



Sussex
Police & Crime
Commissioner

ANNUAL REPORT

2017/18





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1

INTRODUCTION

WELCOME TO MY 2017/18 ANNUAL REPORT

I am one of the 40 elected Police & Crime Commissioners across England and Wales. I was re-elected to serve a second term as Sussex Police & Crime Commissioner (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.

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.

I have responsibility for setting the police and crime objectives which drives the Chief Constable's Operational Delivery Plan. I also work with community safety and criminal justice partners to make sure there is a coherent approach to preventing and reducing crime. I am also 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.

This was a year of considerable financial pressure and significant operational changes for Sussex Police. It was embarking on its Local Policing Programme against a backdrop of new and emerging crime trends, a continuing national terror threat and increasing public expectations.

I remain grateful to local residents for their financial support which has enabled extra investment in four specific areas of policing: Community Priority Crime Teams; Specialist Firearms Officers; Public Protection Investigators; and Prevention Youth Officers.

As a result of this investment, Sussex Police has established Community Investigation Teams that have proven to be a real asset to local District Commanders by providing targeted support to tackle local criminality, especially anti-social behaviour. The Prevention Youth Officers are also helping to keep many young people safe and out of trouble and the increase in Public Protection Officers means that victims are getting an improved service from specially trained officers.

In the 12 month period to 31 March 2018, Her Majesty's Inspectorate of Constabulary Fire & Rescue Services assessed Sussex Police to be one of 22 forces deemed 'good' or 'outstanding' across each of the three core areas inspected. I have continued to use my webcast Performance & Accountability Meetings to publicly ensure that the Force builds on what is good and makes improvements wherever necessary.

I remain committed to helping our communities through my Safer in Sussex Community Fund and have, to date, supported 277 projects with £1.4 million. I have also sought to rebalance the funding to our Community Safety Partnerships to ensure funding correlates to demographics and crime levels, whilst keeping the overall level of financial support the same as the last five years.

I have funded an Anti-Modern Slavery Delivery Manager to work across police forces and partner agencies in the South East Region to tackle modern slavery more effectively.

Last year, under the provisions set out in the Policing and Crime Act 2017, I presented the findings of a comprehensive Local Business Case that explored closer collaboration with our two Sussex Fire & Rescue Services. Having clearly identified significant financial and operational benefits from better collaboration, I decided not to adopt the governance for Fire & Rescue Services at this time. I was encouraged that the process had reinvigorated enthusiasm between both fire authorities to collaborate more effectively and provide a more cohesive service that demonstrates better value for taxpayers.

Looking back on some of the highlights from last year, I am particularly proud of our work to support victims with cost-effective, appropriate and high-quality services:

- My office has worked with Victim Support to identify where resources will have the greatest impact for those most in need, at the same time as we have seen a 220% increase in referrals from 2016/17. I have also introduced a standard outcome measurement assessment tool to further help manage how, and where, support services for victims are offered.
- 'The Drive Project' (tackling domestic abuse perpetrator behaviour) has demonstrated significant reductions in the severity of high-risk abuse including a 92% reduction in sexual abuse, an 84% reduction in physical abuse and an 82% reduction in harassment.
- Vulnerable victims and witnesses have been provided with the opportunity to give evidence remotely by video at a new 'Live Link' facility in West Sussex. A further 75 young people have also been supported by the Young Witness Service to ensure that they have the most positive experience of the criminal justice system.

We are working towards improving the experience of court users more widely through the £45m London and South East 'Video-Enabled Justice Programme' that I continue to lead on behalf of partners. I secured a further £11m from the Home Office Police Transformation Fund last year to maximise the use of video evidence to save police officer and court user time. A pilot programme is scheduled to be launched in July 2018.

I take a very close interest in the management of the Sussex Police estate, maintaining my commitment that no police station will be closed or removed until a suitable, local alternative has been found. A total of £7.8m was invested into the estate last year, in a rolling programme of modernisation that will create better working environments for police officers and staff, including co-location with other emergency services and partners, where it is in the best interests of Sussex residents to do so.

On the frontline, 1,200 police officers now have personal-issue body worn video that they can use to capture digital evidence, resulting in increased numbers of convictions and helping to reduce assaults on officers and staff.

One of the most significant developments over the past year is not one that will be very visible to members of the public but one that underpins future success. The development of a four-year Medium Term Financial Strategy (MTFS) provides reassurance that public money is being properly managed and invested to deliver efficient and effective policing to the residents of Sussex.

I lobbied hard during the year to secure the best possible funding arrangements for Sussex. As part of the policing grant announcement in December 2017, the Government made it clear that an increasing proportion of policing costs will have to be met by local council taxpayers, and so they have allowed PCCs to raise the police precept above the previous limit per household/dwelling.

I therefore decided to recommend an increase in the precept of £12 per year for an average band D property. Combined with the £17m I had authorised to be made available from reserves in September 2017, this substantially reduced the planned savings requirements for 2018/19.

As a result, Sussex Police is now embarking on a significant recruitment drive so that, by 2022, Sussex will have 200 more police officers than it currently does now.

It will take some time for the investment to flow through into extra officers and better services but the groundwork put in over the past year by the Chief Constable and his team means that Sussex Police can scale up their Prevention, Response and Investigation capability so that the public feel a difference in Sussex.

I am grateful to the officers and staff of Sussex Police who have worked tirelessly throughout the year keeping us all safe. Similarly, I would like to thank my own office for their dedication and commitment to serving the residents of Sussex.

I look forward to continuing to build on our collective achievements and working with the public and partners over the next year to continue keeping us all Safer in Sussex.



KATY BOURNE

Sussex Police & Crime Commissioner



Sussex
Police & Crime
Commissioner

2

PROGRESS MADE AGAINST THE POLICING AND CRIME OBJECTIVES



2a STRENGTHEN LOCAL POLICING

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



POLICE PRECEPT

Following a public consultation, the PCC was again given public support to increase the policing part of the Council Tax for 2017/18. This added an extra £5 a year per Band D property and was supported and endorsed by the Police & Crime Panel at their meeting in January 2017.


This raised an additional £3m to which a further £1.2m was added to provide a total investment of £4.2m. This additional investment was used to provide over 100 police officers and specialist staff to strengthen four areas of local policing, as follows:

COMMUNITY PRIORITY CRIME TEAMS

This area received funding of £1.03m from the investment.

24 police officers became operational in these new posts from 1 April 2017 and each of the three policing divisions is now fully staffed with one Police Sergeant and seven Police Constables. The teams proactively intervene and disrupt local crime groups by taking offenders off the streets. The new teams provide additional resources to target the small groups and individuals whose criminal activity contributes to the anti-social

behaviour which negatively affects the communities of Sussex. Disruption to the lines of drug supply from London, known as 'County Lines', has been an outcome that these teams have proactively delivered following this investment.



24 POLICE OFFICERS BECAME OPERATIONAL IN THESE NEW POSTS FROM 1 APRIL 2017

SPECIALIST FIREARMS OFFICERS

A further £1m was provided to uplift the counter terrorism and firearms capabilities across Sussex and Surrey by 52 posts.

This was part of a two-year programme of work to provide a more robust response to frontline colleagues in the event of a terrorist attack. A total of 18 Specialist Firearms Officers were recruited and trained across 2017/18.

These armed officers continue to support local policing teams when they are not being deployed or in training. Three new specialist Armed Response Vehicles were also made available in Sussex and Surrey.



52 SPECIALIST FIREARMS OFFICER POSTS INTRODUCED ACROSS SUSSEX AND SURREY IN 2017/18

PUBLIC PROTECTION INVESTIGATORS

This area received £1.25m and the greatest area of investment.

Sussex Police is dealing with more cases of rape, serious sexual offences, stalking and harassment, and offences against children as a consequence of the public's increased confidence in how reports are managed.

The additional funding was used to increase the Force's capacity in this area by 18 more police officers and 8 police staff in 2017/18, comprising of 8 Detective Sergeants, 10 Detective Constables and 8 Serious Organised Crime Investigators. These officers are allocated according to need across the three policing divisions in Sussex.

18 MORE POLICE OFFICERS AND 8 MORE POLICE STAFF RECRUITED TO PUBLIC PROTECTION IN 2017/18



PREVENTION YOUTH OFFICERS

Another £0.92m was invested in 22 Prevention Youth Officers (PYOs) – formally known as Neighbourhood School Officers – consisting of one Police Sergeant and 21 Police Constables.

The PYOs went live when the Prevention strand of the Local Policing Programme commenced on 6 November 2017. The PYOs develop and maintain relationships with schools and other educational establishments and are an integral part of the newly formed Local Prevention Teams. These officers are upskilled to work closely with multi-agency safeguarding and vulnerability teams to tackle any identified problems that arise and ensure that a more consistent and joined-up approach around information sharing and problem solving exists.

INVESTMENT IN 22 PREVENTION YOUTH OFFICERS TO DEVELOP & MAINTAIN RELATIONSHIPS WITH SCHOOLS



LOCAL POLICING PROGRAMME

The PCC carefully monitored the implementation of the Local Policing Programme (LPP), articulating community concerns as the changes unfolded.

The LPP was fully implemented from 6 November 2017 when the Prevention strand went live. The LPP is intended to create a modern workforce of highly trained officers and staff, who are able to respond dynamically to the needs of the public and the changing types of crime, based on threat, risk and harm.

Neighbourhood policing officers are now spending 41% of their time proactively working in local communities, compared to the 16% that was only possible as part of the previous structure.

The PCC has continued to hold the Chief Constable to account for the delivery of the LPP in respect of numbers, timescales and public engagement.

The LPP is a scalable model and can therefore flex as resources change. The Sussex Police 2018/22 Transformation Strategy was launched in April 2018 and set out how the Force will use the additional funding raised by the precept uplift in 2018/19 and the use of reserves to modernise and strengthen local policing in Sussex, and provide an additional 200 officers over the next four years.



NEIGHBOURHOOD POLICING OFFICERS NOW SPEND 41% OF THEIR TIME WORKING IN COMMUNITIES, COMPARED TO 16% UNDER THE PREVIOUS STRUCTURE

POLICE EFFECTIVENESS, EFFICIENCY AND LEGITIMACY INSPECTION

The PCC continued to hold Sussex Police to account for police effectiveness, efficiency and legitimacy (PEEL) to improve the service provided to people in Sussex.

In 2017/18, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) judged the Force to be 'good' in respect of the efficiency, effectiveness and legitimacy with which it keeps people safe and reduces crime. The Force was one of 22 police force areas in England and Wales to achieve a rating of 'good' or 'outstanding' across each of the core PEEL inspection areas. The inspection

reports for Sussex have been subject to extensive scrutiny by the PCC at her webcast Performance & Accountability Meetings (see below).

The PCC's responses to each of the inspection reports can be viewed here:

<https://www.sussex-pcc.gov.uk/performance/hmicfrs-inspection-reports/>



THE FORCE WAS ONE OF 22 POLICE FORCE AREAS IN ENGLAND AND WALES TO ACHIEVE A RATING OF 'GOOD' OR 'OUTSTANDING' ACROSS EACH OF THE CORE PEEL INSPECTION AREAS.

PERFORMANCE & ACCOUNTABILITY MEETINGS

The PCC continued to use publicly webcast monthly Performance & Accountability Meetings (PAMs) to hold the Chief Constable to account for the performance of Sussex Police.

The PAMs provide transparency over a broad range of police functions and decisions. In 2017/18, challenges in the PAM included non-emergency call handling times, burglary, violent crime, anti-social behaviour, and road safety. As a result of this public scrutiny, improvements have also been made to a number of areas within Sussex Police including the LPP, reductions in the number of outstanding warrants, and changes to the Investigations Framework.

The PAMs are recognised as good practice nationally by both the Home Secretary and the Minister for Policing, Crime and Criminal Justice

and Victims. Each of the PAM sessions are archived and, together with the minutes from the meetings, can be viewed in full here:

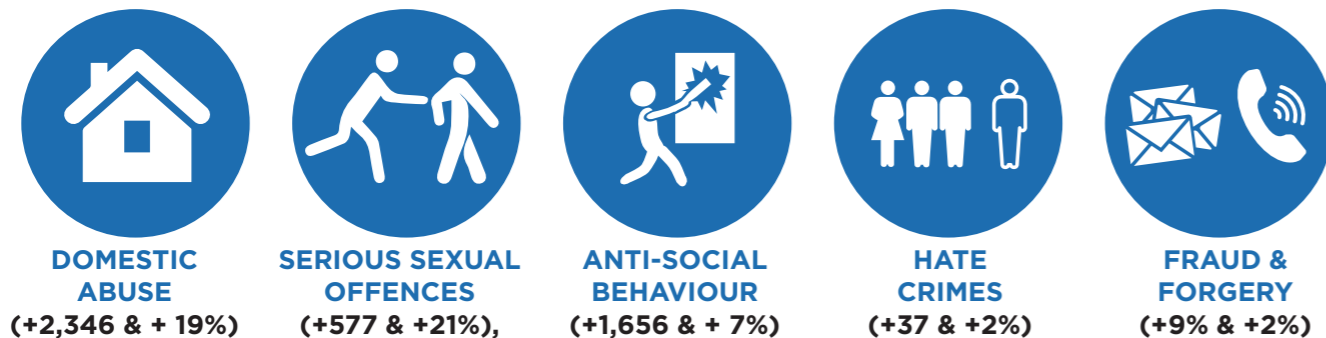
<https://www.sussex-pcc.gov.uk/get-involved/watch-live/>



INCREASED REPORTING

The PCC has continued to seek an increase in the reporting of under-reported crimes to ensure that vulnerable victims identified can be fully supported and the offenders brought to justice.

There were increases in the reporting of crimes across 2017/18, in comparison to the same period a year earlier:



PUBLIC ENGAGEMENT

The PCC continued to participate in a range of public engagement events through her #TalkSussex programme, to provide residents with the opportunity to inform local policing and budget decisions, and to discuss any issues or concerns directly.

Over the past year, a number of surveys and polls provided further mechanisms for members of the public to have their say about local policing and crime issues in Sussex.

The PCC also continued to take part in telephone surgeries allowing members of the public greater access and the ability to speak to their PCC directly.

In 2017/18, #ListenLive crime summits were introduced, built around the four policing and crime objectives set out in the Police & Crime Plan. Two of these summits took place during the year: Brighton & Hove - focusing on fraud and elder exploitation, and Hastings - focusing on anti-social behaviour.

Following the launch of the Sussex Police 2018/22 Transformation Strategy, the PCC has decided to schedule a series of mini-summits in 2018/19. These will be based around the specific concerns of residents in Sussex, and will include a rolling measurement of public confidence in the way the Sussex Police deal with those concerns.

The PCC's Engagement and Communications team have an established evaluation process to see where and how the work of the PCC is reported in the media, in newspapers, broadcast and online. This also measures the proportion of media coverage on each of the four policing and crime objectives set out in the Plan.

In the last quarter of 2017/18, there were 273 articles identified, of which 81% were positive, and 85% specifically related to strengthening local policing.

2b WORK WITH LOCAL COMMUNITIES AND PARTNERS TO KEEP SUSSEX SAFE

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



SAFER IN SUSSEX COMMUNITY FUND

The Safer in Sussex Community Fund (SiSCF) provides 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.

The PCC allocated £145,000 from her SiSCF in 2017/18 to support 37 local projects across Sussex to tackle crime and improve community safety, including support for young and older people, homelessness, scams and fraud awareness and businesses affected by crime.

In total, £1.4m has been allocated to support 277 projects since the SiSCF was created. A list of each of the successful applications to the SiSCF can be viewed in full here:

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



£145,000 ALLOCATED TO SUPPORT 37 LOCAL PROJECTS IN 2017/18



SUSSEX MEDIATION ALLIANCE

The PCC has continued to support and contribute funding worth £72,000 to the Sussex Mediation Alliance (SMA).

The SMA is made up of four service providers: West Sussex Mediation Service, Mediation East Sussex, Brighton & Hove Mediation Service and Mediation Plus.

In 2017/18, 106 referrals were made directly by Sussex Police to the SMA for resolution through mediation to prevent the conflict from escalating any further. Anti-social behaviour was the most common type of dispute and accounted for 57 cases (and 54%), followed by property (12 and 11%) and family/relationship (11 and 10%).

A total of 37 (and 35%) of these referrals resulted in successful mediations/actions and contributed to reducing the demand on Sussex Police.



£72,000 ALLOCATED TO SUPPORT 106 REFERRALS, WITH 35% RESOLVED SUCCESSFULLY

RESTORATIVE JUSTICE

The PCC's award-winning Restorative Justice Partnership (SRJP) continued to provide successful outcomes for crime victims seeking restitution and closure by confronting perpetrators and describing the impact of their crime on them and their family.

The SRJP follows national best practice and brings together twenty statutory and voluntary sector organisations across Sussex with a joint commitment "to create and offer a complete victim-focused restorative justice service at different stages in the criminal justice system for all victims of crime".



Sussex Restorative Justice Partnership

The SRJP won a 'Public Finance Innovation Award' for Investment Strategy of the Year from the Chartered Institute of Public Finance and Accountancy (CIPFA) in April 2017.

In previous years, the SRJP has won the 'Restorative Practices UK - Restorative Practice Award' and was awarded the 'Restorative Services Quality Mark' by the Restorative Justice Council. The SRJP continues to be seen as a leading national model for others to follow and, through this Partnership, the PCC has also supported wider restorative practice by encouraging and enabling Brighton & Hove to work towards becoming a 'Restorative City'.

Parliamentary Under-Secretary of State at the Ministry of Justice, Dr Phillip Lee also visited a national event held in the City in 2017/18.

In 2017/18, a total of 436 referrals were made to the SRJP. Of these referrals, 398 were taken forward by the three Restorative Justice Hubs in Brighton & Hove, East Sussex and West Sussex. A total of 233 restorative outcomes were delivered across this period, of which 201 (86%) were face-to-face conferences.

SRJP REOFFENDING RATE NATIONAL AVERAGE 26%



INVESTMENT STRATEGY OF THE YEAR 2017 FOR BEST USE OF PUBLIC MONEY



233 RESTORATIVE OUTCOMES DELIVERED IN SUSSEX NATIONAL AVERAGE OF 20



Victim satisfaction rates were again maintained at 100% across this period too. In addition, over 28,000 victims and more than 3,000 offenders were provided with information about restorative justice in 2017/18.

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

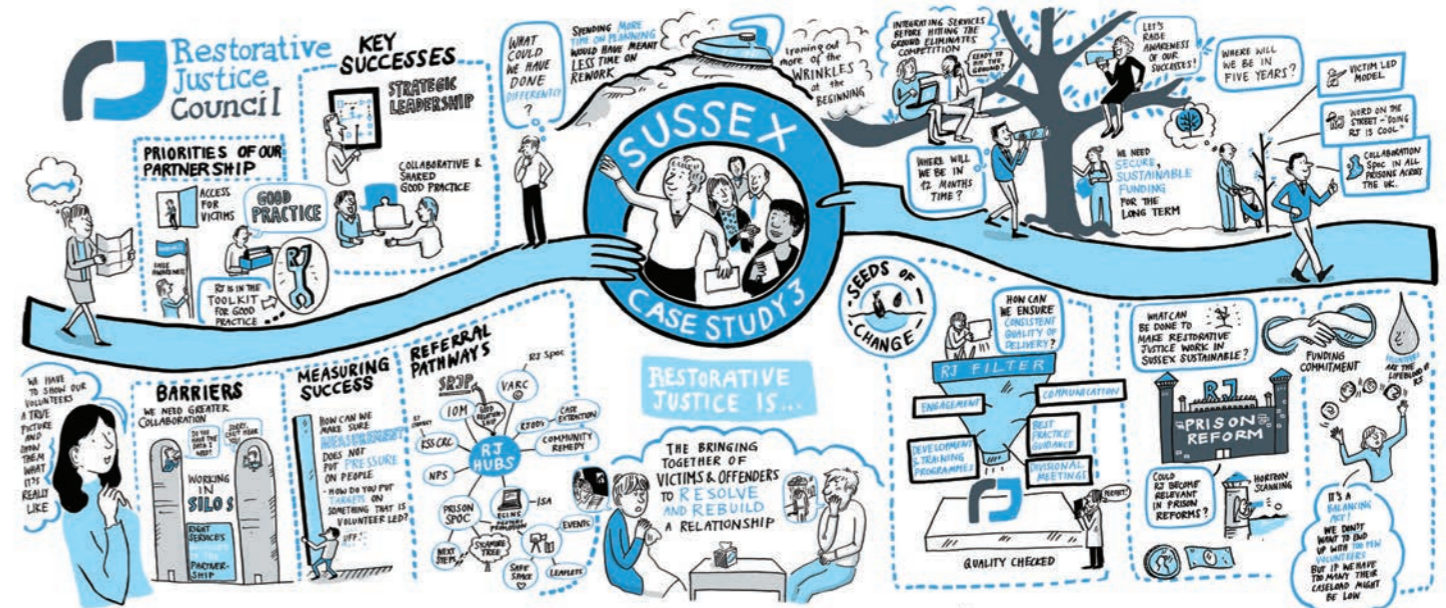
Restorative justice has been proven to have a greater impact on an offender than a prison sentence or a court punishment alone. As part of the restorative justice process, the offender has to face the consequences of their actions and, in the majority of cases, this will contribute to positive changes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

RESTORATIVE PRACTICE AWARD FOR SERVICE TO COMMUNITIES

MORE THAN 28,000 VICTIMS AND 3,000+ OFFENDERS PROVIDED WITH INFORMATION ABOUT RESTORATIVE JUSTICE

RESTORATIVE SERVICES QUALITY MARK AWARD FROM RESTORATIVE JUSTICE COUNCIL

RESTORATIVE JUSTICE - SUSSEX CASE STUDY



INDEPENDENT CUSTODY VISITING SCHEME

The PCC continues to oversee an established and effective Independent Custody Visiting (ICV) Scheme.

The Scheme has up to 45 dedicated volunteers who visit the detainees in each of the six police custody centres in Sussex: Brighton, Chichester, Crawley, Eastbourne, Hastings and Worthing. There was a 26% increase in the number of detained persons who accepted visits from the ICVs in 2017/18, in comparison to the year before.

The PCC recognises the valuable contribution that the ICVs make to support local policing across the county and presented awards to two ICVs for 20 and 25 years service at the annual Sussex ICV Conference in June 2018.

The ICVs will be working towards a Quality Assurance Framework in 2018/19 that is awarded by the Independent Custody Visiting Association (ICVA).



26% INCREASE IN THE
ACCEPTED VISITS
FROM ICVs IN 2017/18



COMMUNITY SAFETY PARTNERSHIP FUNDING

The PCC protected community safety funding in 2017/18 for the fifth year running despite significant budget pressures.

A total of £1.2m was allocated to Brighton & Hove City Council, East Sussex County Council and West Sussex County Council and each of the 12 Community Safety Partnerships (CSPs) in Sussex.

The PCC completed a review of CSP funding in 2017/18 that focused on three areas: funding formula, management of funding and pan-Sussex commissioning. The PCC confirmed that the allocation of funds for CSPs will be re-balanced, including the decision to reserve some of the funding to support centrally commissioned projects.

This will ensure quality and better value, drawing on the recognised experience within the Office of the Sussex Police & Crime Commissioner to develop and manage commissioning frameworks.

Community safety funding has again been protected by the PCC in 2018/19 and the collective approach to pan-Sussex commissioning will be developed over the coming year and will commence in 2019/20 when the new funding formula is also applied.



SOUTH EAST REGIONAL INTEGRATION PARTNERSHIP

Sussex, Surrey, Hampshire and Thames Valley police forces have, with the backing of the Sussex PCC and regional PCC colleagues, formed the South East Regional Integration Partnership (SERIP) to deliver business, process and technical change across the four police force areas.

Over 500 change projects have been identified within the areas of contact management, regional forensics, digital intelligence and investigations, data exchange and interoperability and scalable Enterprise Resource Planning for the police and other emergency services (to automate back-office functions).



SUSSEX CRIMINAL JUSTICE BOARD

The PCC continued to chair the Sussex Criminal Justice Board (SCJB) to convene and coordinate the activity of local criminal justice agencies.

The SCJB aims to improve access to justice, reduce offending, and expand the use of restorative justice across Sussex. The SCJB also want to increase the detection rates for rape and serious sexual offences and reduce youth offending rates.

The PCC continues to lead the £45m Video Enabled Justice programme which will enable police officers and staff to give evidence remotely from a police station without the need to physically attend court through the provision of 'Live Links' across the Sussex Police estate (see '2d. Improve access to justice for victims and witnesses' for more information)

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



MODERN SLAVERY

In 2017/18, the PCC delivered a South East Modern Slavery Conference in partnership with Surrey, Hampshire and Thames Valley police force areas to look at how police and local authorities can better work together to protect victims and tackle those engaged in these crimes.

The success of this event resulted in the creation of an Anti-Modern Slavery Delivery Manager post, funded by the PCC. The individual is now in post and is working with partners across Sussex to raise awareness of modern slavery, and provide support to local communities in tackling modern slavery.



ANTI-MODERN
SLAVERY DELIVERY
MANAGER POST
CREATED AND
FUNDED BY THE PCC



EMERGENCY SERVICES COLLABORATION

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

Further to this and in accordance with the Act, the PCC commissioned a Local Business Case (LBC) to determine what future governance proposals should be pursued in relation to making the two Fire & Rescue Services in Sussex more efficient, effective and better able to provide public safety.

The PCC's preferred option was not to adopt the governance for Fire & Rescue Services in Sussex at this time. Through the process of preparing the LBC, the fire authorities gave the public a renewed commitment to embrace collaboration more energetically. The LBC also highlighted how best to do this and where efficiency savings could be made. The PCC will review her decision in 2019.

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



2c PROTECT OUR VULNERABLE AND HELP VICTIMS COPE AND RECOVER FROM CRIME AND ABUSE

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



DOMESTIC ABUSE

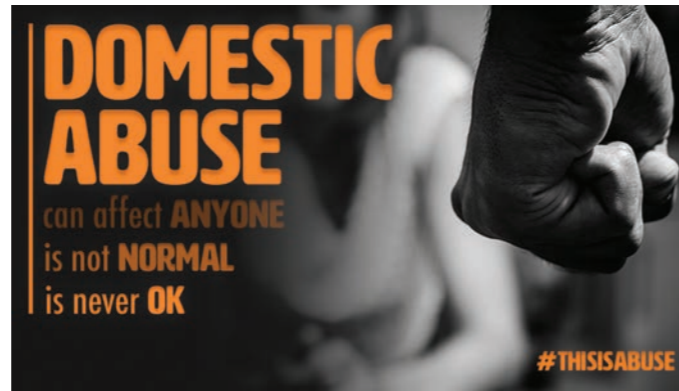
The PCC has continued to serve on the National Oversight Group for Domestic Abuse, following her appointment by the Home Secretary, to inform, advise and set the direction for national policy.

The PCC is also the Lead Commissioner for 'The Drive Project - Domestic Abuse Perpetrator Programme' - which aims to reduce the number of child and adult victims of domestic abuse by developing a 'whole system response' that directly holds perpetrators to account through a range of enforcement tactics and enables longer term behavioural change.

The Project has been running for two years to the period ending 31 March 2018. In this time, 169 high-risk perpetrators who are associated to 180 victims and 202 children have been allocated to the Project. This highlights how perpetrators will frequently have more than a single victim and that a risk-based approach to managing these high-risk perpetrators is necessary to continue to prevent the greatest level of harm.

A total of 71 cases have been closed across the above period, of which 33 resulted in direct contact (46%) with an engagement rate of 75% and 35 resulted in disruption activity (49%) to prevent abuse from taking place. A further 98 cases remain open and will continue to be progressed throughout 2018/19.

Severity of abuse assessments are carried out at both the entry to, and exit of, the Project. The combined data for 2016/17 and 2017/18 highlights significant reductions in the severity of high-risk abuse including a 92% reduction in sexual abuse, 84% reduction in physical abuse, 82% reduction in harassment and 59% reduction in jealous and controlling behaviour.



THE DRIVE PROJECT - TACKLING HIGH-RISK PERPETRATOR BEHAVIOUR



STALKING AND HARASSMENT

Following an increase to the precept in 2017/18, the PCC invested £1.25m into the Public Protection Unit (see 2a. Strengthen local policing). Sussex Police is now better equipped and trained to recognise and deal with stalking and harassment.

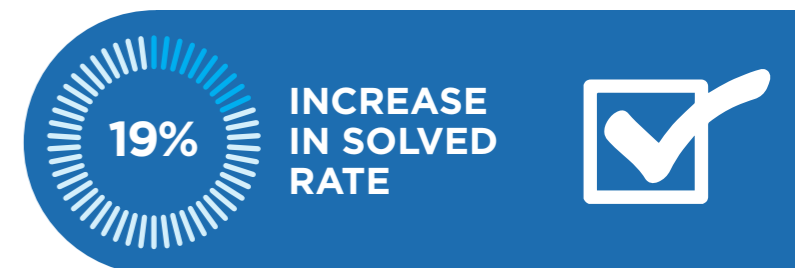
As a result of this additional investment and improvements to training for officers and prosecutors, Sussex Police saw a 231% increase in reports of stalking in 2017/18, from 299 reports in 2016/17 to 991 reports a year later.

More than three times as many cases (173) were solved in 2017/18, compared to the 53 that were solved in 2016/17.

There was a 20% increase in the number of reports of harassment in 2017/18, from 2,311 reports in 2016/17 to 2,767 reports a year later.

A total of 389 cases of harassment were solved across the year in comparison to 327 cases in 2016/17, an improvement of 19%.

The PCC has also commissioned HMICFRS to undertake a thematic inspection of the Sussex Police response to stalking and harassment. This will take place during 2018/19.



MORE THAN THREE TIMES AS MANY STALKING CASES SOLVED COMPARED TO THE PREVIOUS YEAR

VICTIMS' SERVICES

The PCC, in partnership with Victim Support, introduced a structured needs assessment to ensure that victims in Sussex understand exactly what support is available to them to enable services to be tailored to meet their needs more effectively.

In 2017/18, Victim Support successfully contacted over 45,000 victims to offer support. This represented an increase of over 220% (and more than 31,000 victims) in comparison to 2016/17. Of those victims contacted, over 3,450 cases where needs were identified were referred to the Local Support Service, and nearly 3,000 of these individuals received face-to-face support. In addition, more than 1,700 victims were also referred to specialist service providers for an enhanced specialised service.

The management information received from Victim Support over the past three years has demonstrated that 70% of victims have the necessary resilience to cope with the crimes committed against them, without requiring

support from an external agency. The remaining 30% of victims have presented with complex needs, which require more time and specialist skills to help them to cope and recover. The PCC has used this information to commission a new model to support those with complex needs more effectively. The new service model will be in place from April 2019.

Victim Support now has more than 60 'active' volunteers currently working across Sussex with 25 of these volunteers trained to support domestic abuse. This is a 10% increase in the number of volunteers from 2016/17 and means that a greater number of victims can receive high-quality face-to-face support.



10% INCREASE IN THE NUMBER OF VOLUNTEERS WORKING FOR VICTIM SUPPORT



**45,000+ VICTIMS CONTACTED
A 20% INCREASE FROM 2016/17**



SAFE:SPACE Sussex

In 2016/17, the PCC launched 'Safe:Space Sussex', the first online directory of all victim support services across Sussex.

Through a range of search options, the site allows victims to find the most relevant support service for them, through a safe and confidential route. In 2017/18, the site received over 1,300 visitors, with 87% of those originating in the UK, indicating a very high level of 'genuine' usage. The top three pages accessed on the site were: About Different Types of Crimes, Reporting a Crime and Hate Crime, further demonstrating the needs of victims in Sussex.

This approach continues to complement the **Victims' Code of Practice**, which entitles all victims of crime to a support service regardless of whether they choose to report to the police or not.

An online needs-assessment module for **Safe:Space Sussex** will be launched in 2018/19.

In addition, pilots of hate crime services commenced in 2017/18 to further evidence the service needed in Sussex for victims of these crimes. The PCC continues to monitor these pilots on a quarterly basis.

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

DEVELOPING NEW SERVICES

As part of a commitment to develop a diverse landscape of support services, the PCC has invested over £250,000 in funding projects to support some of the most vulnerable victims and help inform her longer-term commissioning strategy.

In addition to the main contracts, this seed-funding supported over 900 victims in 2017/18, including over 400 vulnerable victims of fraud and 107 victims of stalking. Workshops were also delivered to over 1,700 children to educate them about healthy relationships and child sexual exploitation.

The 'Safe:Space Sussex Funding Network' was launched in February 2018. There are currently 26 'approved' providers of specialist support services within the Funding Network who have each been able to demonstrate the high levels of quality standards and assurance required.

The outcomes demonstrated through the seed-funding have helped to inform and shape the areas that the Funding Network will support and fund in 2018/19.



FUNDING TO SUPPORT 900+ VICTIMS (INCLUDING 400+ VULNERABLE VICTIMS OF FRAUD AND 107 VICTIMS OF STALKING)



EDUCATIONAL WORKSHOPS DELIVERED TO OVER 1,700 CHILDREN

MEASURING QUALITY AND IMPACT

Working with all partners from the criminal justice system, the PCC designed and introduced a standard outcome-measurement methodology.

This provides a holistic view of which services are working for victims as well as indicating where Sussex Police and partners need to make improvements. Nine providers currently feed into this standard outcome-measurement dashboard, including Sussex Police, Youth Offending Service, and victim support services.

In 2017/18, positive outcomes were demonstrated for 'social support and relationships', 'receiving effective services' and 'hope for the future' following the introduction of this standardised outcome-measurement. All victim providers funded by the PCC will report into this dashboard in 2018/19 to inform and shape future services and ensure they truly represent what is important to the residents of Sussex.

VULNERABLE AND YOUNG WITNESSES

The PCC continued to seek to reduce the risk of vulnerable victims and witnesses travelling long distances to give evidence at court.

A 'Live-Link' facility was introduced in West Sussex to enable vulnerable witnesses to give evidence remotely without the need to physically attend court (see 2d. Improve access to justice for victims and witnesses).

The PCC has also supported 75 young people attending court either as victims of crime or witnesses to it, through the Young Witness Service. It remains a commitment of the PCC to ensure victims and witnesses have the most positive experience of the criminal justice system.

In addition, the PCC commissioned a series of seed-funded projects, to establish how the services for the most vulnerable victims and witnesses can be improved. A vulnerability-led service to support young people who have been victims of multiple forms of abuse will be designed and introduced in 2018/19, based on the findings from these pilots.




THE YOUNG WITNESS SERVICE PROVIDED SPECIALIST SUPPORT FOR 75 YOUNG PEOPLE ATTENDING COURT

2d IMPROVE ACCESS TO JUSTICE FOR VICTIMS AND WITNESSES

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

VIDEO-ENABLED JUSTICE PROGRAMME

The PCC continues to lead the innovative Video Enabled Justice (VEJ) programme on behalf of criminal justice partners.

This is a £45m programme that aims to provide victims and witnesses with a far better experience of giving evidence whilst achieving significant efficiency savings for the police and other court users.

In September 2017, it was announced that the PCC had secured a further £11m from the Home Office Police Transformation Fund to implement the new model across the South East region over the next three years. The funding will enable the Programme to embed VEJ across the criminal justice system to deliver greater flexibility and access to court time, saving valuable time for police officers, victims and witnesses, and the removal of the requirement for the police to drive defendants across the county for hearings. A pilot programme is scheduled to be launched across Kent in June 2018.

The PCC has introduced 14 'Live Links' video end points into specially adapted rooms across the Sussex Police estate enabling police officers and staff to give evidence remotely without the need

to physically attend court. The PCC also funded a multi-agency initiative to convert premises in West Sussex into a Live Link suite for vulnerable witnesses, one of only a handful of such facilities throughout England and Wales.

Between 1 April 2017 and 31 March 2018, in excess of 550 trials, involving police witnesses, were listed using Live Links. This has saved up to 3,000 hours of police time, including an average saving of four-and-a-half hours per officer per court appearance. Where trials did not proceed on the day, or when pleas were changed to guilty, the Live Links initiative has ensured further time savings in time and money with police witnesses not having wasted journeys to court.



3,000+ HOURS OF POLICE TIME SAVED THROUGH LIVE LINKS

ESTATES INVESTMENT

The Commissioner is responsible for the Sussex Police estate and, as the landlord, has developed an Estates Strategy to enable the effective governance of all land and property. This was valued at £169m as at 31 March 2018.

The Estates Strategy is a key element of the capital programme and aims to make sure that the property used for policing is in the right place, is fit for purpose and efficient. The Strategy is transforming the estate, freeing up resources and disposing of unsuitable properties that will generate capital receipts.

The PCC continued to oversee the Estates Strategy during 2017/18, working with the Chief Constable to ensure that a well-designed and well located police estate will give Sussex communities confidence and provide a reassuring presence, whilst ensuring technology will also provide opportunities for other methods of contact. The PCC closely scrutinised the implementation of the Estates Strategy in 2017/18 through the Estates Board ensuring that it continued to provide a working environment fit for 21st century policing, was cost effective and demonstrated an accessible community footprint.

A total of £7.8m was invested in the Sussex Police estate last year. The PCC has also ensured that no police facility with a public reception will be removed until a suitable local alternative is identified.

Over the last year, this approach has resulted in a new public policing point at the Chequer Mead Arts Centre more centrally located in East Grinstead, as well as the co-location of East Sussex Fire & Rescue Service Headquarters in new facilities at Sussex Police Headquarters in Lewes. Significant refurbishment work totalling £13m has continued at Brighton Police Station during the year and is expected to be completed in 2018/19.

Where the estate is under-used the PCC is examining options for sharing with partners as well as disposal for redevelopment. Sussex Police also



have a running programme of improvements to deliver efficiencies in energy costs and maintenance.

The Estates Strategy spend has been part funded from the reinvestment of receipts, known as capital receipts, generated from the sale of redundant or unsuitable estate. A total of £0.507m of receipts from sales was received in 2017/18. These receipts can only be used to fund expenditure that creates a capital asset. The amount of capital receipts used to fund expenditure in 2017/18 represents the maximum amount available. The sale of Peacehaven Police Station resulted in capital receipts of £0.494m.

Following the acquisition of the new vehicle workshop in Crawley Down during 2016/17, a further £0.449m has been spent during 2017/18 to bring the site into full use. The continuation of major works at Brighton Police Station has incurred expected costs of £3.8m with works due to be completed early 2018/19. The Estates Strategy has also included £1.2m of remediation works to both data centres at HQ and Brighton. The Kingstanding site in the Ashdown Forest has seen refurbishment and upgrades to existing buildings at a current cost of £0.918m to better suit training requirements. There are also a number of smaller projects continuing across the estate.



IMPROVED INFORMATION SHARING

The PCC has continued to be a leading sponsor of the highly effective Empowering-Communities Inclusion & Neighbourhood management System (ECINS) on behalf of all local authority areas across Sussex.

The ECINS facilitates real-time information sharing between signed up partners and has now been adopted across all local authority areas in Sussex and embedded into Sussex Police processes. The PCC jointly funded ECINS with Sussex Police for a further year across 2017/18.

Mobile Data Terminals (MDTs) have been provided to all frontline police officers and staff to ensure that they have access to the information they need as and when they need it. Productivity has reportedly increased by up to

20% as a result of the MDTs and the ongoing rolling programme to update these devices and enhance their capabilities.



BODY WORN VIDEO

The PCC has continued to invest in the purchase and rollout of over 1,200 body worn video devices.

This approach has ensured that all frontline officers are equipped with personal-issue body-worn video cameras.

This approach enables real-time evidence to be captured in an easy to use and accessible digital format, increasing convictions, particularly around domestic abuse crimes, and helping to reduce assaults on officers and staff.





Sussex
Police & Crime
Commissioner

3

MANAGING
RESOURCES



Sussex
Police & Crime
Commissioner

3a SUMMARY OF FINANCIAL CONTEXT 2017/18

The Police Reform and Social Responsibility Act 2011 created two separate Corporations Sole: the PCC and the Chief Constable.

The PCC is responsible for:

- Setting the budget and precept
- The finances of the whole Group
- Receiving all income and funding
- Making all payments for the Group from the overall Police Fund
- Control of all assets, liabilities and reserves

The Chief Constable fulfils his functions under the Act within an annual budget set by the PCC. A scheme of delegation is in operation between the two bodies determining their respective responsibilities, as well as local arrangements regarding the use of the PCC's assets and staff.

A new four-year strategic financial planning tool, the 'Medium Term Financial Strategy' (MTFS), was introduced from 2017/18 to manage and maximise the use of resources. As a publicly available and 'living' document, the MTFS also provides contextual information and the rationale behind running costs and capital investment and any proposed decisions on the level of the precept.

It also sets out how the PCC can provide the Chief Constable with the resources to deliver the priorities in the Police & Crime Plan within a challenging financial climate over the four year period 2017/18 to 2020/21, and provided options for delivering a sustainable budget and capital programme over the medium term. The MTFS can be viewed in full here.

<https://www.sussex-pcc.gov.uk/about/transparency/what-we-spend-how-we-spend-it/>

The MTFS was revised twice during the year following publication in March 2017, for the outturn in June 2017 and in September following a review of the balance sheet reserves when a further £17m was made available to the Chief Constable to support officer posts.

The 2017/18 revenue budget was approved by the PCC in February 2017 at £256.9m following:

- Total funding was protected in flat cash terms as long as PCCs maximised their ability to increase the precept as provided for in the new flexible referendum principles
- Government grant for Sussex was reduced by £2.1m (1.3%) to £162.8m
- The precept was increased by £5 generating £3m of additional income invested into Community Priority Crime Teams, Specialist Firearms Officers, Public Protection Investigators and Prevention Youth Officers
- Provision for increases in pay and prices of £10.3m
- The requirement to make a further £11.3m of savings

	£'000
Base Budget 2016/17	254,977
Base Budget Adjustments	(3,908)
Pay Related Costs	9,862
Price Inflation and Other Additional Costs	4,195
New Investment	3,102
Savings Requirement	(11,262)
Total Net Revenue Budget 2017/18	256,966

3b SUMMARY OF FINANCIAL PERFORMANCE 2017/18

Sussex Police & Crime Commissioner Direct Operating Costs		Cost £	Total Cost £
Sussex Police & Crime Commissioner Direct Operating and Commissioning Costs	Democratic representation Community Safety Victim Support, Restorative Justice, and Drive Project Office of the Police & Crime Commissioner less Government Grant funding	0.1m 1.7m 2.5m 1.2m <i>(£2.5m)</i>	3.0m
Policing services provided by Sussex Police	Police Officers Police Staff (including PCSOs*) Other Employee Costs** Buildings and Transport Supplies and Services Third Party Payments*** less Sussex Police income	144.9m 75.5m 7.7m 15.3m 40.4m 9.4m <i>(47.0m)</i>	246.2m
Capital Financing	Capital financing costs Less interest income on balances	3.0m <i>(0.4m)</i>	2.6m
Planned transfers to/(from) reserves			1.4m
Total Cost of Services			253.2m
Funded by	Funding from Government Council Tax Total funding	<i>(162.8m)</i> <i>(94.1m)</i>	<i>(256.9m)</i>
Net revenue (under)/overspend		<i>(3.7m)</i>	

* Includes Police Community Support Officer (PCSO) pay and overtime costs of £6.7m;

** Includes ill health pension payments, employee expenses, training and restructure costs; and

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

The figures shown in the above table are as per the Statement of Accounts 2017/18. They include all office costs and services commissioned by the PCC, and the cost of all activities carried out by Sussex Police.

For further information about this summary of finances reported above, please visit the PCC's website to view a copy of the full Statement of Accounts:
<https://www.sussex-pcc.gov.uk/about/transparency/what-we-spend-how-we-spend-it/>

3c SUMMARY OF FINANCIAL HEADLINES 2017/18

The key financial headlines from the revenue outturn for 2017/18 can be summarised as follows:

- Investment in over 100 police officers and specialist staff (see 2a. Strengthen local policing)
- £22.8m invested in capital schemes during the year, including refurbishment of Brighton Police Station, investment in ICT, vehicles and equipment
- Budget pressures were contained (e.g. pay increase, inflation)
- General Reserves were maintained at £11m – this was 4% of the net revenue budget
- Savings of £16.8m achieved in year, against a target of £11.3m

The Statement of Accounts includes further details of the financial performance of 2017/18, and can be viewed here:

<https://www.sussex-pcc.gov.uk/about/transparency/accounts/>

3d FINANCIAL OUTLOOK FOR 2018/19 AND BEYOND

The MTFs were fully revised for 2018/19 and extended to 2021/22. It includes the impacts of the freeze in the level of government grant provided, of council tax precept increases of £12 in two of the four years of the Strategy and the inclusion of all savings to date and anticipated cost pressures.

For 2018/19 the precept increase, combined with the use of part of the £17m reserves approved in September 2017, has empowered the Chief Constable with substantially more resources than had been estimated previously, with a revenue budget of £267.2m, which is £13.5m (5.3%) more than the 2017/18 revenue budget.

The PCC asked the Chief Constable to illustrate how this additional investment in local policing will ensure that local residents and those visiting Sussex can feel safe at home, in public spaces, at night time, and on the roads.

The Chief Constable has published his Sussex Police 2018/22 Transformation Strategy which sets out how the Force will use the additional

funding provided by the PCC to modernise and strengthen local policing. The Strategy is aligned with the MTFs so that the Chief Constable is able to plan further ahead.

The Strategy also demonstrates that by 2022 Sussex Police will have 200 more officers than it currently has, in addition to recruiting officers to replace those due to leave.

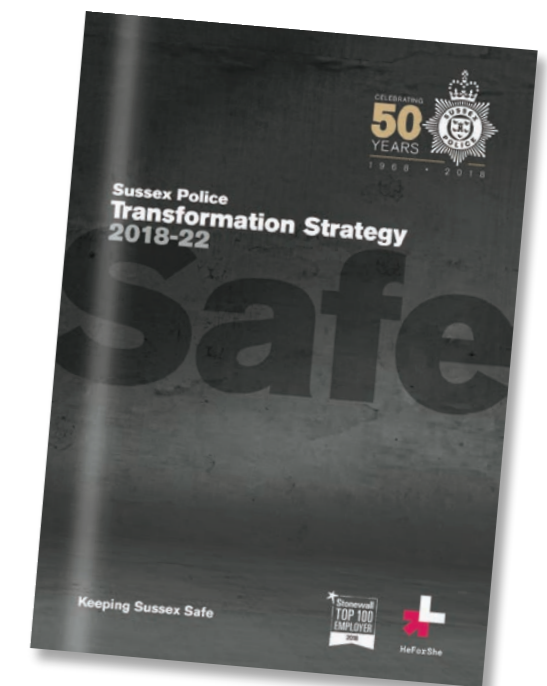
The Sussex Police 2018/22 Transformation Strategy can be viewed here:

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

The MTFs will continue to be updated during the year at key times and can be viewed here:

<https://www.sussex-pcc.gov.uk/media/3138/mtfs-2018-22-final-07022018.pdf>

BY 2022 SUSSEX
POLICE WILL HAVE
200 MORE
OFFICERS THAN IT
CURRENTLY HAS





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