 April 2021 to 31 March 2024.
- 7.3 In developing the Police & Crime Plan, the PCC is required to consider the views of the local community and victims of crime. The public priorities were developed following extensive consultation with members of the public in Sussex to ensure that the Plan reflects accurately the policing, crime and community safety issues that are most important to them.
- 7.4 The PCC will ensure that these issues, ideas and concerns are addressed within the following three priorities:
- Public Priority 1 – Strengthen local policing, tackle crime and prevent harm.
 - Public Priority 2 – Relentless disruption of serious and organised crime.
 - Public Priority 3 – Support victims and safeguard the vulnerable.
- 7.5 The PCC will work with the Chief Constable to address the priorities and the detail of that is set out in the [Police and Crime Plan 2021/24 which can be found at this link. \(When published\).](#)
- 7.6 The Chief Constable will work with the PCC to deliver the public's priorities and has set out Sussex Police three priorities that will underpin that work as follows:
- Protect our communities.
 - Catch criminals.
 - Deliver an outstanding service to victims, witnesses and the public.
- 7.7 The Chief Constable will publish the Sussex Police policing delivery plan in Spring 2021/22.

8 Managing Resources and Gaining Assurance

- 8.1 The MTFS sets out the revenue, capital and reserves will be spent over the period of the 4 years from 2021/22 to 2024/25 (reserves figure based on forecast outturn for 2019/20). External validation received during 2019 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.
- 8.2 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.
- 8.3 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.
- 8.4 The Chief Constable of Sussex fulfils her functions under the Act within an annual budget set by The Police and Crime Commissioner for Sussex in consultation with the Chief Constable.
- 8.5 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.
- 8.6 There are several 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.](#)
- 8.7 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](#).
- 8.8 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.

- 8.9 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.
- 8.10 The JAC terms of reference, agendas and minutes can be found on the PCC website here [Joint Audit Committee](#).
- 8.11 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 2020 were published on 11 December 2020 and can be found on the website at this link. The annual audit letter for the year ended 31 March 2020 published by the external auditors can be found at this [link](#).
- 8.12 In October 2019 the Chartered Institute of Public Finance and Accountancy (CIPFA) published The Financial Management Code (FM Code). The FM Code is designed to support good practice in financial management and to assist local authorities including policing bodies in demonstrating their financial sustainability. For the first time the FM Code sets out a series of financial management and professional standards needed to meet the minimal standards of financial management acceptable to meet fiduciary duties to taxpayers, customers and lenders. Since these are minimum standards, CIPFA's judgement is that compliance with them is obligatory if a local authority is to meet its statutory responsibility for sound financial administration. Beyond that, CIPFA members must comply with it as one of their professional obligations. The FM Code will become effective from 1 April 2021 and we will work to comply with the FM Code starting with this MTFS.
- 8.13 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.
- 8.14 The [2018/19 Efficiency inspection](#) examined how well forces:
- How well does the force use its resources to meet the demand it faces?
 - How well does the force plan for the future?

- 8.15 HMICFRS rated Sussex Police as 'Good' with regard to how it plans for the future, stating that the force has improved how it identifies future demand for its services and is good at financial planning. The Inspectorate rated Sussex Police as 'Requires improvement' with regard to use of resources to meet the demand it faces and highlighted areas for improvement including the management of demand, ensuring the local policing model is working as intended and identifying capacity and capability gaps to meet future requirements.
- 8.16 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.
- 8.17 The final area inspected as part of the PEEL Assessment was 'Effectiveness' Here, HMICFRS again rated Sussex Police as 'Good' when considering how effectively the force reduces crime and keeps people safe. Sussex Police was rated as good for how effective it is at: preventing crime, tackling anti-social behaviour and keeping people safe; investigating crime and reducing re-offending, and; tackling serious and organised crime. HMICFRS assessed Sussex Police as requiring improvement in its effectiveness at protecting those who are vulnerable from harm and supporting victims.
- 8.18 HMICFRS also publish their annual [Value for Money](#) profiles. 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.
- 8.19 The profiles provide a useful tool for comparing a wide range of financial and other information and helps to inform and shape this MTFs. The 2020 profiles are expected to be published in February 2021.
- 8.20 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 PCC. Its role is to scrutinise the performance of the PCC and ensure transparency.
- 8.21 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.

- 8.22 HMICFRS state FMSs will simplify, strengthen and streamline the information which forces are asked to provide. They 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.
- 8.23 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.
- 8.24 There is no statutory requirement to publish the Force Management Statement.

9 Sussex Police Operational Context

9.1 A Changing Landscape for Policing in Sussex

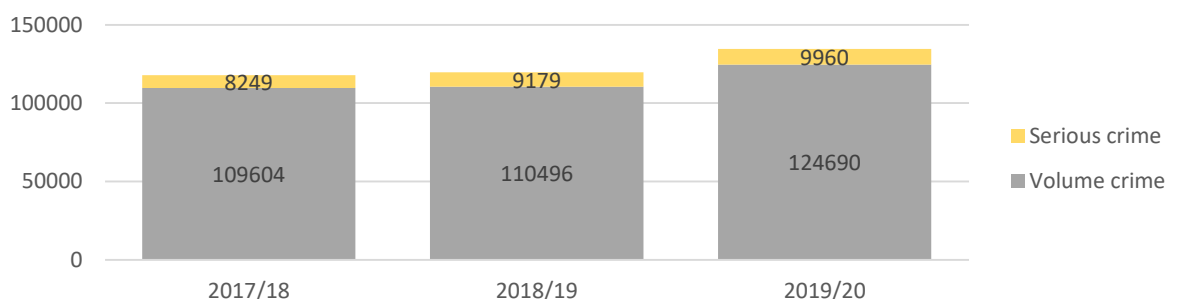
9.1.1 The successful delivery of policing requires the Chief Constable to manage a complex set of resources, demands and priorities whilst reviewing and revising plans to meet changing needs. Policing is always evolving as it responds to the social, legal, political, and economic landscape in which it operates. Although these changes provide challenges and opportunities, the focus for Sussex Police remains constant in keeping people safe.

9.2 Context and Demand

9.2.1 Sussex is a safe place to live. Sussex Police sits at 13 out of 43 forces in terms of risk of crime, with no change in our ranking since last year. However, almost all regions have experienced some suppression in reported crimes over 2020 and Sussex is no different, recording slightly fewer crimes per 1000 population this most recent 12 months compared to the previous 12 months.

9.2.2 Over the last three years (up until March 2020) there had been a sustained increase in recorded crime in Sussex, reflecting a pattern of increased recording nationally.

Chart 1: recorded crime by Sussex Police, 12 months to Feb 2018/2019/2020



9.2.3 However, these ongoing increases were interrupted by the pandemic, during which we have seen some types of crime fall, whilst incidents for police response have risen. Crimes such as shopliftings and burglaries have decreased, but the force has been presented with new challenges – including increases in drug trafficking, and concerns about exploitation and under-

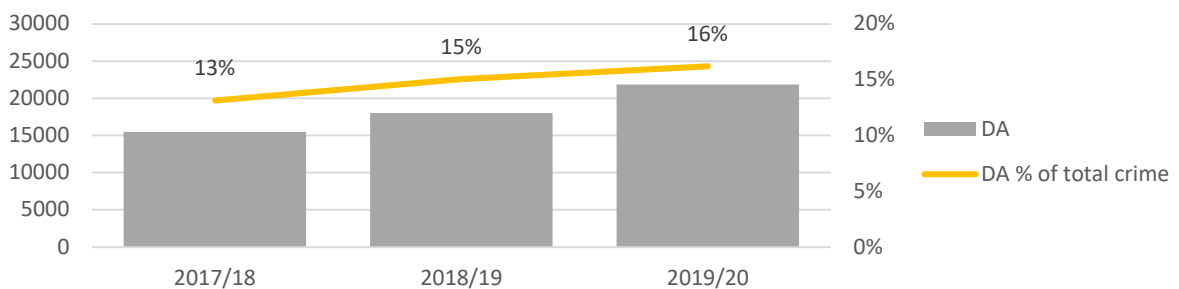
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reported crime such as domestic abuse. Sussex Police has also had to deal with changes in public behaviour and expectations. A reduction in the policing of planned co-ordinated events has been replaced with an increase in protest activity and 'un-planned' events which breach COVID-19 restrictions and impact on front-line resources at very short notice. The force has responded to these in an agile way, forging stronger relationships with partners, and working hard to build public confidence in unprecedented circumstances.

9.2.4 The nature of crime has been changing for several years as a consequence of the increased use of social media and new technologies, and this been exacerbated by lockdown conditions with growing concerns about hidden crime and on-line exploitation. Over the past year there have been noticeable increases in offences relating to obscene images, and reports of grooming rose significantly when children first returned to schools following the first lockdown. In particular during the pandemic the force has had to swiftly and pro-actively adapt its approach to tackling domestic abuse and supporting vulnerable victims.

9.2.5 Reported domestic abuse has been rising steadily for years, with the pre-pandemic period following the same consistent upward trend. Below shows the number of DA crimes recorded by the force up until Feb 2020, with the proportion these represented of total crimes. As general crime fell under the pandemic, the DA proportion rose even further to 20% of all crime demand during the first lockdown period. The force has implemented a secure online portal to reach victims who are vulnerable and are carrying out regular online campaigns. It also brought forward its delivery of Local Resolution Teams (enabled by the 2020/2021 uplift and precept increases) which provides a timely dedicated resource to respond to non-emergency domestic abuse cases.

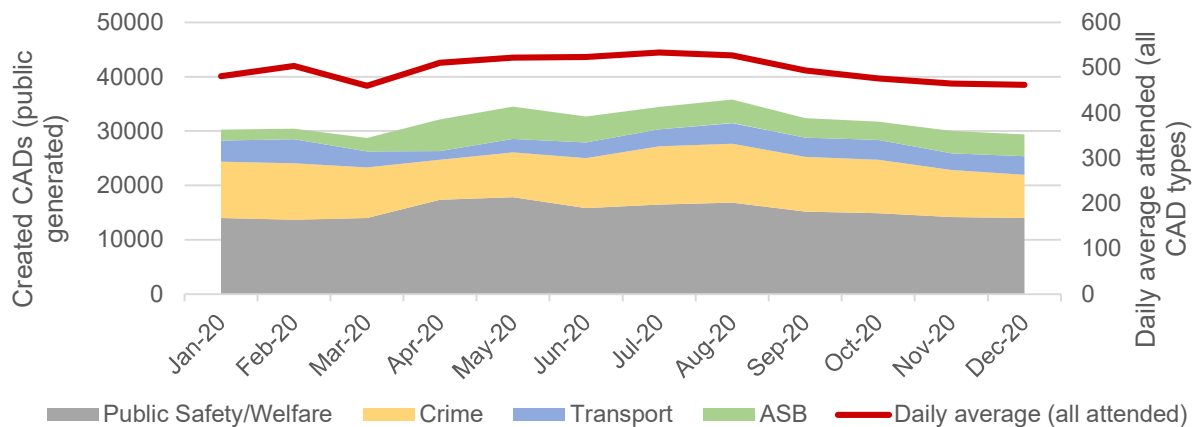
Chart 2: recorded DA crimes by Sussex Police, 12 months to Feb 2018/2019/2020



9.3 **Looking forward**

9.3.1 The force has undertaken complex demand modelling using data analytics to understand what future patterns of crime demand might look like, and it is anticipated that once pandemic measures are eased trends will return to growth, particularly given some of the economic uncertainties the country faces. We anticipate that we will be managing this growth alongside new demands caused by the pandemic, such as reported breaches of COVID-19 restrictions.

Chart 3: recorded and attended incidents over 2020, by month and type



- 9.3.2 Above Chart 3 shows the shifting nature of what was reported during 2020, with the changes levelling out to relatively static demand volumes. The force recorded many breaches of COVID-19 measures as Anti-Social Behaviour (ASB), which peaked during the first lockdown and drove ASB demand vastly above volumes in previous years. As crime begins to return to its previous rising trend, we will be managing both traditional and new, additional demands simultaneously for the foreseeable future.
- 9.3.3 Serious crime has continued during the pandemic, with criminals shifting their MOs to adapt to the new landscape. This continues to be driven by organised crime such as County Lines, and often it involves vulnerable victims with complex needs. Economic conditions and isolation experienced over 2020 and continuing into 2021 could see greater numbers of people who are vulnerable to this sort of exploitation. Some of those involved in criminal activity are exploited individuals themselves, which adds to the complexity of these investigations, as well as the safeguarding, time and resources needed to address them.
- 9.3.4 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. The internet, social media, and on-line services will continue to give rise to new opportunities for criminals which is likely to result in increased reports of fraud, data theft, grooming, and child sexual exploitation.
- 9.3.5 To respond to these challenges Sussex Police must constantly modernise and ensure that it has the most effective and efficient model for policing, with the right resources in the right place at the right time. The force continues to build upon sound partnership arrangements, intelligence, detection, and enforcement capabilities to deliver against its priorities. It is continuously forging closer relationships with local, regional and national agencies and organisations to share information, and to ensure specialist resources are brought together to tackle complex emerging threats. Regional collaboration with Thames Valley, Hampshire and Surrey police forces continues to identify opportunities for efficiency and enable closer working.

9.4 **Capability and resourcing – smarter policing**

- 9.4.1 Over the past three years, the force has seen increases in resourcing, enabled by the government's uplift programme and successive precept investment. New Police Officer and PCSO recruits, as well as specialist staff have begun to make a significant impact – strengthening local divisions, improving public contact, and modernising policing.
- 9.4.2 The new capability delivered over the past three years has built the force's capacity to respond to neighbourhood crime and anti-social behaviour as well as tackle serious and organised criminality. In particular new units such as the Rural Crime Team, and the tactical and specialist enforcement units have had a significant impact. The uplift also enabled a more visible presence and better engagement with communities (both physically and online), which has proved vital given the challenges of the past year.
- 9.4.3 The new operational capabilities have been supported by advances in digital technology, which Sussex Police is employing to empower officers and staff to work more flexibly in our communities; to build better constructed cases and to improve support to victims and witnesses. Body-worn-video and mobile data terminals have now been fully rolled out across the force and are saving front line officers time and helping to keep the public safe every day. In 2020 Sussex Police also began the implementation of a new Digital Evidence Management System that enables the sharing of digital evidence with the Crime Prosecution Service. This will improve the way Sussex Police stores, handles and transfers digital material improving the speed of services and increasing the capacity of our investigators.
- 9.4.4 Moving forward into 2021/22 the force is expecting to face further operational and financial challenges as the UK economy recovers. However, it will also be presented with new opportunities – driven by increased agile working, changes in the labour market, and advances in information and technology. Sussex Police must to ensure that resources are targeted where they will have most impact: protecting and sustaining the service improvements which have already been made and investing in those areas that provide the strongest outcomes for victims and the public. To support this, the force has a robust business planning process, which is aligned to delivering the priorities in the PCC's Police and Crime Plan:
- Strengthen local policing, tackle crime, and prevent harm.
 - Relentless disruption of serious and organised crime.
 - Support victims and safeguard the vulnerable.

9.5 **The Case for Investment**

- 9.5.1 The 2021/22 funding settlement has given the PCC additional ring-fenced investment to recruit a further 121 police officers in Sussex, plus 6 to the regional organised crime unit, as part of the national uplift programme (last year 129). This is in addition to the 250 police officers that Sussex Police have been recruiting through the previous precept requirements to build back officer numbers into vital frontline services.
- 9.5.2 The new police officer, PCSO recruits and specialist staff have begun to make a positive impact, strengthening local divisions, improving public contact,

and modernising policing. The uplift in the frontline has built the force's capacity to respond to neighbourhood crime and anti-social behaviour as well as start to make impactive in roads in tackling serious and organised criminality.

- 9.5.3 New units such as the Rural Crime Team, and the Tactical and Specialist Enforcement Units have had a significant impact. The uplift also enabled a more visible presence and better engagement with communities (both physically and online) which has proved vital given the challenges of the past year.
- 9.5.4 However, the Chief Constable has made a strong case calling for further targeted resource investment to be able to maintain this success, respond effectively against rapidly increasing demand and, critically, be able to deal with the emerging new and serious crime threats. Through a detailed and careful assessment of the policing requirement to confront the post COVID pandemic landscape, the Chief Constable identifies what additional resource is required to equip the Force with the capability and resilience it requires to properly meet these threats.
- 9.5.5 At the start of 2020, total crime demand was 15% up on the same months in 2019 and this was against a backdrop of year on year crime rises. The successive lockdowns introduced to tackle the pandemic have suppressed this slightly, but as seen nationally, new threats have emerged as criminals adapt to the circumstances. Notably this has been through increases in 'online exploitation' and 'digitally-enabled crime' targeting in particular those most vulnerable by virtue of age, health or social circumstance.
- 9.5.6 Modelling shows that once the economy re-opens and restrictions are lifted it is likely that crime levels will return to being as high, if not higher, than they were in 2019. The use of social media and new technologies has been exacerbated by lockdown conditions with noticeable increases in offences relating to cyber fraud, obscene images and the grooming of children. These crimes by their nature require specialist investigative resource and techniques to solve and bring perpetrators to justice.
- 9.5.7 Another key area of concern is the legacy that the pandemic and its long aftermath will have on the extent of domestic abuse. Whilst domestic abuse has been rising steadily for years, partly generated by increased confidence in reporting, the proportion of this devastating crime during the pandemic has increased substantially to 20% of all crime demand. Whilst the force has prioritised those at greatest risk and targeted offenders, it is predicted that this crime will continue to pose one of the greatest harms to the public and reporting will increase once lockdown conditions are eased.
- 9.5.8 Serious and organised crime has continued during the pandemic, with criminals adapting innovatively to the new landscape and utilising the internet and social media more vigorously to exploit. Arguably the greatest threat continues to be driven by those organised crime groups involved in drug supply through county lines targeting the very young and vulnerable with complex needs. It is predicted that, due to the long-lasting impact of a damaged economy combined with the effects of extended isolation, there may be far greater numbers of people in Sussex who are vulnerable to this sort of exploitation.

- 9.5.9 To respond to these pressing challenges the Chief Constable has stated that there is a need to progress the investment to continue local recruitment plans and to bolster the force's central response and investigative capacity to deal with the rising demand and emerging threats. The added investment in these areas is needed by the force to fortify its capability to meet the constantly changing nature of serious and organised crime, particularly online and digitally-enabled as well as the enhanced risk of drug and county line-related violent crime and domestic abuse.
- 9.5.10 To achieve this requirement the investment will be used in the following areas:
- Uplift Sergeant and Inspector posts in Response and CID to increase capacity in local policing and provide better supervision of officers and improved management of incidents and investigations, particularly serious violence and knife crime.
 - Further invest in the Rural Crime Team providing greater protection from and swifter outcomes to rural crime and incidents.
 - Provide more investigators – with a focus on catching more criminals, increasing solved crimes and preventing repeat offending.
 - Expand the successes of the Investigation & Resolution Centre and Local Resolution Team to improve early investigative processes for volume crime, providing a better service for victims and enabling swift identification of linked/repeat offences and organised criminality.
 - Increase the number of officers dealing with subjects on the Violent and Sex Offender Register (ViSOR) managing some of the force's highest harm perpetrators. This will address hidden harm, prevent re-offending and ensure sustained public protection.
 - Introduce a new Public Confidence Team to listen to and learn from complaints and feedback, resolving issues swiftly, and highlighting positive impacts for neighbourhoods.
 - Increase in capacity to deal with Freedom of Information requests to assist with responses to public enquiries.
 - Provide long term support to Operation Centurion, a successful operation working closely with the Metropolitan Police to share intelligence and investigate county lines and Class A dealing, and to close drug dealers down at source.
 - Sustain joint investment in Outside Enquiry Team Detectives to support historic investigations which will enable the Major Crime Team to progress unsolved homicides, maintain/build investigative momentum and seek opportunities to progress and conduct those enquiries that are likely to lead to a prosecution. This will lead to an increase in the number of resolved homicide enquiries, improved public confidence and ongoing support for the National Homicide Reduction Plan.

- Invest in anti-corruption capability to deliver the highest possible professional standards.
- Deliver a Digital Investigation Improvement Programme, which will substantially improve the way all officers and staff manage the online element of investigations, including: capture of evidence; extraction of digital data from devices; interrogation and processing of digital information; management of digital disclosure; and advice for victims. Almost all crimes now have a digital footprint, making this initiative critical to protect the public and catch criminals.
- Enhance the use of data analytics to enable better management of information and intelligence to target activity to catch criminals.
- Improve tools for victim surveying to provide better feedback to the force and enable continuous improvement of services.
- Initiate a pilot to reduce internal demand and generate efficiencies using robotic process automation – which will ensure that police officer and staff time is better spent on strategic and operational priorities, rather than administration.

9.6 A graphic in Appendix C sets out where the investment will be deployed.

9.7 **National Uplift**

9.7.1 In addition, the Sussex share of the three-year National Police Uplift Programme (PUP) has provided funding for an additional 129 police officers in 2020/21 and 121 in 2021/22, and hopefully a similar number in the final year 2022/23.

10 **Efficiencies and Partnership Working**

10.1.1 Sussex Police continues to advance wide-ranging transformational change programmes and efficiencies with partner agencies and South East regional police forces, most notably with Surrey Police, to meet the financial challenges of the MTFS, increase resilience, modernise systems and provide an excellent quality of service to the public.

10.2 **Financial Excellence**

10.2.1 During 2019, Sussex Police was one of only three Forces nationally to have piloted 'Achieving Excellence in Police Finance' – representing innovative and national best practice for financial management. Key areas, enabled through work with the Chartered Institute of Public Finance and Accountancy (CIPFA) include:

- A local Financial Management Capability Review (FCMR) – to assess the Force's capability and provide a road map for improvement;
- Improving comparative data and broadening analytical and diagnostic capacity to help delivery and demonstration of value for money
- Improving the Accounts Closedown Process;

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- Supporting and managing finance apprenticeship opportunities;
- Accounts closure software – to automate and improve the financial year closedown process and production of annual financial statements;
- Financial training to upskill budget holders and increase levels of financial literacy across the Force.

10.2.2 The FMCR, undertaken independently and objectively by CIPFA, reviews the Force's approach to financial management and its financial resilience against world class financial management standards. The Force has achieved a 3 star rating and an agreed road map, based on CIPFA's recommendations, will achieve higher standards in future. CIPFA will review our improvement plans annually and advise on best practice.

10.3 **'Policing Together' – Collaboration Programme with Surrey Police**

10.3.1 Sussex Police works closely with Surrey Police, delivering a range of services across both force areas including; Operations Command (including Roads Policing, Tactical Firearms, Operations Support and Planning & Resourcing), Specialist Crime Command (including Major Crime, Surveillance, Serious and Organised Crime, Forensics, Economic Crime and the Cyber Crime Unit), Vetting, Finance, Procurement, Insurance, Transport, People Services (including Occupational Health) and Digital, Data and Technology (DDaT).

10.3.2 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.

10.3.3 The joint Sussex and Surrey Digital Division continue to coordinate work on the key priorities: Mobile Data, Niche, Public Facing Digital Services (Single On-Line Home), Nice Investigate, and Body Worn Video. These on-going work streams remain critical to the effective delivery of operational policing and public engagement. Both forces are now deploying a Body Worn Video solution that securely and easily enables the sharing of information, both internally and across the wider Criminal Justice system. This brings many efficiencies including the reduction of travel time for officers, and the removal of portable digital media (DVDs). Where in place, relevant footage can be added to the Nice Investigate Digital Evidence Management System (DEMS) for sharing with CJ partners.

10.3.4 Sussex Police takes its commitment to the environment seriously and continues to look for efficiencies and, where possible, alternatives to petrol/diesel. The Joint (with Surrey Police) Transport Service (JTS) continues to trial hydrogen fuel cell vehicles and the investment in a fleet-wide telematics solution is a prime example of seeking efficiency. This innovative technology captures a wide range of information including vehicle location and activity, driver behaviour and engine diagnostics, enabling the JTS to understand whether the force is making the best use of its fleet and consequently whether Sussex Police is providing the public with services that represent good value for money. This work is informing the 2020-25 JTS Asset Management Plan and may allow for an overall reduction in the fleet size, better deployment of electric vehicles and overall improved ability to meet demand in the most efficient manner.

10.4 **Other Partnership Working**

10.4.1 Collaboration with other Blue Light and public sector partners has released efficiencies and improves the service offered to the public. Examples include:

- Sussex Police Headquarters is shared with East Sussex Fire & Rescue Service;
- The refurbishment to Brighton Police Station, completed in January 2020 was designed to house key partners under a single roof, including: the Crown Prosecution Service (CPS); the Multi-Agency Safeguarding Hub (MASH); Brighton & Hove Business Crime Reduction Partnership, and; the stalking advocacy service Veritas Justice;
- Further joint sites include: Crawley Police Station (housing the CPS); Eastbourne Grove Road (Police Reception and CCTV monitoring); Seaford Police Station (shared with the Town Council, South East Coast Ambulance Service (SECamb), tourist information and Citizens Advice Bureau), shared accommodation with the South East Ambulance Service at Pulborough and; the MASH at Worthing Chatworth House. There are an increasing number of Police Offices accessibly co-located including: based at East Grinstead Arts Centre, Ferring Library, Hove Town Hall, Lancing Parish Hall, Newhaven Fire Station, Petworth Library and Selsey Town Hall;
- The PCC is working with the Surrey Fire & Rescue Service to provide further facilities at the vehicle workshop in Crawley Down in order to maintain their vehicle fleet.

10.4.2 The One Public Estate programme is an established national programme delivered in partnership by the LGA and the Office of Government Property (OGP) within the Cabinet Office. The PCC is engaged in the Programme across Sussex and continues to work with other public sector bodies to identify where the better use of public land and property could deliver improved public services.

10.4.1 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.

10.4.2 Sussex Police work with a range of partners including South East Coast Ambulance Service (SECamb) and other health agencies to provide a seamless approach to provide assessment, support and care. The multi-agency medical demand reduction project feeds into the Pan Sussex Multi Agency Collaboration Meeting chaired by a senior Sussex Police officer.

10.4.3 Mental Health Triage cars are in place in Brighton & Hove, East Sussex and West Sussex. These cars, crewed with a nurse and police officer, with access to health information and expertise facilitate a more timely, appropriate and effective response. Discussions with health partners continue over the possibility of locating a nurse in the Sussex Police Contact Centre. Additionally, the force is piloting a Joint Response Unit (JRU) with SECamb

in Brighton & Hove. It is hoped that the JRU - comprising a response officer and paramedic working alongside Operation Marble (policing the night-time economy) - can swiftly deal with situations (for example, assaults) requiring both police and ambulance attendance.

10.4.4 Additionally, the Brighton & Hove Joint Response Unit (JRU) brings together a 'Band 6' Paramedic and a PC from Operation Marble (policing the night-time economy) on Friday and Saturday late shift. This joint service street 'triage' function allows for both services to attend incidents where it was apparent from the outset that both may be required. Early bi-service assessment avoids unnecessary deployments of valuable additional resources unless absolutely required. To ensure the correct medical equipment, SE Coast Ambulance Service provide the jointly branded vehicle which, in addition to standard PPE, also is fitted out with police-specific kit (e.g. cones, scene logs, police tape, early evidence kits etc.). Having proved successful in Brighton & Hove, the JRU approach is being adopted in Worthing.

10.4.5 Operation Northwood, launched in October 2020, ensures that, before we deploy to welfare calls for concern, we ensure the right agency assists them. Developed closely with partner agencies, officers will now only attend such calls when: there is a legal obligation for us to do so; where real, tangible and clear risks are present; where children are at risk of significant harm, and the emergency use of police powers under S46 Children Act 1989 is appropriate, and; where the use of other specific police powers are required to safeguard a vulnerable person(s).

10.4.6 Arrangements are in place between SECAMB and East and West Sussex Fire & Rescue Services where SECAMB will call the Fire service, rather than the Police, should they need entry force to a property unless there is a clear crime issue. This allows police officers to focus on priorities where they are needed most.

10.5 **Regional Collaboration**

10.5.1 Key opportunities for future collaboration efficiencies and savings across the period of this MTFS have been identified through working across the region with Thames Valley, Hampshire, Sussex and Surrey forces.

10.5.2 The PCCs' and Chief Constables' approval of the 2020-2022 programme of work to explore further regional collaboration has resulted in a further refinement of opportunities. Dependent on the ICT resource requirement, and on the progress made by the Forensic Capability Network (FCN) in the South West pilot forces, all South East regional forces are currently working with the FCN to explore opportunities. The technology within the FCN connects and enhances Forces' existing forensic capabilities by enabling them to share work across geographical locations using common processes and policies.

10.5.3 Sussex and Surrey are sharing their learning on the roll out of mobile technology platforms across the region with Thames Valley Police and Hampshire. Beginning in 2021/2022, a shared development fund between the four forces for future improvements to the platform will enable a cross pollination of good practice and ideas, bring efficiencies and reduce the need

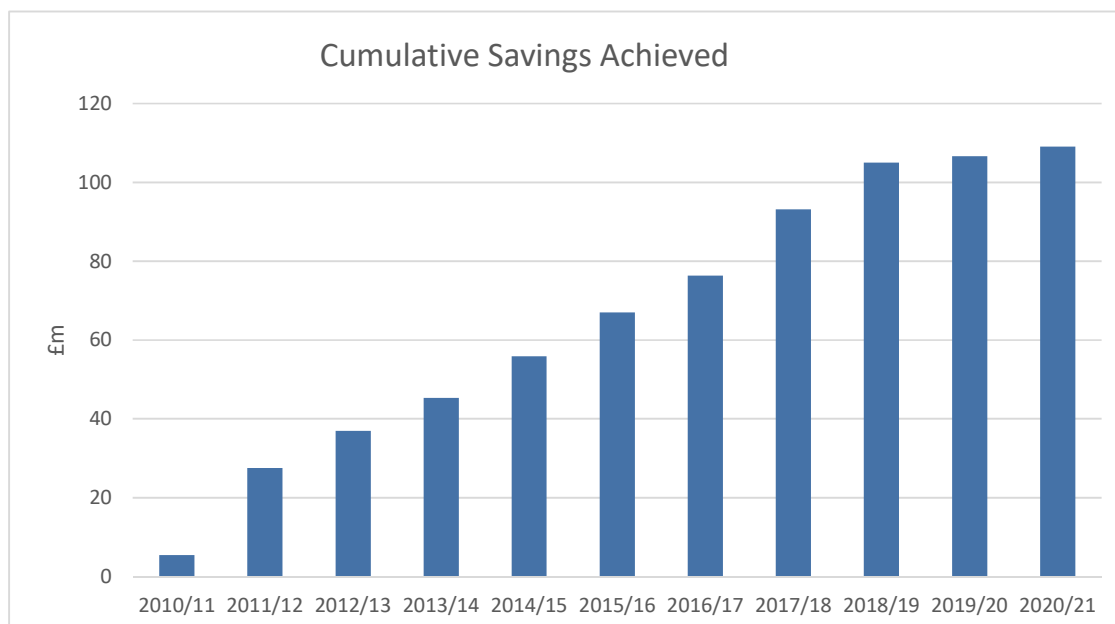
to develop new functionality more than once.

10.6 **BlueLight Commercial**

- 10.6.1 BlueLight Commercial is a new organisation working with police forces across England and Wales to transform their commercial and procurement functions. Backed by Government and aligned with the Policing Vision 2025, it will identify and share existing best practice, negotiate better deals with suppliers and save taxpayers' money.
- 10.6.2 The company has a comprehensive workplan and expert workforces and is working on all the categories of supplies and services consumed by police forces including vehicles and air support, property, people and professional services, social value and revenue, suppliers and markets and shared services. Each category is focussed on value for money, generating savings and building resilient supplies. They are also looking at decarbonisation reduction opportunities with energy supplies too.

11 Financial Context

11.1 Reductions in and the freezing of government grant funding between 2010/11 and 2018/19 and other costs pressures resulted in Sussex making £109m of reductions and efficiencies to head towards balancing its books. In addition, during that time it also had its ability to raise additional tax revenue from the precept restricted by the government capping and excessiveness principles.



11.2 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, again in 2019/20 by £24 per Band D and up to £10 for 2020/21.

11.3 2020/21 saw a welcome stepped change for our finances with the largest increase to police funding since 2010/11 with over £310 million being available to support Sussex and begin the national uplift of 20,000 officers.

11.4 For context Sussex has:

- 9th lowest Net Revenue Expenditure (NRE) per head of population nationally at £168.80 (excluding national functions and PCC) (Most similar group = £169.38; nationally = £184.92); (Source: p.7 & 15 [HMICFRS website 2019/20 HMICFRS Value for Money Profiles](#))
- 7th lowest precept of any PCC in England and Wales at £199.91 per Band D equivalent household 2020/21.
- 5th lowest total funding per head of population at £165.85 (all grants and precept). (Source: p.16 2019/20 [HMICFRS Value for Money Profiles](#))

11.5 Resources - Police Grant Settlement 2021/22

- 11.5.1 This settlement follows the one-year Spending Review and takes place with a backdrop of severe economic difficulties due to the ongoing Coronavirus Pandemic as well as uncertainty around the EU exit. GDP for the year was down 11.3%, the largest recession recorded. The Spending Review also announced a 1 year public sector pay freeze that includes Police Officers and staff.
- 11.5.2 The 2021/22 Provisional Settlement was announced on 17 December in a [written statement](#) by the Policing Minister, Kit Malthouse.
- 11.5.3 Full details of the Settlement can be found on the [Home Office gov.uk pages](#).
- 11.5.4 Prior to the publication of settlement, the sector was expecting an additional £400m for the recruitment of 6,000 officers (towards the 20,000 total). Kit Malthouse confirmed that there would be an increase of £415m for PCCs to continue to recruit officers. The document goes on to state that “to ensure...progress in recruitment is maintained, and to track the use of this investment efficiently, the Government will continue to ringfence £100 million of the additional funding”. This ring-fenced grant will be akin to the previous settlement grant of £168m and will be split according to funding formula allocation. Part of this funding allocation is to go to the recruitment of ROCU officers through the same mechanism.
- 11.5.5 Additionally, the sector was expecting last year’s Police Uplift Programme funding (£700m) to be rolled into the baseline. In total PCCs will get an increase of £703m assuming that the full precept flexibility is taken. As first confirmed in the Spending Review 2020, the council tax referendum principles will be £15 per PCC, which, assuming every force maximised the increase, means an extra £288m for policing in 2021-22. Furthermore more, PCCs will receive a portion of the £670m additional grant funding announced for the local council tax support as part of Spending Review 2020.
- 11.5.6 The key elements of the national settlement are:
- Core Grant (including the Police Uplift grant) increases from 7.8bn to 8.2bn, a difference of 413.6m an increase of 5.3% to recruit 6,000 more officers for year 2 of the Police Uplift Programme.
 - £15 precept flexibility for all PCCs, or equivalent.
 - £87.4m (8%) decrease in reallocations from £1.1bn in 2020/21 to 1.03bn in 2021-22.
 - Flat cash pension grant allocations compared to 2020/21.
 - Capital grant remains cash flat for PCCs at £12.3m
 - £52.3m capital funding for national priorities and infrastructure
- 11.5.7 In addition, the Ministry of Housing, Communities and Local Government (MHCLG) announced support to billing and major precepting authorities of support for council tax collection funded deficits and local council tax reduction scheme costs.
- 11.5.8 The Government expects the police to continue to build on the progress made on improving efficiency and productivity in return for the significant increase

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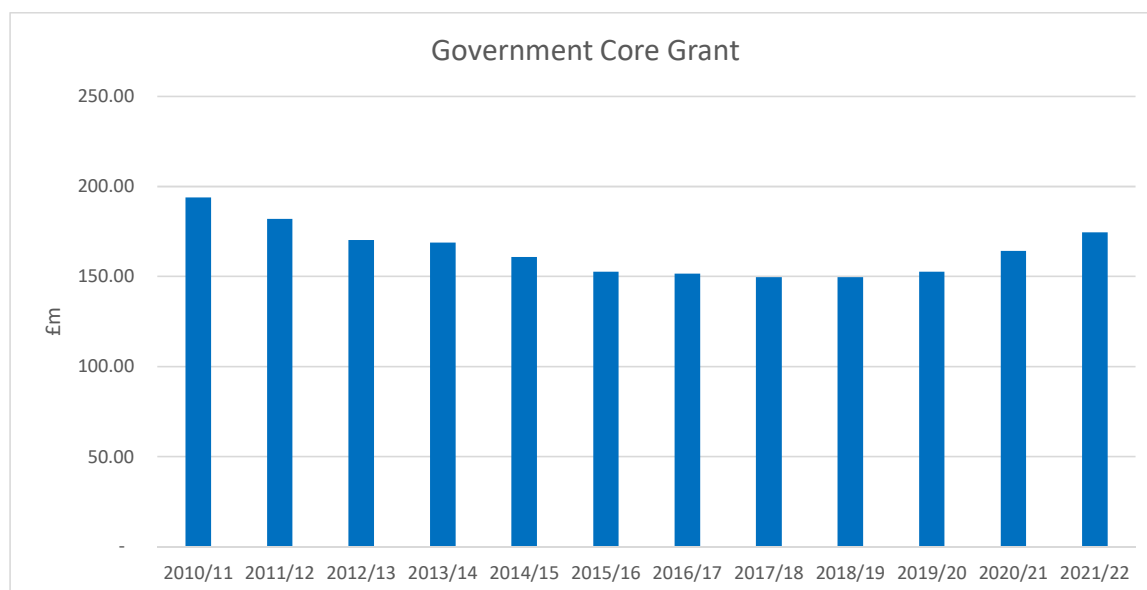
in investment. The Government expects to see:

- 6,000 further officers – on top of the first tranche of 6,000 to be recruited in 2020/21 – recruited by the end of March 2022. The ring fence grant of £100m will be paid to forces in line with their progress in recruitment.
- £120m of efficiency savings from across the law enforcement sector – which are reflected in the funding set out as part of the settlement – delivered in 2021/22. These to be delivered through a combination of improved procurement practices (including the delivery of £20m of savings through BlueLight Commercial) as well as savings in areas such as estates, agile working and shared/enabling services. The policing sector to work with the Home Office in setting up and supporting a new Efficiency in Policing Board.
- Policing needs to ensure that high quality data is collected and utilised effectively to support local delivery, identify efficiencies and support the National Policing Board's drive to deliver the best possible policing outcomes for the public. The Home Office & National Police Chiefs' Council will bring together in one document their strategies, plans and initiatives for improving data collection and use across the sector and with key delivery partners such as criminal justice agencies.

11.5.9 For Sussex, the implications from both of the settlements are as follows:

- Flat cash grant apart from resources to fund the Sussex share of Operation Uplift, the national programme to recruit a further 20,000 police officers by 2023. The grant increased by £8.9m (5.3%) which includes the 129 officers recruited in 2020/21 and to recruit an additional 121 officers for Sussex and 6 for the Regional Organised Crime Unit in 2021/22.
- To ensure recruitment targets are met an Operation Uplift Performance Grant of £2.1m has also been provided.
- Option to increase precept by up to £15.
- The £15 Band D increase could generate up to £9.4m for investment in local policing.
- Capital grant remains at £0.200m.
- Local Council Tax Reduction Scheme grant of £1.9m to meet the tax base shortfall.
- The spreading of 2020/21 council tax collection fund deficits over three financial years instead of one.
- Relief on 75% to cover irrecoverable council tax losses for 2020/21.

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



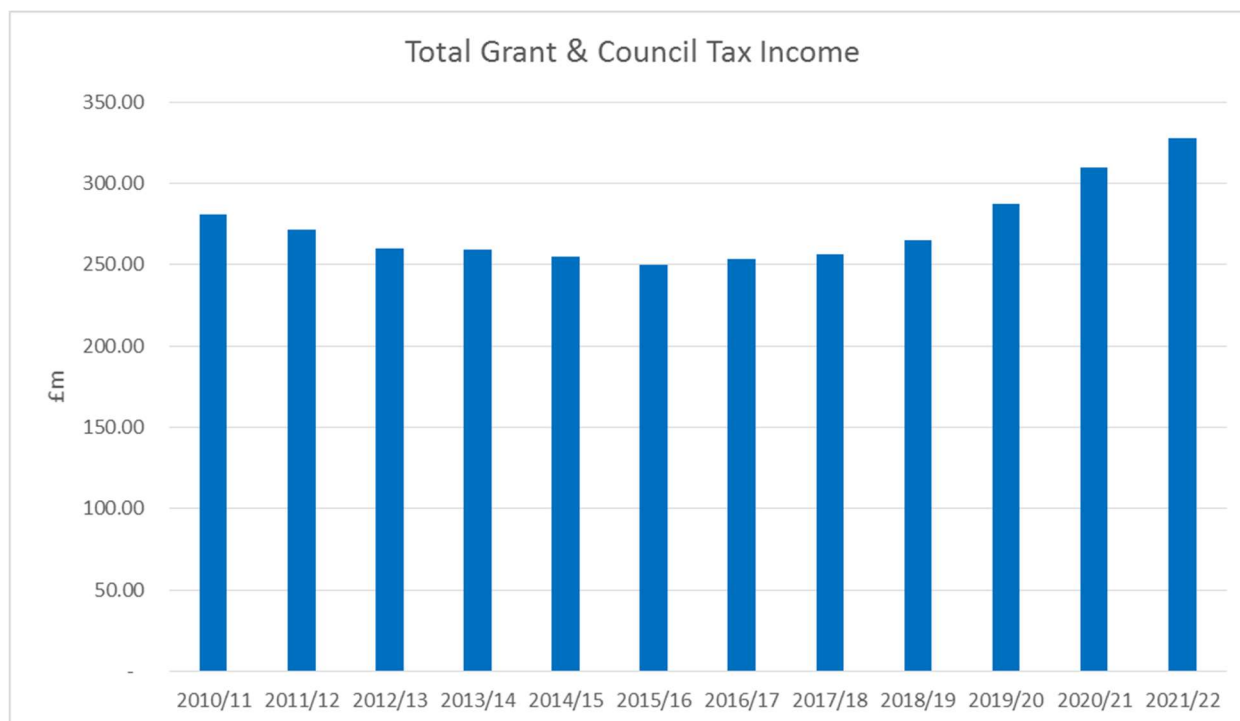
11.5.11 The 2020/21 to 2023/24 MTFS had included the assumption of a future freeze to the grant except for the Operation Uplift and a £10 increase to the Band D precept in 2020/21 followed by a £5 increase to the precept in the final three years of the MTFS period.

11.5.12 The following table provides a comparison of the figures between the previous and this new MTFS.

Settlement Factor	2020/21 Home Office £m	2021/22 Home Office £m	Change £m	2020/24 MTFS £m	Change Estimation Difference £m	Notes
Core Grant	£164.2	£174.5	£10.3	£166.2	£8.3	MTFS no estimate for Op Uplift Grant
Legacy Council Tax Grant	£13.2	£13.2	£0.0	£12.9	£0.3	MTFS assumed a 2% reduction
Operation Uplift Performance Grant	£3.6	£2.1	(£1.5)		£2.1	New ring fenced grant
Pensions Grant	£2.7	£2.7	£0.0	£2.7	£0.0	MTFS assumed a grant freeze
Reserves			£0.0	(£0.5)	£0.5	MTFS assumed a reserve movement
Council Tax Receipts	£126.2	£134.6	£8.4	£131.2	£3.4	MTFS assumed £5 Band D increase and tax base increase of 1% & surplus of £0.75m
Local Council Tax Support Scheme		£1.9	£1.9		£1.9	New support for reduction in council tax due to a reduced tax base
Total	£309.9	£329.0	£19.1	£312.5	£16.5	Potential Total Resources
% Change			6.2%		5.3%	

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

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



11.6 Funding Formula Review

11.6.1 The Police Funding Formula divides up how much money each police force receives from the overall central government funds. It considers a number of factors to assess demand in each area.

11.6.2 The 2019/20 settlement was planned to be the last before the next Spending Review, however the 2021/22 settlement will be for one year with the ambition to publish a 3 year settlement at some point in the future, which will set long term police budgets and look at how resources are allocated fairly across police forces.

11.6.3 The expected timing of the formula review is therefore unknown.

11.6.4 Due to the uncertainty and range of possible outcomes no assumptions regarding a change to the funding formula have been included in the MTFS.

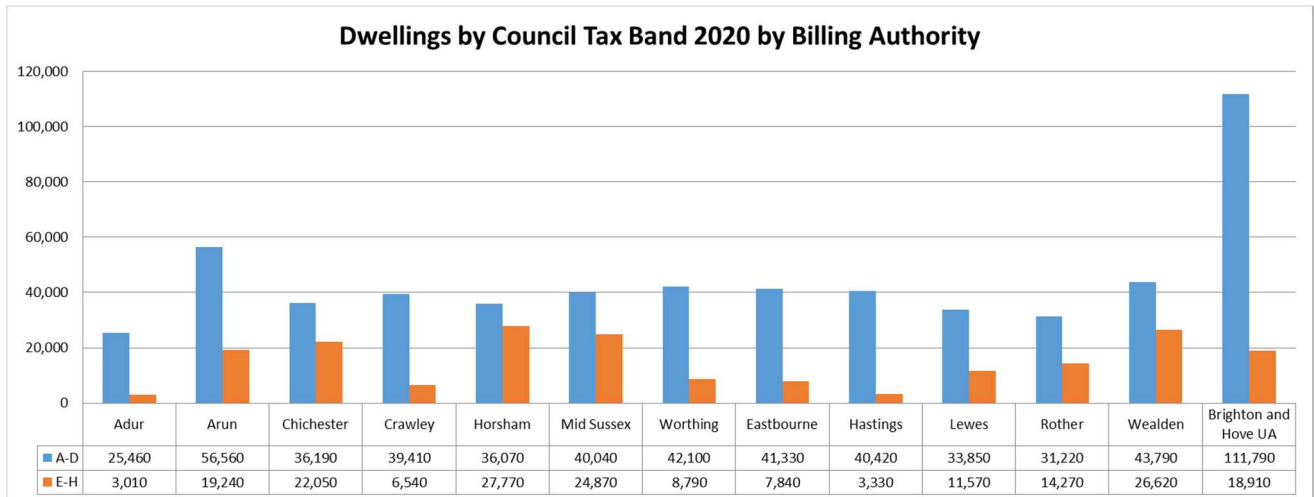
11.7 Resources – Council Tax Precept

11.7.1 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.

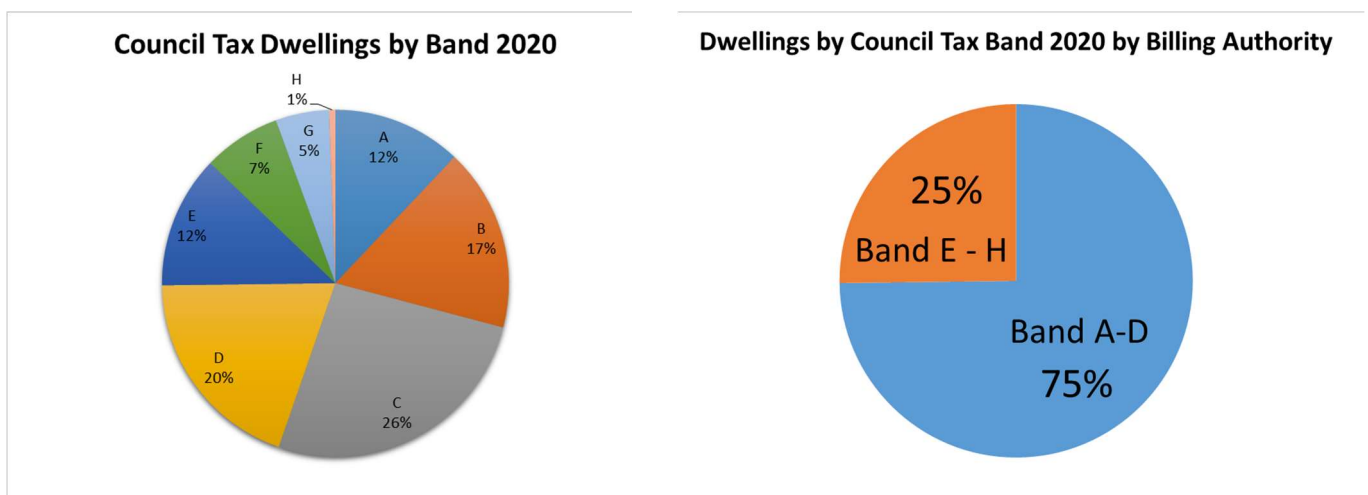
11.7.2 The precept multiplied by the tax base calculates the total receipts that each billing authority will collect from tax payers and pay to the PCC.

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

11.7.4 The following table shows the distribution of properties between valuation band A-D and E-H by billing authority. These totalled 773,040 dwellings. They are subsequently converted to the tax base.



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



11.7.6 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.

11.7.7 The calculation of the tax base, billing, collection and payment is carried out independently by each of the 13 local billing authorities.

11.7.8 The tax base for Sussex for 2021/22 is 627,771 (2020/21 629,959), a reduction of 2,188 (0.35%) from the previous year.

- 11.7.9 The tax base is then multiplied by the Band D council tax to calculate each individual council tax bill and the total tax receipts.
- 11.7.10 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.

11.8 **COVID-19 Specific Support for Council Tax**

Local tax income guarantee for 2020/21

- 11.8.1 The Government has confirmed that it will compensate local authorities for 75% of irrecoverable losses in council tax income for 2020/21.
- 11.8.2 The guarantee will cover council tax income anticipated in 2020/21 budgets for which no-one became liable, for example due to an increase in local council tax support costs or unachieved council tax base growth.
- 11.8.3 In accordance with proper accounting practice, the grant payments from the income guarantee will be recognised in the 2020/21 accounts, as the grant is to cover income loss in 2020/21.

Local Council Tax Support 2021/22

- 11.8.4 At the Spending Review it was announced £670 million of new funding for 2021-22 in recognition of the increased costs of providing local council tax support and other help to economically vulnerable households following the pandemic.
- 11.8.5 Broadly, it is expected that the funding will meet the additional costs associated with increases in local council tax support ('LCTS') caseloads in 2021-22. Decisions on local council tax support scheme design for 2021-22 will be for billing authorities to take as usual, in consultation with their major precepting authorities and the public.
- 11.8.6 The funding is un-ringfenced and the PCC will receive £1.9m.

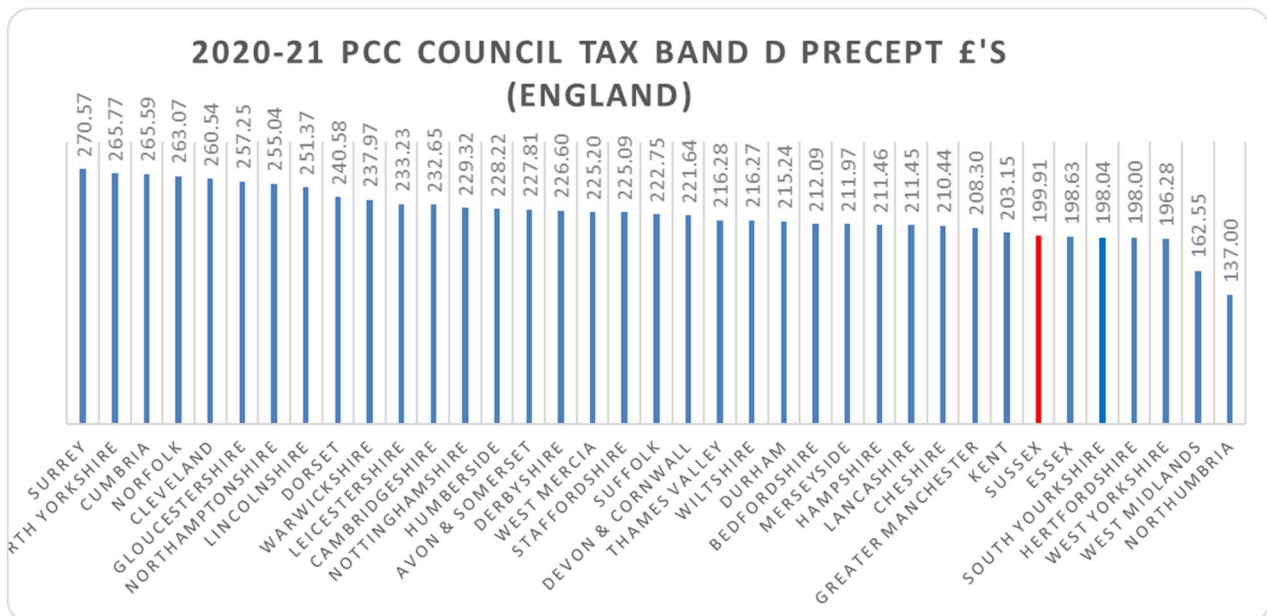
Collection Fund Deficit Phasing

- 11.8.7 Shortfalls in anticipated tax receipts will generally lead to a deficit on the collection fund, which billing and major precepting authorities must usually meet their share of during the following financial year.
- 11.8.8 In July 2020, MHCLG announced that the repayment of collection fund deficits arising in 2020/21 will be spread over the next three financial years rather than the usual period of a year. The regulations to implement the collection fund deficit phasing came into force on 1 December 2020.
- 11.8.9 Billing authorities will have estimated collection fund surpluses and deficits for 2020/21 by the 15 January as usual. They will communicate to PCCs (and other major preceptors) their share of any such surplus/deficit, as well as whether there was an 'exceptional balance' in deficit as part of this, which will be phased over three years as required by the regulations. Further information on how billing authorities will calculate any exceptional balance is available in this council tax information letter.

11.8.10 Where a billing authority has an exceptional balance in deficit, PCCs are required to meet and budget for one third of their share of this deficit in 2021/22. The remaining two thirds will remain to be cleared in equal amounts in 2022/23 and 2023/24, fixed according to their relative shares of the billing authority’s area council tax requirement for 2020/21. Each billing authority’s collection fund exceptional balance is calculated separately rather than in aggregate. It is possible that not all of a PCC’s billing authorities will qualify for deficit phasing. The Government will collect data on the amounts being phased by billing authorities and each authority’s share of the exceptional balance in council tax requirement forms.

11.9 Comparison of the Precept with Other Policing Bodies

11.9.1 The council tax precept for Sussex was one of the lowest - 31 out of 39 – of English policing bodies during 2020/21 at £199.91 per annum for a Band D property. The table shows the range of precepts by policing body in England. The median was £222.75.



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11.9.2 The following table 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	Change £	Change %
2020/21	£199.91	£10.00	5.3%
2019/20	£189.91	£24.00	14.5%
2018/19	£165.91	£12.00	7.8%
2017/18	£153.91	£5.00	3.4%
2016/17	£148.91	£5.00	3.5%
2015/16	£143.91	£2.79	2.0%
2014/15	£141.12	£2.70	2.0%
2013/14	£138.42	£0.00	0.0%
2012/13	£138.42	£0.00	0.0%
2011/12	£138.42	£0.00	0.0%
2010/11	£138.42		

11.10 Precept Capping – Limiting Increases

11.10.1 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.

11.10.2 The provisional Local Government Finance Settlement published by MHCLG on the 17 December proposed a £15 precept referendum principle for PCCs in 2021/22. For Sussex, which has one of the lowest precepts in England, the change is shown in the table below.

Year	Band D Council Tax	Change £	Change %
2021/22	£214.91	£15.00	7.5%

11.11 Precept Requirement

11.11.1 The Local Authorities in Sussex also advised of surpluses or deficits on their council tax collection funds equating to a net £0.337m deficit for 2021/22 which are reflected in the MTFS.

11.11.2 The government has put in place support to local government including policing for the deficit to be spread over 3 years.

11.11.3 Further surplus or deficit on collection funds are assumed at £0.372m deficit for the following 2 years and nil in the last of the MTFS period.

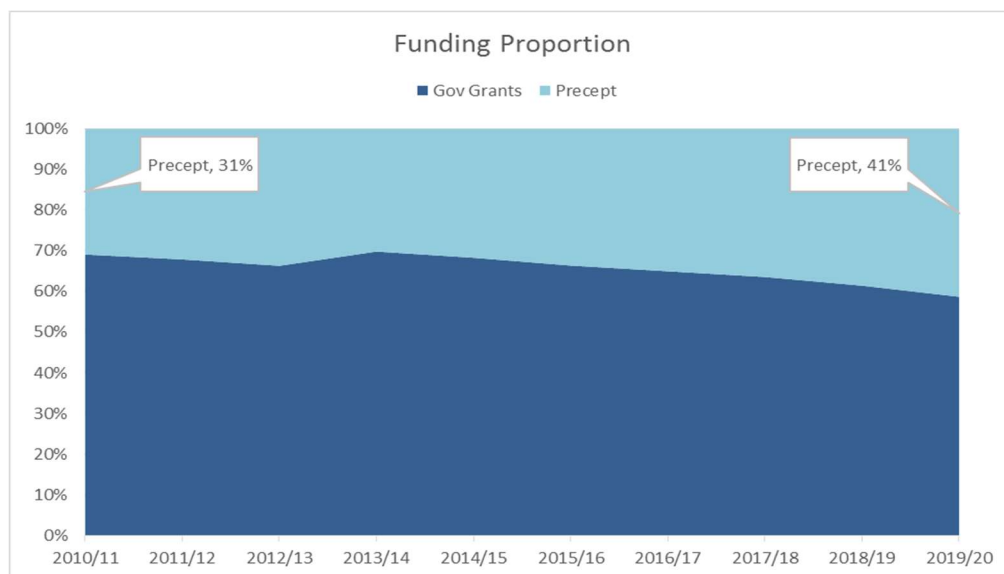
11.11.4 The precept of £214.91 multiplied by the tax base of 627,771.2 will produce receipts of £134.914m.

11.11.5 The council tax requirement for 2021/22 is shown in the following table:

2020/21 £m	2020/21 Proportion %		2021/22 £m	2021/22 £m	Proportion %
308.852 (1.000)		Total Revenue Expenditure		327.534 (1.463)	
309.852		Less Appropriations (to) / from Reserves			
		Net Budget Requirement		328.996	
		Less			
		Main Policing Grant	113.577		
		Revenue Support Policing Grant	60.943		
		Council Tax Legacy Freeze Grant	3.062		
		Council Tax Local Support Grant	10.140		
		Operation Uplift Performance Grant	2.100		
		Pensions Grant	2.697		
183.681	59%	Total Policing Grant		192.518	59%
		Local Council Tax Support (MHCLG)		1.900	
126.171		Balance to be raised locally		134.578	
0.235		Less net deficit on collection funds		(0.336)	
125.935	41%	Council Tax Requirement		134.914	41%

11.11.6 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 £15 Band D for 2021/22 then a planning assumption of £5 increase in Band D per year until 2024/25. 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.

11.11.7 The proportion of funding raised from local taxpayers via the council tax precept compared with government grant has remained at 41% for 2020/21. The graph below shows how the proportion has changed between 2010/11 and 2019/20.



11.12 Other Grant Income

11.12.1 Other grants do become available during the year and are generally subject to an application process. The PCC will monitor the availability and applicability of grants and consider the suitability and conditions, including any match funding or other financial implications, prior to submitting formal bids. For example, Safe Streets Fund and Serious Violence Strategy – Sussex have in previous years received allocations to tackle issues such as knife crime.

11.13 Other Income

11.13.1 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.

11.13.2 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.

11.13.3 The Police Reform and Social Responsibility Act 2011 (PRSRA) gives a PCC the power to do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the PCC. 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

11.13.4 This situation restricts opportunities for commercial or income generation particularly in relation to the opportunities relating to the estate.

12 2020/21 Budget and Forecast Outturn

- 12.1 Throughout the year, the PCC closely scrutinises the spending of the precept, delivery of the policing investment and performance. Scrutiny has been through a variety of public facing Performance and Accountability meetings, monthly Strategic Planning Board, financial monitoring and other monitoring within my scheme of governance.
- 12.2 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.
- 12.3 The Revenue and Capital Monitoring Update 2020/21 for the 8 months to 30 November 2020 show the Chief Constable's budget is forecasting a £0.7m shortfall as at November 2020. However, after the use of reserve money to cover the financial impact of the COVID-19 pandemic not covered by the support provided by the government, plus the mitigating actions put in place through compensatory underspends, it is expected that a balanced budget can be achieved by the financial year-end.
- 12.4 Major element of the financial pressure is as a result of the COVID-19 pandemic.
- 12.5 The Force forecast of additional costs, not including police officer and staff time, is £7.3m and the recovery of costs from the Home office of £5.0m leaving a cost pressure of £2.3m. The Force has put in place expenditure restrictions and closely monitored the financial position each month which have minimised the shortfall in the year.
- 12.6 In addition, employee pay rises were 0.5% higher than planned, savings planned have not been achieved as resources have been diverted to support the Covid19 response. The Force has been successful in its recruitment efforts to increase police officers which has in turn created a cost pressure within the revenue budget. Income levels have been suppressed, with government support for 75% of the loss, however with a significant policing presence at Gatwick airport which was scaled back also led to a cost pressure. Efforts continue to minimise the year end forecast shortfall with general reserves meeting the £0.7m and replenished in 2021/22.
- 12.7 Other financial pressures arising will be funded through compensatory savings in the revenue budget to ensure financial balance. The main mitigating underspends are in police staff and in third party supplier contracts.
- 12.8 The Force Strategic Planning Board provides oversight, monitoring and high-level control of people & financial resource along with demand analysis and meets monthly.
- 12.9 The financial reporting of variances is considered as a regular item at the board, where a commitment has been given to work in the remainder of the financial year, where possible to bring spending within budget, but also recognising variances based on planned areas to address key operational issues. In year savings are being sought across the organisation such as in

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IT and Estates. An Overtime Working Group has been established to review policy, guidance and practice to ensure overtime is given appropriate management.

- 12.10 The revenue and capital monitoring forecast as at 30 November 2020 were as follows:

Sussex	2020/21 PCC Budget £m	2020/21 Operational Delivery Budget £m	Total 2020/21 Budget £m	2020/21 Total Forecast £m	Variance £m
Month 8	10.5	299.4	309.9	310.6	0.7

- 12.11 The Capital Monitoring forecast was a follows:

Sussex	2020/21 Capital Budget £m	2019/20 Capital Actual £m	2019/20 Capital Forecast £m	Forecast Variance £m
Month 8	16.1	9.2	20.7	4.6

- 12.12 In the event of a revenue underspend or over spend position at the end of the year the sum will be transferred to/from reserves in accordance with the reserves policy and PCC approval. An under spend would then be available to support the ongoing transformation and change programme. An over spend would be funded either via a reserve or through a budget contribution in the following financial year.

13 Medium Term Financial Budget Considerations

13.1 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;
- Efficiencies; and
- Other cost pressures

13.2 Future Levels of Grant and Precept Funding

13.2.1 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. However, due to the general election in November 2019 and change in national spending priorities the 2020/21 settlement was a single year which was expected at the time to be followed by a spending review and an anticipated 3 year settlement, unfortunately the Chancellor decided that the 2021/22 settlement reverted to a single year due to the level of uncertainty with the national public finances.

13.2.2 A review of the grant distribution method, known as the 'formula review', has been in planning for a number of years. 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. The timing of the review remains uncertain but can be expected during the MTFS planning period.

13.2.3 This MTFS does not assume any change in the proportion of grant funding but will be updated if and when more information becomes available. It has been assumed that the core police grants from the Home Office of £192.5m will be maintained at this new flat cash level for the next four years in the MTFS up to and including 2024/25 apart from the next Operation Uplift increase in 2022/23 estimated at £11.9m assuming the Force is allocated the additional police officers from the national target.

13.2.4 The financial settlement has resulted in core grant increasing by £8.8m (4.8% of total grant funding) which includes the funding for the first two tranches of Operation Uplift police officers. This grant is made up of two elements with £6.7m in core grant and an Operation Uplift Performance grant of £2.1m which is payable if Sussex Police recruit the second tranche of 121 officers. The criteria attached to the grant is based on achieving police officer increases and is reclaimed quarterly.

13.2.5 The financial settlement also provided PCC's the flexibility to increase up to £15 their Band D precept level. For planning purposes, we have assumed precept increases of £15, £5, 1.99% and 1.99% over the four-year MTFS period.

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13.2.6 The funding settlement is provided to PCCs after some re-allocation of funds to meet Home Office held costs and development projects. The table below details the specific areas of expenditure. The MTFS assumption is these remain static in total.

Top Slicing / Reallocations	2020-21	2021-22
	£m	£m
PFI	73	72
Police Technology Programmes	498	485
Arms Length Bodies	73	71
Top-Ups to NCA and ROCU's	57	5
Strengthening the Response to Organised Crime	140	146
Police Special Grant	81	55
Pre Charge Bail	2	2
Police Uplift Programme	16	15
National operational policing units	3	3
Blue Light Commercial	4	5
National Capabilities Programme	47	39
Forensics	29	26
Police Now	7	7
Serious Violence Strategy	39	39
Safe Streets Fund	10	20
Counter Terrorism	32	33
Prum	2	0
Science, Technology and Research	8	5
International Crime Co-Ordinating Centre		5
National Policing Capabilities		3
Total	1,121	1033

- The Police Technology Programmes caters for Airwave, the new Emergency Services Network which will provide 4G access to officers that will bring productivity and operational benefits, Home Office Biometrics and National Law Enforcement Police database.
- Arms Lengths Bodies includes the Independent Office for Police Conduct, the HMICFRS PEEL Inspections, the College of Policing Direct Entry scheme and the Gang Masters Labour and Abuse Authority.
- Strengthening the response to Organised Crime and Top Ups to NCA and ROCU's - this is funding for the National Crime Agency and Regional Organised Crime Units, note only ROCU's in 2021/22.
- Safe Streets Fund and Serious Violence Strategy – Sussex have in previous years received allocations to tackle issues such as knife crime.
- The Police Special grant caters for national events or incidents that require additional police support.
- BlueLight Commercial is a new organisation working with police forces across England and Wales to transform their commercial and procurement functions. Backed by Government and aligned with the Policing Vision 2025, it will identify and share existing best practice, negotiate better deals with suppliers and save taxpayers' money.

13.3 Pay and Price Inflation

13.3.1 The indicative budget forecasts for 2021/22 reflect a positive approach to

managing the impact of inflation on budgets wherever possible, in that there has been an uplift on non-pay items of on average 2% per year over the period for inflationary pressures. In addition, estimates for future pay awards at 2% have been included for both staff and police officers, for future years with a pay freeze in 2021/22 (except for employees on £24,000 or less) following an un-planned increase in the salary of 2.5% during 2020/21.

13.4 **Revenue Implications of the Capital and Investment Programme**

The four-year capital and investment programme is summarised in

- 13.4.1 Capital & Investment Estimates and Financing section. The implications of this programme are fully reflected in the MTFS.
- 13.5 **Other Cost Pressures**
- 13.5.1 Sussex Police agreed to progress technology innovation to improve the contact from the public and plan to implement a new Unified Communications system during the year, which will enhance the Forces capability and improved the service offering to the public.
- 13.5.2 Another technology improvement is the use of Digital Interviewing which will replace outdated stand-alone machines and the use of physical discs, the new system will retain the recording on the network and allow quick access for officers across the Force.
- 13.5.3 A number of contractual arrangements and unavoidable costs were identified over and above the level of inflation. These included Pension Remedy costs for the additional administration resulting from the appeal against the pension changes introduced by the government, see next paragraph. Nationally driven costs from Home Office for centrally managed IT systems such as PNC (increase of 9.6%), the National Enabling Programme which requires use of Microsoft 365 with a licence increase of £1m plus the use of the National Monitoring Service at £0.2m and a cost increase from the National Police Air Service. Reflecting the low interest rate and lower cash balances the interest received is lower by £0.4m and with three additional bank holidays requires overtime to ensure minimum manning levels are maintained. The pandemic during 2020/21 led to additional cost which was partly met from government support, the year-end position is expected to be over spent by £1.4m which needs to be met and savings that were planned have not been achieved as activity focused on ensuring maintaining service during the pandemic. The increase in police officers is welcome, however one of the consequences is the incremental pay cost as the police officers move through the pay scale and to reduce pressure on the revenue budget more capital borrowing will be employed to finance long term assets resulting in capital charges being met by the revenue budget.
- 13.5.4 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 0.5% of the of the total payroll cost pressure to meet each year. Apprenticeship Schemes are being considered and developed in line with the Government levy criteria to offset related apprenticeship costs. We have been drawing on the levy account and predict that in the 2021/22 financial year we will have drawn down the full amount and have included an additional allocation as once the levy is depleted there is a cost share arrangement with government. During the year there were apprenticeship schemes in operation for police constables and PCSO's and the Force is exploring the introduction of a scheme for Contact Staff and the Finance Team.
- 13.5.5 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.

13.5.6 Several contractual arrangements and unavoidable costs were identified over and above the level of inflation.

13.5.7 Police Pensions – A revaluation of the police pension scheme led to further costs to be met by forces which has been mitigated by a pension grant and a small increase in grant funding. A case was brought forward to challenge the transitional arrangements put in place for certain pension schemes which has been accepted. This may lead to future changes to the respective pension schemes and additional costs for police forces. The next revaluation of the police pension scheme is expected in 2023/24 which may lead to future changes to the employer's contribution, the last increase was in the order of 10% which the government provided a specific grant that offset most of the increase however there remains a financial risk as the Forces may have to meet the increase.

14 Medium Term Investment

- 14.1 The resources raised from precept increases in previous MTFs plans have provided the Chief Constable with the resources to continue the significant four-year recruitment programme and accelerate the ability of Sussex Police to reduce crime, deal robustly with criminals, improve outcomes for victims and meet the expectations of visitors, residents and tax payers.
- 14.2 The MTFF summary below illustrates the cost changes referred to previously and the precept investment to recruit police officers and Operation Uplift along with the efficiency plan. It also includes the additional investment as set out in Section 9.

Sussex Medium Term Financial Forecast	January 2021				
	2020/21	2021/22	2022/23	2023/24	2024/25
£15 Precept Increase 2021/22	£m	£m	£m	£m	£m
REVENUE COST BASE					
Base budget	291.9	308.9	327.5	342.1	345.5
Inflation	6.3	1.2	6.5	6.8	6.9
Other Cost Changes	(1.0)	12.3	0.2	4.2	2.8
Precept Investment	6.4	5.7	2.6	0.0	0.0
Operation Uplift	8.4	7.5	11.9	0.0	0.0
Total Cost Increases	20.1	26.6	21.2	11.0	9.7
Gross Budget Requirement	312.0	335.5	348.8	353.1	355.2
Savings Plans	(3.1)	(8.0)	0.0	0.0	0.0
Surplus or Deficit	0.0	0.0	(6.7)	(7.6)	(5.8)
Gross Budget Requirement	308.9	327.5	342.1	345.5	349.5

Sussex Medium Term Financial Forecast	January 2021				
	2020/21	2021/22	2022/23	2023/24	2024/25
£15 Precept Increase 2021/22	£m	£m	£m	£m	£m
FUNDING					
Home Office Grant	164.2	174.5	186.4	186.4	186.4
Legacy Council Tax & Pension Grant	13.2	13.2	13.2	13.2	13.2
Operation Uplift Grant	3.6	2.1	2.1	2.1	2.1
Specific Grant	2.7	2.7	2.7	2.7	2.7
Local Council Tax Scheme Grant		1.9			
Reserves	(1.0)	(1.5)	0.0	0.0	0.0
Precept (including collection fund surplus/deficit)	126.2	134.6	137.7	141.1	145.0
Total	308.9	327.5	342.1	345.5	349.5

15 Savings and Efficiency Plans

- 15.1 The multi-year change programme continued to deliver complex transformation across Sussex Police and savings target of £3.1m in 2020/21 to support investment and change programmes, of which £2.4m are forecast to be delivered.

- 15.2 The table shows the planned efficiency savings for the period of the MTFS, grouped by risk category.

2020/21	Risk	2021 /22	2022/23	2023/24	2024/25	4 Year Total
£m		£m	£m	£m	£m	£m
0.9	Red	0.0	0.0	0.0	0.0	0.0
0.6	Amber	3.0	0.0	0.0	0.0	3.0
0.9	Green	5.0	0.0	0.0	0.0	5.0
2.4	Total	8.0	0.0	0.0	0.0	8.0
3.1	MTFS Efficiencies Required	8.0	6.7	7.6	5.7	28.0
0.7	Net Efficiencies Required over MTFS	0.0	6.7	7.6	5.7	20.0

- 15.3 In anticipation of the changing economic outlook engaged CIPFA to assist the Force develop a robust and achievable savings plan for 2021/22. The plans they proposed from working with the budget holders were scrutinised by Chief Officers. All the savings in the higher risk group were discounted at this stage and the majority of the amber and all the green proposals have been included in the financial plan.
- Green – these included changing the method of funding capital, ongoing departmental savings plans and contractual changes.
 - Amber – consist of tighter control on specific cost categories and employee vacancy management.
 - Red – these involved longer term changes in the employee ratio and changes to terms and conditions.
- 15.4 The development of the efficiency plan continues to meet identified future funding shortfall in future years. The work of CIPFA has provided a number of proposals that the Force will commence work on early in the financial year in order to be confident in setting a sustainable budget over the MTFS period.
- 15.5 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.
- 15.6 Sussex Police will continue to review its efficiency savings and future investment plans to ensure quality service delivery is maintained, future financial risks are considered, and funding can be directed to priority areas.

16 Capital & Investment Estimates and Financing

16.1 Capital expenditure involves acquiring or enhancing fixed assets with a long-term value such as land, buildings, and major items of plant, equipment or vehicles. Capital assets shape the way services are delivered in the long term and may create financial commitments in the form of financing costs and revenue running costs.

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

2020/21 (including b/fwd)	Sussex Capital & Investment Programme	2021/22	2022/23	2023/24	2024/25	Total
£m		£m	£m	£m	£m	£m
5.8	Information Technology	2.4	2.5	2.5	2.5	9.8
0.4	Business Led IT Projects	0.4	-	-	-	0.4
5.0	Fleet Replacement and Equipment	4.7	4.8	5.4	6.5	21.4
1.7	Estate Strategy	6.7	7.4	10.2	3.8	28.1
0.8	Operational Equipment	0.5	0.1	0.1	-	0.8
13.7	Total	14.7	14.7	18.2	12.8	60.5

16.3 Key areas to note in the 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;
- **Business led IT projects include;**
 - **Unified Communication** – this will introduce a modern telephony and public contact communication system to improve the efficiency of the Call and Dispatch Centre and provide more channels for the public to contact the Force.
 - **Emergency Services Network** – This is a national programme to replace the current operational communication system. The strategic aim 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. As this project is delayed the existing handsets are reaching end of life and an allocation has been included to replace the handsets, Sussex Police move to ESN will be later in the implementation phase to obtain value from the investment in the new airwave handsets.

- **Enterprise Resource Planning (equip).** The decision of the Tri-Force programme to draw to a conclusion the relationship with our external partners has been reflected in the budget with the programme ending in 2020/21. Decisions on the future direction of travel are still in the process of considering the opportunities and risks but will be reported as a separate project in future. Funding will be incorporated in the MTFS to finance future activities when plans are agreed.
- **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 Sussex Police 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.

A review is currently under way to reassess the Estate to ensure it is sufficient for the anticipated additional uplift of police officers and staff brought about through continued investment locally and the Government's Operation Uplift (the pledge to recruit 20,000 additional police officers in England and Wales by 2023). In addition, the PCC will also be considering how the Strategy can transform the existing publicly

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accessible estate to provide better community information, assurance and engagement.

A revised Strategy will be published later this year when more information is known in respect of the operational and financial implications of the Home Office police spending review.

- **Operational Equipment** – This includes a range of operational investments: Investment within the Operations Department includes Automatic Number Plate Recognition (ANPR) investments supporting strategic roads infrastructure along with other Operations Command Equipment and Drones. Other investment in Communications includes Command and Control system updates, CCTV and communications technology.

Financing the Capital & Investment Programme

- 16.4 Sussex PCC can undertake capital investment providing the spending plans are affordable, prudent and sustainable. Capital plans should be prepared in accordance with CIPFA's Prudential Code. The PCC expects to need £60.5m to finance the current capital investment plans over the next four years. This will be financed as set out in the table below.

2020/21 (including b/fwd)	Sussex Capital Programme Funding	2021/22	2022/23	2023/24	2024/25	Total
£m		£m	£m	£m	£m	£m
-	Capital Resources Brought Forward	-	-	-	-	-
0.2	Central Government Grant	0.2	0.2	0.2	0.2	1.0
-	Other Capital Receipts	-	-	-	-	-
6.2	Estate Strategy Receipts	5.4	2.3	2.2	2.5	12.4
3.3	Estate Strategy Borrowing	6.3	6.8	10.2	3.8	27.1
1.0	Other Borrowing	-	-	-	-	-
10.7	Total Capital Resources	12.0	9.4	12.6	6.5	40.4
14.3	Capital Resources Applied	14.6	14.7	18.2	12.9	60.5
(3.5)	Capital Resources Carry Forward	(2.6)	(5.4)	(5.6)	(6.4)	(20.0)
-	Revenue Resources brought forward	0.3	-	-	-	0.3
3.7	Revenue Contributions Received in-year	2.4	3.4	4.4	5.4	15.4
0.2	Other External Grants / Contributions	0.1	-	-	-	0.1
0.8	Capital & Investment Reserve	-	-	-	-	-
4.8	Total Revenue Resources	2.7	3.4	4.4	5.4	15.8
3.5	Revenue Resources Applied to Capital	2.6	5.4	5.6	6.4	20.0
1.0	Revenue Resources Applied to Revenue	0.1	-	-	-	0.1
0.3	Revenue Resources Carry Forward	(0.0)	(2.0)	(1.3)	(1.1)	(4.4)
15.2	Total Funding Applied	14.7	14.7	18.2	12.9	60.5

Government Grant

- 16.5 The Government provides an annual grant of £0.200m to support our capital and investment.

Capital Receipts

- 16.6 Income from the sale of surplus buildings and land can only be used to fund capital transactions. The anticipated receipts are estimated at £12.4m. As highlighted in the risk assessment these are at risk of not being achieved either in quantum or timing. These risks are mitigated by regular review of all major projects including the Estates through regular monitoring reports to the PCC.

Revenue

- 16.7 The purchase of shorter life assets will be financed with contributions from the revenue budget.

Borrowing

- 16.8 Up to this point the PCC has funded most capital investment from internal cash balances, having delayed borrowing beyond the existing loan of £4.5m from PWLB. This has been highly cost effective for several years by reducing external interest costs but is no longer sustainable in the short to medium term.
- 16.9 The PCC expects to need £60.5m to finance the current capital investment plans over the next four years of which £27.1m is anticipated to be raised via borrowing.
- 16.10 The Treasury Management Strategy and Capital Strategy set out how the PCC will manage all borrowing and investment in accordance with the CIPFA Prudential Code for Capital Finance, CIPFA Treasury Management Code and Local Government Act.
- 16.11 The estimated costs of borrowing including those that must be set aside as determined by legislation are included in the MTFS.

16.12 Developer Contributions

- 16.13 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.
- 16.14 New properties and a growing population have 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.
- 16.15 On behalf of the Sussex Police and Crime Commissioner, our Joint Commercial Planning Manager has continued working with various Boroughs and Districts across Sussex to secure funding towards new or improvements

to existing policing infrastructure.

- 16.16 In the last financial year, we sought an additional £203,751 through S106 agreements and secured an additional £864,956 through approved planning permissions in Sussex. This funding will be used to support several identified projects which support investment in our estate and our workforce.
- 16.17 The Force were also awarded £47,600 Community Infrastructure Levy funding towards a new public engagement vehicle. This multi-use vehicle will be used primarily within the Lewes & Eastbourne districts and is now fully operational.
- 16.18 Other projects include critical estate redevelopments to increase capacity of our major police stations, enabling the force to better accommodate the significant uplift in officers and staff joining the Force. The Force have continued recruiting new officers and staff to meet our fast-growing population and developer contributions towards our estate and fleet capacity are important to support our financial strategy.
- 16.19 These contributions will be brought into the capital and investment programme when received.

17 Reserves

17.1 Background Information on Reserves

17.1.1 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.

17.1.2 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.

17.1.3 [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.

17.1.4 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.

17.1.5 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.

17.1.6 In assessing the appropriate level of reserves, a well-managed PCC will

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ensure that the reserves are not only adequate but are also necessary.

- 17.1.7 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.
- 17.1.8 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.

17.2 **Review of Reserves**

- 17.2.1 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 2019/20 external audit had no matters to report about our arrangements to secure economy efficiency and effectiveness in our use of resources.
- 17.2.2 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."
- 17.2.3 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.
- 17.2.4 In accordance with good practice, the Chief Finance Officer for the PCC in association with the Director of Finance undertake an annual review of reserves.

17.3 **Sussex Reserves**

- 17.3.1 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.
- 17.3.2 The PCC plans to maintain the general reserve at the 4% of net budget requirement in line with the reserves strategy. Specific reserves are only employed for expected risks, for example the Insurance Reserve to meet actuary assessed claims against Sussex Police or held to manage third party funds such as the Safer Sussex Roads Partnership. A new reserve, Covid19, has been created to manage the reduction in tax base as local councils provide assistance to Sussex residents following job losses or reduced income from the effects of the pandemic. The reserve has been established with a

Local Council Tax Scheme grant of £1.9m from government against which £0.4m has been employed for the 2021/22 budget.

17.3.3 The following tables provide the expected movement and balances on each reserve categorised across the statutory headings set by the Home Office and a summary table.

Reserves	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m	2024/25 Forecast £m
Funding for planned expenditure on projects and programmes over the period of the current MTFS:					
Local Policing Transition Reserve brought forward	1.8	0.2	0.0	0.0	0.0
from Revenue Budget	0.0	0.0	0.0	0.0	0.0
to Capital & Investment Reserve	(1.6)	(0.2)	0.0	0.0	0.0
to Revenue Budget support	0.0	0.0	0.0	0.0	0.0
Balance carry forward	0.2	0.0	0.0	0.0	0.0

Delegated Budget Holder Reserve brought forward	0.7	0.2	0.0	0.0	0.0
to Fund Carry forward requests	(0.4)	0.0	0.0	0.0	0.0
to Capital & Investment Reserve	0.0	(0.2)	0.0	0.0	0.0
Balance carry forward	0.2	0.0	0.0	0.0	0.0

Capital Receipts Reserve brought forward	0.0	0.0	0.0	0.0	0.0
Estimated Capital Receipts	6.2	5.4	2.3	2.2	2.5
Estimate Applied to Capital & Investment Programme	(6.2)	(5.4)	(2.3)	(2.2)	(2.5)
Balance carry forward	0.0	0.0	0.0	0.0	0.0

Capital & Investment brought forward	0.0	1.0	1.0	0.4	0.2
from Collection Fund Surplus	0.2	0.0	0.0	0.0	0.0
from Delegated Budget Holder Reserve	0.0	0.2	0.0	0.0	0.0
from Local Policing Transition Support Reserve	1.6	0.2	0.0	0.0	0.0
from Revenue Budget	1.0	0.0	0.0	0.0	0.0
to General Reserves	(1.0)	(0.4)	(0.6)	(0.2)	(0.1)
to Fund Capital & Investment Programme	(0.8)	0.0	0.0	0.0	0.0
Balance carry forward	1.0	1.0	0.4	0.2	0.1

Covid19 Reserve brought forward	0.0	0.0	1.5	1.5	1.5
from Revenue budget to meet future liabilities	0.0	1.9	0.0	0.0	0.0
to Revenue Budget	0.0	(0.4)	0.0	0.0	0.0
Balance carry forward	0.0	1.5	1.5	1.5	1.5

Reserves	2020/21 Forecast £m	2021/22 Forecast £m	2022/23 Forecast £m	2023/24 Forecast £m	2024/25 Forecast £m
Funding for specific projects and programmes beyond the current MTFS planning period:					
Asset Seizure Reserve brought forward	0.6	0.6	0.6	0.6	0.6
from Seized Assets	0.4	0.4	0.4	0.4	0.4
to Revenue Budget (to fund crime reduction initiatives)	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)
Balance carry forward	0.6	0.6	0.6	0.6	0.6

Sussex Safer Roads Partnership Reserve brought forward	2.6	2.4	2.3	2.3	2.3
from Surplus generated	0.0	0.0	0.0	0.0	0.0
to Revenue Budget	0.0	0.0	0.0	0.0	0.0
to Capital and Investment	(0.3)	(0.1)	0.0	0.0	0.0
Balance carry forward	2.4	2.3	2.3	2.3	2.3

General contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management:					
Insurance Reserve brought forward	4.3	4.3	4.4	4.5	4.6
from Revenue budget to meet future liabilities	0.5	0.5	0.5	0.5	0.5
to Revenue Budget (to settle claims)	(0.5)	(0.4)	(0.4)	(0.4)	(0.4)
Balance carry forward	4.3	4.4	4.5	4.6	4.7

General Reserve brought forward	11.4	12.4	12.8	13.4	13.6
from Capital and Investment Reserve	1.0	0.4	0.6	0.2	0.1
to Revenue Budget	0.0	0.0	0.0	0.0	0.0
Balance carry forward	12.4	12.8	13.4	13.6	13.7

General Reserves percentage of Net Budget Requirement	4.0%	4.0%	4.0%	4.0%	4.0%
Total Reserves percentage of Net Budget Requirement	6.8%	6.8%	6.6%	6.6%	6.5%

RESERVES *estimated	2020/21 £m*	2021/22 £m*	2022/23 £m*	2023/24 £m*	2024/25 £m*
General Reserves	12.4	12.8	13.4	13.6	13.7
Earmarked Reserves					
Local Policing Transition Reserve	0.2	0.0	0.0	0.0	0.0
Delegated Budget Holder Reserve	0.2	0.0	0.0	0.0	0.0
Capital Receipts Reserve	0.0	0.0	0.0	0.0	0.0
Capital & Investment Reserve	1.0	1.0	0.4	0.2	0.1
Covid19 Reserve	0.0	1.5	1.5	1.5	1.5
Asset Seizure Reserve	0.6	0.6	0.6	0.6	0.6
Sussex Safer Roads Partnership	2.4	2.3	2.3	2.3	2.3
Insurance Reserve	4.3	4.4	4.5	4.6	4.7
Total Earmarked	8.7	9.7	9.2	9.1	9.1
TOTAL RESERVES	21.0	22.5	22.6	22.7	22.8

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

- 17.4.1 The Capital and Investments Reserve was 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 was 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. Since it was close to being depleted it has become the source to maintain the general reserve at 4% without drawing on the revenue budget.
- 17.4.2 The Delegated Budget Holder Reserve holds a proportion of balances that have arisen from underspend on the annual revenue budget.
- 17.4.3 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 is expected to be fully utilised during 2020/21.
- 17.4.4 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.
- 17.4.5 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.

17.4.6 The Local Policing Transition Support Reserve was created to support a longer phasing of reductions in local policing police officer posts which is now complete, and the remaining balance transferred to the Capital and Investment Reserve.

17.4.7 COVID-19 Reserve - The pandemic and the financial impacts both known, and unknown have confirmed our need for resilient finance and a sustainable financial plan. The reserve has therefore been created to offer a cash buffer for any expenditure over and above the existing budgets to support the response to the pandemic.

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

17.5.1 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.

17.5.2 The reserve is reviewed on an annual basis but is currently expected to remain at £0.6m for the period of the MTFS.

17.5.3 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.

17.5.4 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.

17.5.5 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.

17.5.6 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.

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

- 17.6.1 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.
- 17.6.2 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 2020 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?
- 17.6.3 The review concluded that the balance of the reserve of £4.3m along with a separate provision for £2.7m on the balance sheet is adequate.
- 17.6.4 A further risk assessment review of the Insurance Reserve will be undertaken during 2021/22 with a view to ensuring the reserve and provision levels are appropriate and based on the latest estimates.
- 17.6.5 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.
- 17.6.6 The General Reserve at 1 April 2021 will be £12.4m. 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. Due to the positive increase in the size of the budget an increase of £0.4m is required in 2021/22 to maintain the 4%. The closing general reserve at March 2025 is estimated to be £13.7m which is 4.0% of the net revenue budget.
- 17.6.7 The September 2017 review of reserves considered the adequacy and need of the separate 1% operational reserve in addition to the General Reserve. It recommended that the 1%, which then totalled £2.5m, could be incorporated within the existing General Reserve balance. This sum is available to the Chief Constable for operational priorities without the need for additional approval.

18 Indicative Budget Forecasts 2021/22 to 2024/25

- 18.1 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 2021/22.
- 18.2 In common with other policing bodies the MTF5 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 £15 for the 2021/22 year and £5 per for 2022/23 and 1.99% a year from 2023/24.
- 18.3 The actual precept decision will still be determined by the PCC on an annual basis considering all the factors.
- 18.4 The key medium term financial forecast planning assumptions are summarised in the following table:

Assumption	2021/22	2022/23	2023/24	2024/25
Capital Grant	£0.2m	£0.2m	£0.2m	£0.2m
Main Policing Grant change	0.0%	0.0%	0.0%	0.0%
Revenue Support Policing Grant change	0.0%	0.0%	0.0%	0.0%
New Police Pension Grant	0.0%	0.0%	0.0%	0.0%
Council Tax Support Grant	0.0%	0.0%	0.0%	0.0%
Legacy Council Tax Freeze Grants	0.0%	0.0%	0.0%	0.0%
Operation Uplift Grant	£8.8m	£11.9m	£-m	£-m
Precept (£15 one year increase)	7.50%			
Precept (£5 per or 1.99% year increase)	2.50%	2.44%	1.99%	1.99%
Tax base increase / (decrease)	(0.3%)	0.0%	0.5%	0.5%
Local Council Tax Scheme	£1.9			
Collection Surplus/(Deficit) Net	(£0.4)	(£0.4)	(£0.4)	£-
Police Staff Pension Employer Contribution rate	21.90%	20.90%	20.90%	20.90%
Police Officer Pension Employer Contribution rate	31.00%	31.00%	31.00%	31.00%
Police Officer pay inflation	0%	2%	2%	2%
Police Staff pay inflation	0%	2%	2%	2%
Salary Increments	£1.9m	£2.1m	£2.2m	£1.8m
South East Allowance	£4.7m	£4.7m	£4.7m	£4.7m
General Price inflation	2%	2%	2%	2%
Investment Interest Returns	0.10%	0.10%	0.10%	0.10%
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. Sussex Police will however seek to maximise income generation opportunities through its commercial focus.

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

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

Group Budget Forecast					
£15 Precept Increase 2021/22	2020/21	2021/22	2022/23	2023/24	2024/25
REVENUE COST BASE	£m	£m	£m	£m	£m
Base budget	291.889	308.852	327.534	342.096	345.547
Inflation	6.336	1.177	6.542	6.828	6.892
Growth Pressures	(1.016)	12.307	0.229	4.174	2.785
New Investment	14.788	13.162	14.477	0.000	0.000
Savings Plans	(3.145)	(7.965)	0.000	0.000	0.000
Savings Requirement	0.000	0.000	(6.686)	(7.551)	(5.768)
Total Budget Changes	16.963	18.681	14.562	3.451	3.910
Total Budget	308.852	327.534	342.096	345.547	349.457
£15 Precept Increase 2021/22	2020/21	2021/22	2022/23	2023/24	2024/25
FUNDING	£m	£m	£m	£m	£m
Home Office Core Grant	109.991	113.577	125.473	125.473	125.473
Home Office Revenue Support Grant	54.180	60.943	60.943	60.943	60.943
Council Tax Grant Support Grant	10.140	10.140	10.140	10.140	10.140
Legacy Council Tax Freeze Grant	3.062	3.062	3.062	3.062	3.062
Pension Grant	2.697	2.697	2.697	2.697	2.697
Operation Uplift Grant	3.612	2.100	2.100	2.100	2.100
Precept	125.936	136.815	138.054	141.505	145.042
Collection Fund Surplus / (Deficit)	0.235	(0.336)	(0.372)	(0.372)	0.000
Net Budget Requirement	309.852	328.996	342.096	345.547	349.457
Reserves					
General Reserves	(1.000)	0.000	0.000	0.000	0.000
Covid19 Reserve	0.000	(1.463)	0.000	0.000	0.000
Local Policing Transition Reserve	0.000	0.000	0.000	0.000	0.000
Capital & Investment Reserve	0.000	0.000	0.000	0.000	0.000
Total Funding	308.852	327.534	342.096	345.547	349.457

18.6 The Group budget forecast set out above shows how, after the planned use of reserves, savings and the precept, there is a funding gap for the period of the MTFS 2021 to 2025, which will require savings of £20.0m over the planning period to meet the key principle of the PCC's Strategy in that overall expenditure will be delivered within a sustainable budget over the medium term.

18.7 The budget includes £8.6m made available from the proposed 2021/22 precept increase of £15 per annum per Band D Properties and takes account of the reduction in the tax base and the deficit on the collection fund (£9.4m

- £0.4m - £0.4m). This will be used as stated earlier in the document in line with Police & Crime Plan and Operational Delivery Plan priorities.

18.8 The proposed 2021/22 revenue budget is set out in the table below.

18.9 The MTFF budget forecast for the police fund is set out below:

Chief Constable's Operational Delivery Net Revenue Budget

2020-21 £m	Chief Constable	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m
167.519	Police Officer Pay	170.060	175.061	180.262	185.167
90.104	Police Staff Pay	89.737	91.308	94.151	96.444
10.784	PCSO Pay	10.868	11.173	11.483	11.800
9.486	Other Employee Costs	9.546	9.737	9.932	10.131
277.894	Total Pay Costs	280.212	287.279	295.829	303.542
11.645	Buildings & Premises	12.003	12.142	12.410	12.683
10.098	Transport Costs	10.300	10.527	10.758	10.995
41.687	Supplies & Services	48.448	47.828	48.465	49.458
3.041	Third Party Payments	3.102	3.170	3.240	3.311
66.471	Total Non Pay Costs	73.853	73.667	74.872	76.447
(44.217)	Income & Grants	(44.468)	(45.357)	(46.264)	(47.189)
300.148	Base Operational Delivery Budget	309.597	315.589	324.436	332.799
0.000	Investment Proposed	13.162	27.902	28.460	29.029
0.000	Savings Plans	(7.965)	(7.965)	(7.965)	(7.965)
0.000	Savings Requirement	0.000	(6.686)	(14.371)	(20.426)
300.148	Operational Delivery Budget	314.794	328.840	330.560	333.437

Police & Crime Commissioner Net Revenue Budgets

2020-21 £m	Office of the PCC	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m
0.122	Police & Crime Commissioner	0.120	0.122	0.125	0.127
1.332	Office of the PCC	1.449	1.478	1.508	1.538
1.700	Community Safety	1.700	1.700	1.700	1.700
0.576	REBOOT	0.590	0.602	0.616	0.629
2.547	Victim Services	2.583	2.583	2.583	2.583
0.000	Grant Funded Projects Net - see table	0.000	0.000	0.000	0.000
(1.992)	Grant Income (Victims)	(1.992)	(1.992)	(1.992)	(1.992)
	Grant Income (LCTS)	(1.463)	0.000	0.000	0.000
(0.500)	Treasury Management Interest	(0.150)	(0.150)	(0.150)	(0.150)
3.785	Total Income & Expenditure	2.836	4.344	4.389	4.435
4.919	Financial Provisions	8.476	8.948	10.633	11.621
1.000	Transfer to / (from) General Reserves	0.000	0.000	0.000	0.000
0.000	Transfer to / (from) Earmarked Reserves	1.463	0.000	0.000	0.000
0.000	Transfer to / (from) Earmarked Reserves	0.000	0.000	0.000	0.000
5.919	Total Provisions & Reserves	9.939	8.948	10.633	11.621
9.704	Total PCC Controlled Budgets	12.775	13.292	15.022	16.056
309.852	TOTAL POLICE FUND	327.534	342.096	345.547	349.457

18.10 The Police and Crime Commissioner budget includes the direct costs of the PCC remuneration, travel and subsistence.

18.11 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.

- 18.12 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.
- 18.13 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](#). In addition the Annual Report provides a detailed summary of the work of the Office and the activities completed.
- 18.14 **Community Safety**
- 18.15 The PCC continues to support Community Safety initiatives and Community Safety Partnerships (CSPs) across Sussex through the dedicated Community Safety Budget. It is planned the current total allocation will remain over the period of the MTFs.
- 18.16 The budget also includes the Safer in Sussex Community Fund (SISCF) which provides financial support to local community groups, voluntary and third-sector organisations which 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 which meet the needs of communities and help to keep Sussex safe.

Home Office's Early Intervention Youth Fund (EIYF) & REBOOT Programme

- 18.17 The Sussex PCC was one of nineteen to be successful and awarded additional funding from the Home Office's Early Intervention Youth Fund (EIYF) in 2019, which originated from the Serious Violence Strategy (SVS) launched in April 2018. This enabled development of the Sussex REBOOT programme in 2019/20 which is targeted at young people at risk of the drivers of serious violence. REBOOT involves multiple partners, to build on what is positive in a young person's life to deter them from criminality. REBOOT continued to be supported during 2020/21, however together with the respective budget allocation of £589K the programme will transition into Sussex Police to lead & manage during 2021/22.

Home Office's Safer Streets Fund

- 18.18 The Sussex PCC in partnership with Sussex Police, Hastings Borough Council and Eastbourne Borough Council has been successful in securing up to a total £963,366 from the Home Office Safer Streets Fund.
- 18.19 £473,396 in the first round of funding was secured and additionally another £72,000; totalling £545,396 to increase situational crime prevention interventions in a dedicated area of need in Hastings. This will enhance CCTV, improve street lighting, improve security measures for residential and retail properties, Business Crime Prevention Partnerships, community participation, environmental improvements, educational and publicity materials and alley-gating.
- 18.20 Concurrently, £419,970 was secured for a dedicated area of Eastbourne to increase situational crime prevention interventions which includes developing existing CCTV, improving street lighting, additional security measures for

residents expanding the existing Business Crime Prevention Partnership.

- 18.21 The Covid-19 pandemic, and pressures experienced by the respective Borough Councils is likely to affect how much can be delivered in the required timescales; therefore, financial claims maybe less than anticipated.

Home Office Serious Violence Fund

- 18.22 The Home Office have invested £70m over two years into the 18 areas worst affected by serious violence to develop multi-agency Violence Reduction Units. The Sussex PCC was successful in 2019/20 and 2020/21 securing £880K in both years to establish a coordinated response to serious violence. Additionally, an extra £2.9M from Digital Culture Media & Sport package of support for small and micro charities; with Sussex receiving £74,720 in the first round and £53,080 in the last quarter of 2021.
- 18.23 Three VRPs have been set up in Brighton & Hove, East and West Sussex, with an oversight group to monitor their targeted activity. Partners have adopted a public health approach that has included embedding tactics such as: early interventions to help vulnerable young people and educate them on the consequences of criminality; training staff in schools and hospitals; and working with local community organisations.
- 18.24 For 2021/22 the Home Office have confirmed £35m for Violence Reduction Units to those areas worst affected with Sussex expected to receive a further £880K; for essentially year 3 of the programme. This is yet subject to confirmation.

Home Office Surge Funding

- 18.25 Sussex was also one of 18 police forces allocated 'surge' funding for targeted operational activity in 2019-21. This is known as 'Operation Safety' and last year officers carried out 335 hotspot patrols, made 448 arrests, seized 251 weapons and engaged with over 116,000 young people. The Home Office have yet to make any announcements or commitment to continue Surge Funding during 2021/22.

18.26 Victim Services and Restorative Justice

- 18.27 The Ministry of Justice (MOJ) 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 £1.992m (TBC) is expected in Sussex in respect of Victims Services and Restorative Justice for 2021/22.
- 18.28 We make the assumptions that future grant settlements will continue and not impact on the precept decision.
- 18.29 A further £0.513m is to be allocated to the Victims budget to meet the costs of rising demand and support for victims of domestic and sexual abuse and stalking.
- 18.30 An additional £0.135m from the MOJ central rape support fund was awarded last financial year to recruit more Independent Sexual Violence Advisers for Sussex. This was a two-year settlement and will continue to the end of 2021/22. In July 2020, because of the sudden closure of the Rape Crisis

Charitable Centre in Crawley, a further £0.105m was allocated by MOJ to ensure those impacted could secure support in other local services. This is again on a two-year settlement so will continue to the end of 2021/22 financial year.

Restorative Justice

- 18.31 The Sussex Restorative Justice Service Budget allocation for 2020/21 was £247,000. This allocation supported the ongoing maintenance of the service to include salaries, training, resources and professional memberships. Performance and monitoring highlight the ongoing demand for the service and the high satisfaction rates of participants. As a quality assurance exercise, between June and November 2020, a detailed 'Service Model' review was conducted. The review identified opportunities to enhance the service which will be developed and implemented during the financial year 2021/22. The budget requirement is anticipated to be at a similar level accepting slight increases in annual salary increments.
- 18.32 **Provisions, Treasury and Reserves**
- 18.33 Financial provisions include the revenue and financing costs of the capital programme, interest receivable on cash balances and the pay and price contingency. They have been updated to include the costs of financing the proposed capital and investment plans.
- 18.34 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.
- 18.35 The PCC is responsible for the management of all reserves and the reserves strategy has been explained elsewhere in this MTFS.

19 Risk Assessment

19.1 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.

19.2 The PCC faces several 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.

19.3 These risks and emerging risks are monitored and managed throughout the year on the risk register with oversight by the Joint Audit Committee.

19.4 Risk Assessment and Adequacy of Reserves

19.4.1 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 2020/21.

19.4.2 The CFO has applied the same principles used to undertake the assessment of the 2021/22 budget to the following three years of the MTFS.

19.4.3 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 subsequent anticipated future settlements 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 PCC; and

19.5 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 is considered adequate to cover the financial risks faced by the PCC.

20 Public Engagement and Consultation

- 20.1 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.
- 20.2 Throughout the year the PCC has continued to consult and engage with Sussex residents and their local representatives using a range of innovative methods. The outputs have informed the PCC's plans and her recommendation regarding the precept. Further details can be found Appendix 2 – What the Public Said, What the Public Want – Presentation.
- 20.3 A total of 64 consultations were held with town and parish councils in lieu of the focus groups that would normally have been held. They were arranged through the Surrey and Sussex Association of Local Councils. 32 were held April to June. 32 were held November to December.
- 20.4 Hearing what matters to people: The main focus was levels of police engagement with communities. Local perceptions were tested along with local experience of increased police visibility and levels of public confidence. In December, 11 out of 32 Councils said there were 'very happy' with levels of police engagement. 21 out of 32 councils rated themselves 'fairly happy'.
- 20.5 Support for police and more funding: Councillors reported strong public support for police. 69% (22 out of 32) of the towns and parishes said they would support an increase in the Precept of £15 if police published local success stories. These councillors represent 293,607 people registered to vote, and a total of 350,000 residents.
- 20.6 How safe do people feel where they live? From April 1st last year an online sentiment meter was published on the PCC website that allowed people to rate how safe they felt where they lived. Levels of confidence have remained stable or slightly improved from April to January. A total of 4,179 people participated and this will increase as the meter is still live.
- 20.7 In November, the Government Spending Review announced that PCCs could increase their precept by up to £15.
- 20.8 In preparing the PCC's new Police and Crime Plan, the opportunity was taken to ask the public to rate their policing priorities and to provide their views on precept levels.
- 20.9 Policing priorities and funding survey and the Policing Challenge: To reach the widest audience in Sussex including younger residents a unique Policing Challenge online game was designed as an interactive way to show people's priorities. Choices were displayed with other users, and we included the same questions about levels of precept increase.
- 20.10 Reaching audiences across the county: The poll was promoted from 10 December to 10 January through every available channel and partner and ensured the widest media coverage across the county. The survey options were featured 49 times across all local papers and TV. That achieved a reach of 644,804 people and 97% of coverage was positive.

- 20.11 Further detailed information on the extent and reach can be found in Appendix 2 and 3 this includes: targeted social media promotion (by age); district results from the sentiment meter; district results for survey returns; and Sussex Police analytics sampling of the survey.
- 20.12 What the public want: A combined total of 4,465 responses were received to both the survey and the game (the polls).
- 20.13 The top five priorities were:
- Serious violence and knife crime.
 - Rape and sexual assault.
 - Drug dealing and county lines.
 - Burglary.
 - Neighbourhood policing.
- 20.14 Support for £15 Precept Increase: Combining the results from both polls it can be seen that between 70%-74.7% are in favour of any increase in the precept; 50.8% are in favour of a £15 increase; 19.2% are in favour of a £10 increase and 25.3% do not support an increase. We can be confident that the margin of error across this sample size is 1.46%.

21 Conclusions

- 21.1 The resources allocated through the four-year 2021/25 MTFS will enable the Chief Constable to plan the resource requirements for Sussex Police more effectively. The revenue generated by a £15 increase to the precept in 2020/21 and £5 per year in each of the three following years enables the continuation of the recruitment plans that were started in 2018/19, updated in 2020/21 and the revised recruitment including the national uplift from 2021/22.
- 21.2 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 resourced £13.7m in line with the reserve strategy by the end of 2025. 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.
- 21.3 The MTFS does indicate that a sustainable financial position can be achieved over the period 2021/22 to 2024/25 subject to the risks identified and the PCC and Chief Constable are fully committed to taking the necessary decisions to achieve this outcome.

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Chief Executive, Office of the PCC

Jo Shiner
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 the revenue budget to strengthen local policing. This has now been fully utilised.	Specific reserve set up during 2017/18 to be released over the MTFS period. Now fully utilised.
COVID Reserve	To mitigate The Pandemic and the financial impacts both known, and unknown have confirmed our need for resilient finance and a sustainable financial plan. The reserve has therefore been created to offer a cash buffer for any expenditure over and above the existing budgets to support the response to the pandemic and collection fund deficits.	Funded
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 if 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.

APPENDIX A (continued)

General contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management:		
<p>General Reserve</p>	<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>	<p>4% of Net Revenue Expenditure Budget as at 31 March each year.</p>
<p>Insurance Reserve</p>	<p>Provides for the self-funding of certain uninsurable risks, such as payments of compensation or damages and claims up to the excess level. 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 budget but transferred to/from the insurance Reserve. The level of the reserve is reviewed annually.</p>	<p>Assessed as part of the annual insurance actuarial review.</p>

APPENDIX B (FINANCIAL RISK ANALYSIS)

Issue	Assumption	Comment
Maintaining & improving service performance levels	Resources sufficient to meet targets and priorities in the Police and Crime Plan and Chief Constable Priorities	<p>The Chief Constable believes that there are sufficient resources to deliver future Police & Crime Plan priorities, Chief Constable Priorities and Strategic Policing Requirement. However there remains risk from the cost of major operations including counterterrorism, major incidents including pandemics, particularly if these are not fully funded nationally.</p> <p>The PCC has resources available for any one-off cost pressures in the form of reserves to assist Operational Policing and has approved year on year increases to the policing precept. This is evident in the ability to meet the pandemic costs in 2020/21 which are planned to be replenished in 2021/22.</p>
Pay and price budgets and establishment control	<p>Provision for national pay awards of 0% apart from employees on £24k or less.</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 Sussex Police to match staffing need and resources to budget.</p> <p>Detailed analysis of employee costs is carried out in setting the budget with close corporate monitoring of the overall budget and management action to maintain financial discipline is particularly important to ensure resources are deployed to achieve the most effective and efficient service delivery, as well as the PCC's approved investment in Police & Crime Plan and Sussex Police priorities. The DCC Strategic Planning Board will monitor all aspects of the financial and human resources including the recruitment progress and report to the PCC.</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	<p>£15 in 2021/22.</p> <p>Future precept planning assumption of a £5 or 1.99% increase.</p>	<p>The ability to increase the precept complemented by Operation Uplift grant has enabled targeted and affordable investment in future years are planned at Band D increases of £5 subject to government policy and PCC annual decision.</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.</p> <p>An increase in excess of the referendum level or precept 'cap' would result in the requirement to hold a referendum and the costs met by the OPCC.</p>
Grant Levels / Spending Review 2021	<p>Main police revenue grant increased by 4.8% for 2021/22.</p> <p>Capital grant flat cash for 2021/22.</p>	<p>The last 3 settlements have been one year only settlements. Future reductions in funding including unfavourable review of the funding formula is possible within the MTFs period starting in 2022/23, this will be monitored regularly with proactive input to the Spending Review and any funding formula reviews or consultations arising. The future assumption is that grant will be flat cash apart from the increase in police officers under the Operation Uplift, which will end in 2022/23.</p> <p>Capital Grant reduced to £0.200m in 2020/21 from £0.925m in 2019/20 and remains at £0.200m for 2021/22. This sum could reduce again in a future Spending Review.</p>
Council Tax	Collection rates advised by individual	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 as demonstrated with 2020/21 forecasts.

	<p>billing authorities</p> <p>Tax Base</p>	<p>Billing authorities' factor in prudent collection rates to mitigate this risk. The PCC works closely with billing authorities to monitor their key collection rates and contributes financially towards the costs of reviews of discounts, including the single person discount, and exemptions.</p> <p>The tax base is normally 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> <p>As a result of the COVID19 pandemic this risk has increased substantially, and future estimates will be reduced and guided by the billing authority's data returns.</p> <p>There is support from government in 3 forms to mitigate some of the financial impact:</p> <ol style="list-style-type: none"> 1. Spread of the 2020/21 council tax collection fund deficits over 3 financial years; 2. A one-off grant to compensation for 2021/22 reductions experienced from the tax base as a result of the Local Council Tax Reduction Scheme 3. Grant of 75% to compensate for irrecoverable losses council tax income.
Pandemic	Risks	<p>The Force maintained a specific risk register in response to this public health emergency including the financial risks, which comprised of staffing, cash flow, in year direct financial costs to respond and the longer term economic impact. These risks are mitigated by the control measures the specific areas within this risk analysis document as the pandemic is ongoing risk into the new financial year.</p>
EU Exit	Risks	<p>As above the Force maintained a stand-alone risk register and even though the exit deal and the subsequent trade deal have lowered the risks, there are potential financial consequences that have not materialised as yet, price rises due to the additional burden from imports, currency weakness or supply issues. Pay and price contingency is available to meet unexpected increases in year.</p>
Budget Estimates (Expenditure)	Provision for specific on-going cost pressures	<p>The budget estimates including all identified additional costs for 2021/22, supported by input and review by the Chief Financial Officers.</p> <p>All cost pressures are scrutinised internally by the Chief Finance Officers and also the DCC Strategic Planning Board before inclusion in the financial plan.</p> <p>Third party assurance has been gained from engaging CIPFA to review the financial assumptions in the plan.</p> <p>Risks of budget overspend are mitigated by the monthly budget monitoring process and formal monitoring reports to the PCC.</p>
Budget Estimates (Expenditure)	Provision for Operation Uplift enablement costs	<p>The Operation Uplift increase in police officers apart from the salaries requires additional vehicles plus running costs, IT equipment, uniform and kit. There are also costs in relation to estate provision plus running costs, recruitment and training costs. The budget estimates include the expected costs from this growth however there remains a risk that unidentified financial consequences were not catered for within the budget.</p> <p>All cost pressures are scrutinised internally by the Chief Finance Officers and the DCC Strategic Planning Board before inclusion in the financial plan.</p> <p>Risks of budget overspend are mitigated by the monthly budget monitoring process and formal monitoring reports to the PCC.</p>

<p>Budget and financial reporting</p>	<p>Additional Investment potential in 2021/22 from Operation Uplift Officers (121) and precept new investment of £3.1m.</p> <p>Monthly 'Group' budget monitoring</p>	<p>Financial monitoring is in place with a rigorous process of monthly review, including close scrutiny by the Chief Constable's Chief Finance Officer, the PCC's Chief Finance Officer and at the monthly DCC Strategic Planning Board, at which progress against the investment is reported.</p> <p>Quarterly the PCC receives a financial update from the PCC CFO and the Force CFO and signs off the monitoring position.</p>
<p>Savings Plan</p>	<p>Budget includes £8m of savings</p>	<p>The achievement of savings developed with support from CIPFA have been scrutinised by Chief Officers as to the acceptability and achievability of the proposed savings.</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 savings planned in the first year of the four-year plan are within the reserves available but would be exceeded in subsequent years if not delivered.</p>
<p>National IT System charges</p>	<p>Move to full cost charging without transfer of funding from Home Office.</p>	<p>Further potential costs related to the national Home Office charges for IT systems from a grant ratio allocation basis to a Force budget ratio which may lead to additional costs for Sussex Police including changes to training and the creation of the national police college could continue in 2021/22 and beyond. A PCC and Police group has been established to scrutinise these costs before they are agreed.</p>
<p>Levels of Reserves</p>	<p>Forecast to reduce over the term of the MTFS</p>	<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. Now that our budget is increasing further contributions are required to reserves in order to meet the stated limits over the period of the MTFS. Specific reserves are being employed to reduce the pressure on the revenue budget.</p> <p>A reserve by its nature can only be employed as a one-off cash injection, the savings planned in the first year of the four year plan are within the reserves available but would be exceeded in subsequent years if not delivered.</p>
<p>Interest rates, investment and borrowing</p>	<p>Interest rates assumptions</p> <p>Borrowing at fixed rates.</p>	<p>Forecasts of investment income for 2021/22 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, from a very low base.</p> <p>As economic activity has slowed markedly and interest rates reduced, in year and over the planning period estimates have been revised downwards.</p> <p>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.</p>

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		As part of the borrowing strategy in support of financing long term assets the ability to employ internal and external borrowing has been established which will be instigated by the Chief Finance Officer for the PCC.
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, additional grants from Home Office or other third parties. Budget adjustments will be requested where appropriate.
Police Pension	Ruling from McCloud and Sergeant appeal	Police pensions along with many public sector pensions was reviewed to ensure a fairer balance between public purse and pensioners. The scheme was changed to a Career Average Revalued Earnings (CARE) scheme which included transitional arrangements. These arrangements were challenged and accepted by the tribunal. There is a possible risk that future employer contributions will have to increase as the cost of the scheme is expected to be higher. The risk is whether this higher employer contribution is met from government funding or rests with Forces.
LGPS Pension	LGPS reform changes	HMT Restriction of Public Sector Exit Payments Regulations 2020 restrict public sector bodies from making exit payments above £95,000 in connection with a person over the age of 55 leaving employment or vacating office. MHCLG proposes further limitations to LGPS and compensation regulations within a wider exit payment reform which includes pension strain costs and discretionary compensation amounts. There is also a risk of legal challenge to force payment decisions as LGPS regulations are not yet consistent with HMT regulations. Other challenges to LGPS funds and administration include the impacts of McCloud underpin implementation, SAB and HMT cost sharing schemes, Goodwin (survivor payment equality) remedy and the alignment of LGPS valuation cycles with other government schemes e.g. police officer schemes.
Policing of Gatwick Airport	Funding of £13.0m in 2021/22.	The Gatwick Airport Public Services agreement for Policing was due for renewal 31 March 2020, which coincided with the onset of the pandemic. While activity at the airport was lower short term arrangements were agreed throughout the year and a revised agreement for 2021/22 is due for sign off shortly.
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 2021/22. The Force is following nationally agreed guidelines on the policing of events. It is proposed that any in-year over-achieved savings will be used as a first source for funding, otherwise 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, with a growing range of digital devices having to be examined requiring additional forensic time/resource and cost to process. The Forensic Capability Network a national group are overseeing developments in the Forensic market including digital forensics. https://recruitment-

		dcp-dp.org/dorset-police-staff/forensic-capability-network/
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. The capital plan is reliant of several sources of funding including capital receipts which are at risk of not being achieved either in quantum or timing. These risks are mitigated by regular review of all major projects including the Estates Strategy and ICT projects, 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. Borrowing is planned to finance the capital programme within this MTFS.
Regional Partners	Investment plans	The risk is that all regional partners are not aware of each partner's investment plans, estate strategy etc. which can lead to un-planned expenditure within the year. A regional Police lead for SERIP has improved the communication to minimise this possibility, within their scope.
National ICT Programmes	Latest plans	There is a risk that delays to the implementation of national ICT schemes including ESMCP, NLEDS & HOB present significant risk. These risks will be managed by regular review of all these major projects at both the Strategic Change Board and the DCC Strategic Planning Board.
Local ICT Programmes	Project transition	Following the delays experienced by the ERP project it has now entered a transition phase to assess the direction the Force wishes to take to further develop the asset taking into account their priorities, risk appetite and affordability. There is a risk due the nature of it being a major IT project that costs maybe under estimated. The associated risk is the cost of maintaining legacy systems to ensure they remain fully operational.
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, Organisational Reassurance Board chaired by the Deputy Chief Constable; comprehensive insurance arrangements in place; and an adequate reserves policy and reserves (including the insurance and general reserve balances).

DRAFT

APPENDIX C INVESTMENT PLANS

Sussex Police: Uplift & Precept Investment 2021/22

The infographic is a circular diagram with a blue background. At the top, it reads 'Sussex Police: Uplift & Precept Investment 2021/22'. The central part of the diagram is a large circle divided into four quadrants. The top half of the circle is labeled 'Smarter Policing' and the bottom half is labeled 'Safer Sussex'. The four quadrants are: 1. Top: 'Strengthen local policing, tackle crime and prevent harm' with icons of a handshake, a person with a magnifying glass, and a group of people. 2. Left: 'Relentless disruption of serious and organised crime' with icons of a padlock, a shield, and a document. 3. Right: 'Support victims and safeguard the vulnerable' with icons of a person, a speech bubble, and a person with a checkmark. 4. Bottom: 'Robotics Process Automation' with icons of a gear and a person. Surrounding this central circle are various investment plan boxes, each with a title and a brief description. The boxes are: 'More investigators' (Catching more criminals, increasing solved crimes and preventing repeat offending), 'More sergeants' (Greater scrutiny and supervision leading to better outcomes for victims and prevention of crime), 'Op Centurion – county lines' (Working in partnership to tackle county lines criminality and exploitation), 'Enhanced digital investigation' (Investing in our digital investigation capability to keep pace with technology), 'Improved analytics and insights' (Technology and analytics investment: improving insights into criminal networks using police and our partners' data), 'Professional Standards' (Investing in our Anti-Corruption capability to deliver the highest professional standards), 'Rural Crime Investment' (Greater protection and swifter outcomes for rural communities), 'Public engagement tools' (Improving and modernising the way we consult and engage with neighbourhoods), 'VISOR uplift' (Investing in our ability to protect the public from the most dangerous offenders), 'Improved public & victim surveys and feedback' (Modernising our engagement with communities and victims), 'Public Confidence Team' (Listening to complaints, comments and compliments, and resolving issues swiftly and effectively), and 'Smarter approach to investigation resolution' (Better service, quicker contact, faster evidence capture; more offenders brought to justice). At the bottom of the infographic, there are three more boxes: 'Freedom of information' (Improving the efficiency and transparency of our statutory obligations), 'Data analytics' (Transforming policing with Data Analytics), and 'Robotics Process Automation' (Generating human capacity by automating 'back office' processes). The Sussex Police logo is in the bottom left corner and the number 14 is in the bottom right corner.

More investigators
Catching more criminals, increasing solved crimes and preventing repeat offending

More sergeants
Greater scrutiny and supervision leading to better outcomes for victims and prevention of crime

Op Centurion – county lines
Working in partnership to tackle county lines criminality and exploitation

Enhanced digital investigation
Investing in our digital investigation capability to keep pace with technology

Improved analytics and insights
Technology and analytics investment: improving insights into criminal networks using police and our partners' data

Professional Standards
Investing in our Anti-Corruption capability to deliver the highest professional standards

Rural Crime Investment
Greater protection and swifter outcomes for rural communities

Public engagement tools
Improving and modernising the way we consult and engage with neighbourhoods

VISOR uplift
Investing in our ability to protect the public from the most dangerous offenders

Improved public & victim surveys and feedback
Modernising our engagement with communities and victims

Public Confidence Team
Listening to complaints, comments and compliments, and resolving issues swiftly and effectively

Smarter approach to investigation resolution
Better service, quicker contact, faster evidence capture; more offenders brought to justice

Strengthen local policing, tackle crime and prevent harm

Relentless disruption of serious and organised crime

Support victims and safeguard the vulnerable

Robotics Process Automation
Generating human capacity by automating 'back office' processes

Freedom of information
Improving the efficiency and transparency of our statutory obligations

Data analytics
Transforming policing with Data Analytics

Sussex Police 14

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Year-round consultation and engagement with Sussex residents and their local representatives in 2020

64 consultations in 2020:

- **32 Consultations April to June**
- **32 Consultations Groups November to December**

AND

- **Virtual roundtables**
 - **Rural crime**
 - **Business crime**
 - **Roads policing**
 - **Neighbourhood policing**

**In West Sussex we met
virtually with parish and
town councils in:**

**Billingshurst
Bramber
Broadbridge Heath
Burgess Hill
Chichester
Haywards Heath
Lancing
Littlehampton**

**Midhurst
Petworth
Pulborough
Rustington
Selsey
Southbourne
Turners Hill
West Wittering with East
Wittering & Bracklesham**

In East Sussex we met
virtually with parish and
town councils in:

Barcombe

Battle

Bexhill

Camber

Crowborough

Hailsham

Lewes

Ninfield

Peacehaven

Polegate

Rye

**Salehurst &
Robertsbridge**

Sedlescombe

Telscombe & East

Saltdean

Uckfield

Wadhurst.

These councillors represent 293,607 people registered to vote, & a total of 350,000 residents.



- New PCSOs welcomed
- Visibility up
- Public confidence up
- 11 Councils very happy
- 21 Councils fairly happy
- Public support for police
- 22/32 Councils would support £15
- But public need to see success

To contact Sussex Police please visit www.sussex.police.uk

Read the latest information from the PCC, Sussex Police and trusted partners regarding Coronavirus (COVID-19)

How can we help?



How safe do people feel?

NEWS: Pharmacists in Sussex are still reporting issues (17/12/2020)

Yesterday (16 December) Police & Crime Commissioner (PCC) Katy... there about some of the issues they have faced during the pandemic

Safety sentiment

Please enter your postcode

We never store your postcode; we'll only use it to detect which area you are in

e.g. BN1

How safe do you feel in your area?

Slide the bar below right if you feel safe, or left if you don't



Neither safe nor unsafe
(50)

Submit your response

Close and hide this

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You can also view [crime stats across Sussex](#)



Enter your address or postcode to search

Search

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Appendix 2

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Have your say on Sussex
Police funding 2021/22



Policing Challenge Game

Policing Priorities & Funding Survey

20 crime types ranked 1-5

Options on precept increases

- * £1.25 a month
- * £0.83 a month
- * No increase
- * Any other amount



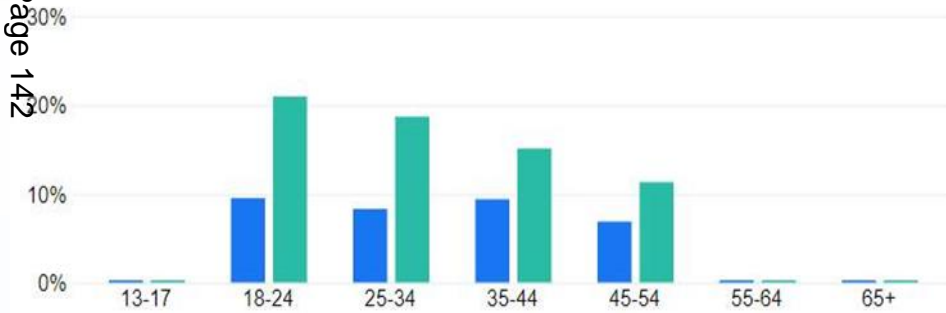
Reaching audiences across the county
49 mentions on TV and newspapers
Est. reach: 644,804 with 97% positive

Facebook & Instagram targeted under 55s

This ad reached 12,920 people in your audience.

People Placements Locations

34.0% Women 66.0% Men



Performance

£100.00 spent over 31 days.

Post Engagements

973

Reach

12,920

Cost Per Post Engagement

£0.10

Activity

Post Engagement



Post Reactions



Link Clicks



Post Comments



Post Shares



Facebook & Instagram targeted over 55s

Audience

This ad reached 16,745 people in your audience.

People Placements Locations



Performance

£100.00 spent over 21 days.

Link Clicks

439

Reach

16,745

Cost Per Link Click

£0.23

Activity

Post Engagement

10188

3-Second Video Plays

9625

Link Clicks

439

Post Comments

71

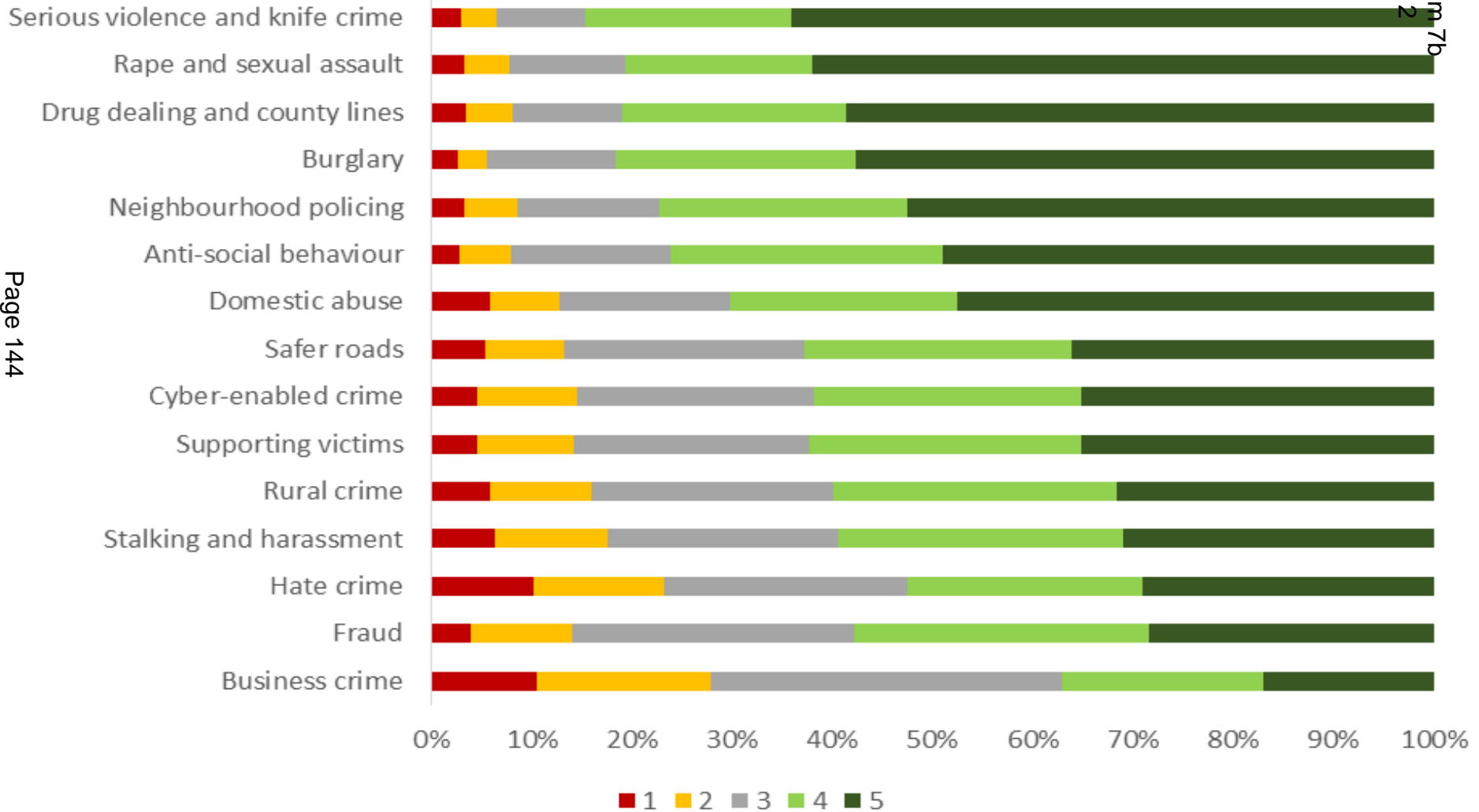
Post Reactions

40

Public's Priorities from polls

1= Not important, 5= Extremely important

Agenda Item 7b
Appendix 2



Results of the Surveys

4,465 responses

2,799 people
completed
the Policing Priorities
& funding survey

1,666 people
completed
the Policing Challenge

Public Support for a Precept Increase



50.8% supported £15 a year increase
19.2% supported £10 a year increase
25.3% said no increase
4.7% said other or any increase
70-74.7% in favour of increase

Appendix 3 - Social Media Reach and Consultation Analysis



Consultation and engagement with Sussex residents and their local representatives from 1 April 2020 to 10 January 2021.

64 consultations were held with town and parish councils in lieu of the focus groups that would normally be held. They were arranged through the Surrey and Sussex Association of Local Councils.

- **32 consultations were held during April to June 2020.**
- **32 were held during November and December 2020.**

The main focus was levels of police engagement with communities. How were extra PCSOs helping? How were Neighbourhood Policing Teams engaging? We tested local perceptions and local experience of increased police visibility and levels of public confidence.

In West Sussex, we met virtually with:

Billingshurst	Midhurst
Bramber	Petworth
Broadbridge Heath	Pulborough
Burgess Hill	Rustington
Chichester	Selsey
Haywards Heath	Southbourne
Lancing	Turners Hill
Littlehampton	West Wittering with East Wittering & Bracklesham

In East Sussex, we met virtually with:

Barcombe	Peacehaven
Battle	Polegate
Bexhill *	Rye
Camber	Salehurst & Robertsbridge
Crowborough	Sedlescombe
Hailsham	Telscombe & East Saltdean
Lewes	Uckfield
Ninfield	Wadhurst

* The consultation in Bexhill was held with Rother District councillors.

Hearing what matters to people: Other issues discussed during these consultations included roads policing; the new rural crime team; channels for reporting crime and any local concerns. The OPCC reported issues back to the appropriate local commanders or policing team who usually responded very quickly to resolve issues.

In December 2020, 21 out of 32 councils rated themselves at least fairly happy with levels of police engagement. 11 out of 32 Councils said they were very happy. 8 out of 32 said they were slightly dissatisfied. 3 out of 32 said they were very dissatisfied.

These levels show an improvement since the spring consultation, when 17 out of 32 rated themselves fairly happy and 10 said they were very happy.

New PCSOs welcomed: The importance of a visible PCSO is very evident from all 64 consultations. As are regular policing updates, success stories and knowing who and how to contact local policing teams. Councillors reported strong public support for police despite the frustrations of lockdown.

Support for more police funding: Councillors and Clerks said they and local residents, reported seeing a more visible police presence and increased public confidence. 69% (22 out of 32) of the towns and parishes who were asked said they would support an increase in the Precept of £15 especially if police could publish local success stories to show what was being done.

These councillors represent 293,607 people registered to vote, and a total of 350,000 residents.

Virtual Round tables and public briefings

- The PCC also held two virtual rural crime roundtables with members of the National Farmers Union and another with landowners.
- A virtual public briefing on road safety was held with Sussex Police to address local concerns.
- A virtual meeting was also held "in" Crawley, hosted by a local media station which put the public's question to the PCC, Sussex Police local business representative, the local MP and leader of the Crawley Interfaith Group and former member of the Sussex PCC's Elders' Commission.

How safe do people feel where they live? 4,179 people told us.

From 1 April last year we added another way for people to engage with us virtually. Our sentiment meter allowed people to rate how safe they felt and provide a postcode so we could collate these responses by district.

For maximum transparency, these results feed into a dynamic map of the county showing how safe people feel by district. The map also shows crime data for that area, support services for victims of crime and news of police activity and results. We will be adding more functions to the map over time to help people provide more regular and richer feedback data to guide the PCC's Police & Crime Plan priorities.

4,179 people entered their postcodes and told us how safe they felt.

All districts rated themselves as Quite Safe, except for two - Crawley and Hastings - which rated themselves neither safe nor unsafe.

These levels of confidence had either remained stable or slightly improved from 1 April 2020 to 18 January 2021.

Policing Priorities and Funding Survey and The Policing Challenge

In December, Government announced funding plans for policing including projected revenue from PCCs applying precept rises.

In Sussex, as we were preparing the PCC's new Police & Crime Plan, we took the opportunity to ask the public to rate their policing priorities *and* to provide their views on precept levels to complement the known central grant from Government.

We also wanted to ensure we reached out to the widest audience in Sussex including younger residents, so we designed a unique Policing Challenge online game.

The "game" poll asked people to allocate tokens representing police resources to different crimes or community safety concerns. We also included the same questions about levels of precept increase.

Reaching audiences across the county: We promoted the survey and the challenge through every available channel and partner and ensured the widest media coverage across the county.

Channels used included:

- TV and Radio interviews with the PCC
- All 16 local newspapers and news websites
- Facebook and Instagram and Twitter (with targeted boosts)
- PCC newsletter
- Parish newsletters
- Cascade through community safety and victims support groups
- Cascaded through faith networks and groups (disability, age, LGBT) which we have consulted before and attendees at previous focus groups.
- Promoted by SSALC, Neighbourhood Watch and Crimestoppers
- Promoted to Universities and colleges
- Police Federation
- Sussex Police officers and staff

Extensive and positive media reach

In the month we promoted both survey options they got 49 mentions across all local papers and TV.

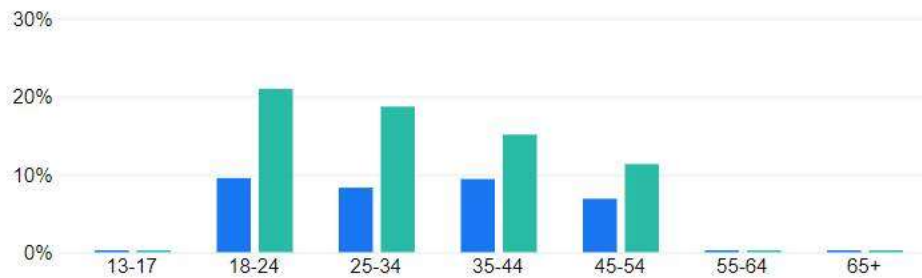
That achieved a reach of 644,804 people and 97% of coverage was positive.

Facebook and Instagram promoted pages for under 55s

This ad reached 12,920 people in your audience.

People Placements Locations

34.0% Women 66.0% Men



Performance

£100.00 spent over 31 days.

Post Engagements

973

Reach

12,920

Cost Per Post Engagement

£0.10

Activity

Post Engagement

973

Post Reactions

716

Link Clicks

142

Post Comments

34

Post Shares

1

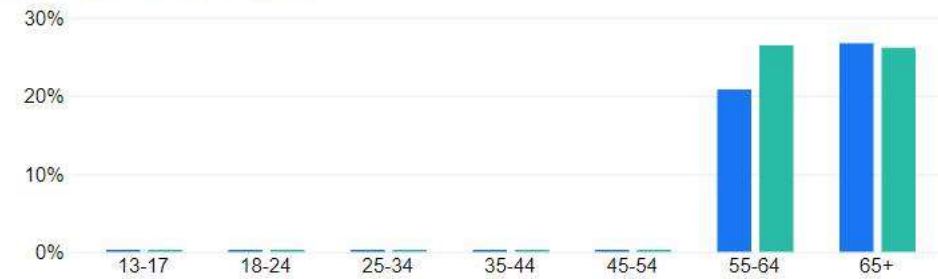
Facebook promoted pages for over 55s

Audience

This ad reached 16,745 people in your audience.

People Placements Locations

47.4% Women 52.6% Men



Performance

£100.00 spent over 21 days.

Link Clicks

439

Reach

16,745

Cost Per Link Click

£0.23

Activity

Post Engagement

10188

3-Second Video Plays

9625

Link Clicks

439

Post Comments

71

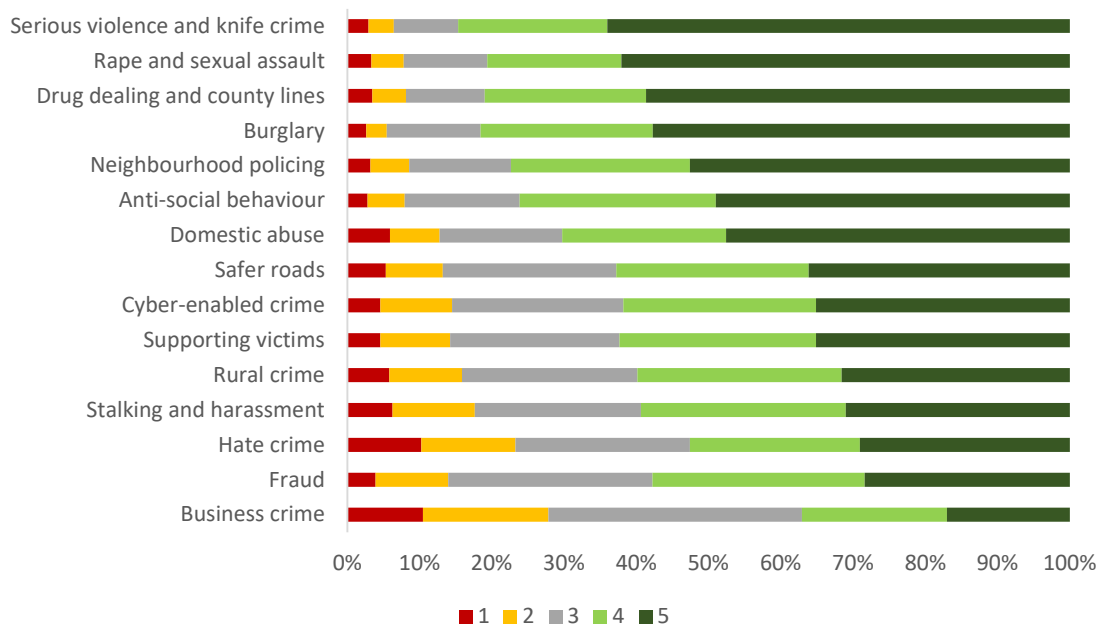
Post Reactions

40

What the public told us

The following graph shows the level of importance placed by respondents on a range of crime and community issues:

1= Not important, 5= Extremely important



Results from both polls

We had a combined total of 4465 responses.
2799 from the survey and 1,666 from the “game”

It was interesting to see that although we used two different approaches to engaging the public—one focused on crime concerns and the other on resources that should be deployed—both polls returned broadly similar levels of support for precept increases.

The combined returns showed the following responses to the same questions about levels of precept increase.

£15 a month	2266	50.8%
£10 a month	858	19.2%
Nothing more	1130	25.3%
Unsure/Other	211	4.7%
Total	4465	100.0%

Showing 70.0% and 74.7% in favour of an increase.

With a confidence interval of 95% the margin of error is 1.46%

Supporting information - Section one

Sussex Police Citizen Focus Team analysis of the priorities and funding survey.

An online survey was designed to consult with Sussex residents regarding a potential increase in the budget precept. The consultation was open from 9 December 2020 to 10 January 2021. A total of 2,799 responses were received which gives the results a margin of error of approximately +/- 2%.

Around three quarters (76%) of respondents would support an increase in the precept, on some level (54% would support an increase of £1.25 a month, 20% would support an increase of 83p a month and two percent would support an increase of another amount). 24% would not support an increase in the precept.

There was a range of “other” amounts noted by respondents, ranging from 0 to £1000 and two people said they would support an increase of whatever is required. Please note, not all respondents indicated whether this amount was per month or per year. The three respondents noting an “other” increase of 0 does not affect the overall 76/24 split for supporting and not supporting.

To account for any possible duplicate responses, a random 20% of the sample was analysed. Of these 561 responses, 77% would support an increase in the precept, on some level and 24% would not¹. This is in line with the overall findings.

An additional question around “What matters to you?” was asked; respondents had to score a number of crime and community issues from not important to extremely important. The top three issues (those most commonly selected as extremely important) were serious violence and knife crime; rape and sexual assault and drug dealing and county lines. These top three remained the same when a random 20% of the sample was analysed.

A full breakdown of results of the total 2,799 responses follows.

A total of 2,799 responded to the consultation through the online survey. The tables below detail the overall results:

Would you support an increase in your precept of:		
	Count	%
£1.25 a month (£15 per year per household)	1,497	54%
83p a month (£10 per year per household)	572	20%
Any other amount	62	2%
No increase	668	24%

¹ Total sum is not equal to 100% due to rounding of 76.5% up to 77% and 23.5% up to 24%

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Appendix 3

The following table details the number of responses from each of the Sussex Police districts:

District	Count	%	District	Count	%
Adur & Worthing	220	8%	Hastings	95	3%
Arun	360	13%	Horsham	241	9%
Brighton & Hove	207	7%	Lewes	168	6%
Chichester	364	13%	Mid Sussex	227	8%
Crawley	61	2%	Rother	191	7%
Eastbourne	148	5%	Wealden	494	18%

* Don't know/Prefer not to say = 23

The table below details the number of responses from each Sussex Division, based on responses to the question "Which area of Sussex² do you live in?":

Division	Count	%
Brighton & Hove	207	7%
East Sussex	1,096	39%
West Sussex	1,473	53%
Don't know	23	1%

The tables below detail the results from the survey, segmented by the Sussex Police Divisions:

Division	Support on some level	
	Count	%
Brighton & Hove	165	80%
East Sussex	809	74%
West Sussex	1,142	78%
Don't Know	15	65%

	£15 a year		£10 a year		Any other amount		No increase	
	Count	%	Count	%	Count	%	Count	%
Brighton & Hove	113	55%	46	22%	6	3%	42	20%
East Sussex	565	52%	221	20%	23	2%	287	26%
West Sussex	807	55%	303	21%	32	2%	331	23%
Don't Know	12	52%	2	9%	1	4%	8	35%

² Responses have been re-coded into the corresponding Division

Supporting information – Section two

The Policing Challenge Game was completed by 1,666 people.

768 people or 46.15% supported a £15 precept increase
286 people or 17.18% supported a £10 precept increase
149 people or 8.95% unsure on how much extra to increase
461 people or 27.7% did not support a precept increase

Results by Area

Adur and Worthing	141
Arun	212
Brighton and Hove	192
Chichester	116
Crawley	87
Eastbourne	129
Hastings	70
Horsham	127
Lewes	127
Mid-Sussex	132
Rother	103
Wealden	229

Supporting Information – Section three

Results from Sussex OPCC sentiment meter

Adur & Worthing

Total responses: 313	Very safe	71
All time average: 61	Safe	44
December responses: 91	Quite safe	60
December average: 63	Neither safe nor unsafe	77
January responses up to 18/1: 102	Quite unsafe	27
January average up to 18/1: 64	Unsafe	17
<i>Ranked "Quite safe" on average</i>	Very unsafe	17

Arun

Total responses: 510	Very safe	97
All time average: 60	Safe	86
December responses: 262	Quite safe	102
December average: 60	Neither safe nor unsafe	110
January responses up to 18/1: 99	Quite unsafe	66
January average up to 18/1: 60	Unsafe	19
<i>Ranked "Quite safe" on average</i>	Very unsafe	30

Brighton & Hove

Total responses: 388	Very safe	80
All time average: 57	Safe	45
December responses: 102	Quite safe	62
December average: 60	Neither safe nor unsafe	105
January responses up to 18/1: 101	Quite unsafe	35
January average up to 18/1: 58	Unsafe	21
<i>Ranked "Quite safe" on average</i>	Very unsafe	40

Chichester

Total responses: 458	Very safe	81
All time average: 56	Safe	59
December responses: 230	Quite safe	82
December average: 55	Neither safe nor unsafe	97
January responses up to 18/1: 80	Quite unsafe	65
January average up to 18/1: 62	Unsafe	29
<i>Ranked "Quite safe" on average</i>	Very unsafe	45

Crawley

Total responses: 145	Very safe	13
All time average: 49	Safe	14
December responses: 40	Quite safe	21
December average: 53	Neither safe nor unsafe	44
January responses up to 18/1: 38	Quite unsafe	27
January average up to 18/1: 53	Unsafe	10
<i>Ranked "Neither safe nor unsafe" on average</i>	Very unsafe	16

Eastbourne

Total responses: 253	Very safe	71
All time average: 61	Safe	34
December responses: 72	Quite safe	37
December average: 61	Neither safe nor unsafe	52
January responses up to 18/1: 60	Quite unsafe	17
January average up to 18/1: 52	Unsafe	14
<i>Ranked "Quite safe" on average</i>	Very unsafe	28

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Appendix 3

Hastings

Total responses: 193	Very safe	22
All time average: 54	Safe	31
December responses: 43	Quite safe	27
December average: 55	Neither safe nor unsafe	47
January responses up to 18/1: 55	Quite unsafe	42
January average up to 18/1: 56	Unsafe	10
	Very unsafe	14

Ranked "Neither safe nor unsafe" on average

Horsham

Total responses: 381	Very safe	117
All time average: 65	Safe	68
December responses: 175	Quite safe	65
December average: 69	Neither safe nor unsafe	67
January responses up to 18/1: 85	Quite unsafe	23
January average up to 18/1: 65	Unsafe	23
	Very unsafe	18

Ranked "Quite safe" on average

Lewes

Total responses: 279	Very safe	79
All time average: 65	Safe	53
December responses: 108	Quite safe	45
December average: 68	Neither safe nor unsafe	57
January responses up to 18/1: 69	Quite unsafe	15
January average up to 18/1: 70	Unsafe	9
	Very unsafe	21

Ranked "Quite safe" on average

Mid Sussex

Total responses: 320	Very safe	107
All time average: 68	Safe	58
December responses: 116	Quite safe	45
December average: 68	Neither safe nor unsafe	73
January responses up to 18/1: 85	Quite unsafe	22
January average up to 18/1: 69	Unsafe	4
<i>Ranked "Quite safe" on average</i>	Very unsafe	11

Rother

Total responses: 282	Very safe	69
All time average: 64	Safe	55
December responses: 129	Quite safe	54
December average: 66	Neither safe nor unsafe	59
January responses up to 18/1: 63	Quite unsafe	23
January average up to 18/1: 68	Unsafe	11
<i>Ranked "Quite safe" on average</i>	Very unsafe	11

Wealden

Total responses: 657	Very safe	170
All time average: 65	Safe	136
December responses: 268	Quite safe	110
December average: 65	Neither safe nor unsafe	148
January responses up to 18/1: 190	Quite unsafe	46
January average up to 18/1: 67	Unsafe	29
<i>Ranked "Quite safe" on average</i>	Very unsafe	18

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Sussex Police and Crime Panel

29 January 2021

Complaints about the Police and Crime Commissioner

Report by The Clerk to Sussex Police and Crime Panel

Focus for Scrutiny

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

1. Background

- 1.1 In accordance with the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2011, Sussex Police & Crime Panel (PCP) is responsible for the initial handling of complaints against Sussex Police and Crime Commissioner (PCC).
- 1.2 At its meeting of 26 November 2012 the Panel decided to delegate its initial handling duties to the Clerk to Sussex Police and Crime Panel, and to consider a report of the complaints received, quarterly.
- 1.3 Serious complaints (those alleging criminal conduct) are referred automatically to the Independent Office for Police Conduct (IOPC). Regarding non-serious complaints, a sub-committee can meet to consider any of these which in the Panel's view require informal resolution.

2. Correspondence Received from 3 September 2020 to 8 January 2021.

- 2.1 The Panel takes the view that all correspondence raising issues with policing in Sussex should be recorded, whether or not the issues fall within the Panel's statutory remit.
- 2.2 During the subject period, five people contacted the Panel to raise new matters (either directly, referred via the IOPC, or referred by the Office of the Sussex Police and Crime Commissioner (OSPCC)).

Complaints

- 2.3 During the subject period no one raised issues which constituted a serious complaint, as defined by the Regulations (see 1.3).

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

- 2.3.1 One person contacted the Panel to complain that their correspondence to the Commissioner had gone unanswered or was answered following a significant delay. Enquiries to the OSPCC broadly confirmed this account, and that a letter of explanation to the complainant was in preparation. Organisational and process-related changes had been implemented to ensure that correspondence would once more be dealt with within the target timescales, in light of the fact that staff would likely be working from their homes for some time to come due to the national emergency. Since the complaint did not concern the actions and decisions of the Commissioner, it did not fall within the remit of the Panel.
- 2.3.2 Three people contacted the Panel to complain about operational policing issues. All were signposted to Sussex Police's provision for reporting complaints about Sussex Police officers.
- 2.3.3 One person contacted the Panel to complain about operational policing issues involving Greater Manchester Police (GMP) officers. The complainant was signposted to GMPs provision for reporting complaints about GMP officers.

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

- 2.4 Nothing received.

Serious Complaints (allegations of criminal conduct)

- 2.4.1 None received

3. Resource Implications and Value for Money

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

4. Risk Management Implications

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

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

- 5.1 Not applicable

Tony Kershaw

Clerk to Sussex Police and Crime Panel

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