



SCRUTINY & OVERVIEW COMMITTEE **CRIME AND DISORDER WORKING GROUP**

WEDNESDAY 19TH JUNE 2013 AT 3.00 P.M.
GROUND FLOOR MEETING ROOM,
PARK NORTH, NORTH STREET, HORSHAM

Councillors: Kate Rowbottom (Chairman)
David Coldwell
Christine Costin
Duncan England
Jim Goddard
Frances Haigh
Jim Sanson

You are summoned to the meeting to transact the following business.
Tom Crowley, Chief Executive

AGENDA

1. Apologies for absence
2. To approve as correct the record of the meeting held on 13th March 2013 – attached
3. To receive any declarations of interest from Members of the Working Group
4. Announcements from the Chairman or the Chief Executive
5. Analytical support to the CSP by West Sussex County Council – update
6. Planning application process and obtaining comments about crime and disorder reduction – to hear from the Head of Planning and Environmental Services
7. Community Safety Partnership Plan 2013-2014 and Action Plans – attached
 1. Consideration of whether S106 agreement / Community Infrastructure Levy money could provide funding for CCTV and community safety features for new developments - to hear from the Head of Planning and Environmental Services
 2. Policing and recording crime statistics: Scrutiny & Overview Committee comments – attached

8. Horsham CSP Finance Report
 1. Finance Report, May 2013 – attached
 2. Audit Commission briefing documents – attached
9. Sussex Police and Crime Commissioner: Police and Crime Plan 2013-2017 – attached
10. Proposed timetable for the Working Group and themes to consider at its quarterly meetings

TERMS OF REFERENCE

- (1) To scrutinise the work of the Community Safety Partnership and the partners who comprise it, insofar as their activities relate to the Partnership itself;
- (2) To make reports and/or recommendations to the Scrutiny and Overview Committee/Council or any of the Responsible Authorities within the CSP with respect to the discharge by the CSP of its crime and disorder functions;
- (3) To act as a 'critical friend' of the CSP, providing it with constructive challenge at a strategic level rather than adversarial fault-finding at an operational level; and
- (4) To consider Councillor Call for Actions (CCfAs) that arise through the Council's CCfA process and which relate to crime and disorder matters.

Notes of the Scrutiny and Overview Committee
Crime and Disorder Working Group
13th March 2013

Present: Councillors: Kate Rowbottom (Chairman), David Coldwell, Christine Costin, Duncan England, Frances Haigh, Jim Sanson

Also present: Councillors: George Cockman, Sue Rogers

Apologies: Councillor Jim Goddard

Officers: Greg Charman, Community Safety Manager
Neil Worth, Community Safety Officer

1. TO APPROVE AS CORRECT THE RECORD OF THE MEETING HELD ON 30th JANUARY 2013

The notes of the meeting held on 30th January 2013 were approved as a correct record.

2. TO RECEIVE ANY DECLARATIONS OF INTEREST

Councillor Coldwell declared that he was the substitute Member for the Council's representative on the Police and Crime Panel.

3. ANNOUNCEMENTS FROM THE CHAIRMAN OR CHIEF EXECUTIVE

3.1 CSP Strategic Board meeting

The Chairman reported that she had attended the Horsham District Community Safety Partnership (CSP) Board meeting on 13th February 2013 and welcomed its Chairman, Councillor Sue Rogers, to the meeting.

Councillor Rogers reported that Chief Inspector Howard Hodges, District Commander of Horsham, had attended his first CSP Strategic Board meeting, and that Debbie Beck, Senior Policy Officer at the Sussex Police and Crime Commissioner's Office, had attended and had reported on the Commissioner's plans and priorities and how they link with the Partnership. New representatives were expected from the West Sussex Fire and Rescue Service and also the Surrey and Sussex Probation Service. The CSP Board had considered whether it should use an IT system which would allow data input by multi-agencies; a finance working group had been established to examine this. Working Group Members

asked about the security of information held on such an IT system and were informed that ownership of data was retained by the organisation that posted that data but they could invite others, including CSP partners, to view the information.

3.2 Community Safety Advisory Group

The Chairman reported that she had attended the Community Safety Advisory Group meeting on 28th February 2013. The CSP Draft Plan had been discussed at that meeting.

3.3 Sussex Police comments on proposed planning developments

Members had previously asked whether Sussex Police was required to comment on proposed planning developments and to highlight any potential crime and disorder issues. The Council's Planning Department had provided a response that stated that Sussex Police, in October 2008, had asked to be consulted on the following types of application: domestic applications of ten or more units, commercial applications that exceed 1,000 sq metres of floor space, and any other applications which would benefit from crime prevention advice (although no examples had been provided).

Members felt that the Community Safety team should have an increased input and that the Strategic Planning Department could regularly seek their views. Development Control Committee reports did include a standard paragraph that asked how the proposal would help to reduce crime and disorder; this could be strengthened by seeking comments from internal and external sources.

The Working Group agreed to request that an officer from Planning and Environmental Services Department be invited to attend its next meeting to discuss the procedure for obtaining comments about crime and disorder reduction in relation to planning applications, and to ask whether any refinements could be made or if input from others could be beneficial.

4. WEST SUSSEX STRATEGIC COMMUNITY SAFETY PARTNERSHIP

The Working Group noted, for information, details from the West Sussex CSP briefing document that explained the role and priorities of the West Sussex Strategic CSP and the Horsham CSP. Members also noted the West Sussex Community Safety Agreement 2012/13.

5. **ANALYTICAL SUPPORT TO HORSHAM DISTRICT CSP BY WEST SUSSEX COUNTY COUNCIL**

Members were informed of West Sussex County Council's decision to cease production of analytical crime data as from April 2013; in future that data would be provided by Sussex Police. Natalie Brahma-Pearl, Chair of Horsham District CSP, would be contacting WSCC to ask why that decision had been made without consultation with the West Sussex Strategic CSP or the Horsham District CSP. The Sussex Police and Crime Commissioner's Office would also enquire about this matter and compare the situation to the arrangements which exist for the East Sussex Strategic CSP.

This reduction in analytical support would be raised at the next West Sussex Strategic CSP Board meeting. Although the figures would no longer be provided by WSCC's Insight Team at an in-depth level, if issues arose that required urgent attention, data analysis would be available on request. Working Group Members suggested that a Service Level Agreement with WSCC might be a possible way forward to secure a reasonable and timely service in such circumstances.

6. **COMMUNITY SAFETY PARTNERSHIP DRAFT PLAN 2013/14**

The Community Safety Manager and the Community Safety Officer gave a presentation on the draft CSP Plan for 2013/14. The draft Plan had been discussed at the CSP Conference on 7th March 2013. A number of emerging priorities had been identified and agreed by the statutory CSP members and the representatives of District residents and organisations.

The CSP Plan would focus on six key priorities: reduce anti-social behaviour, improve road safety, reduce domestic burglaries, reduce violence against the person, reduce repeat and vulnerable victims, and improve engagement and reassurance. A lead organisation would be assigned to each of the priorities, and each priority would have an action plan, which the Working Group could use to monitor progress.

Members were informed that community safety work had been funded by the Home Office but it would, as from 1st April 2013, be funded by the Police and Crime Commissioner's Office and she would be seeking evidence of value for money and efficient use of that funding. Other income streams would be explored including consideration of whether S106 agreements / Community Infrastructure Levy money could provide funding for CCTV and other community safety features for new developments. The Working Group agreed that the Head of Planning and

Environmental Services should be invited to attend its next meeting to discuss this.

The Working Group highlighted the importance of how crime statistics were presented so as not to cause potential alarm and that they should be carefully explained.

The CSP Draft Plan and action plans would shortly be circulated to Members of the Working Group for comment prior to publication on 1st April 2013.

7. WORK PROGRAMME

The Working Group identified a number of further issues for its consideration at future meetings which included the following:

- Procedures for obtaining comments about crime and disorder reduction in relation to planning applications, and the potential for greater input from Community Safety officers.
- Assessing whether value for money was being achieved in the use of community safety funding by the Police and Crime Commissioner's Office. A standard agenda item would appear relating to finance / value for money.
- Review of progress on the action plans for the CSP Plan's priorities.

The Working Group recognised that it needed to remain flexible and to be able to discuss other matters that may arise.

It was suggested that the CSP Strategic Board agenda should include an item of business for questions that may be raised by the Scrutiny Committee or the Working Group.

8. FUTURE MEETING DATES

The Working Group had previously agreed to generally meet on a quarterly basis which would work well with the Horsham District CSP Board which also held quarterly meetings. The Working Group agreed to meet at 3:00 p.m. on 19th June and 25th September 2013.

The meeting finished at 4.05 p.m. having commenced at 3.00 p.m.

CHAIRMAN



Horsham District
Community Safety
Partnership

Partnership Plan 2013 - 2014

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District
Council



Sussex Police
Serving Sussex
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sussex
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Horsham District Community Safety Partnership Partnership Plan 2013-2014

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and other formats if required.
Please contact communitysafety@horsham.gov.uk
or telephone 01403 215124**

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Horsham District Community Safety Partnership Partnership Plan 2013-2014

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Foreword



Welcome to the Horsham District Community Safety Partnership Plan for 2013 – 2014. Crime and Disorder is an important concern for many local people and the Horsham District Community Safety Partnership is proud of its success in officially being the safest place to live, work and visit in West Sussex over the last year. Despite being one of the safest areas of the country, Community Safety is consistently a top priority for many residents and is an issue that can affect the quality of life for individuals and entire communities.

It is now widely acknowledged that tackling community safety issues cannot be done by the Police alone, but is dependent on a number of organisations, and services, working together to find solutions to community problems. The Community Safety Partnership aims to reduce crime and disorder, anti-social behaviour and other behaviour affecting the local environment, as well as reducing the misuse of drugs, alcohol and other substances, reducing the fear of crime and increase public confidence in our combined services.

Throughout this coming year the Community Safety Partnership will work with the community to retain our district's status as the safest place to live, work and visit in West Sussex.

A handwritten signature in black ink, appearing to be 'SR'.

Councillor Sue Rogers JP
Chair of the Partnership Board
April 2013

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The Community Safety Partnership

The Horsham District Community Safety Partnership (formerly known as the Crime and Disorder Reduction Partnership) is a statutory partnership formed under the auspices of Section 5 of the Crime and Disorder Act 1998. The partnership comprises a wide range of agencies known as “Responsible Authorities:”

- Horsham District Council
- NHS Clinical Commissioning Groups
- Surrey and Sussex Probation Trust
- Sussex Police
- West Sussex County Council; and
- West Sussex Fire and Rescue Service

These organisations are all legally tasked with identifying and taking action to address criminal and anti-social behaviour within the district.

A number of significant changes have taken place within the Partnership over the past twelve months with the replacement of Sussex Police Authority with the directly elected Police and Crime Commissioner for Sussex in November 2012 and the introduction of Clinical Commissioning Groups that have replaced NHS Primary Care Trusts from 1 April 2013. This is a time of great transition for many public agencies with revised leaner ways of working, providing value for money with fewer resources. The Partnership will strive to continually improve the way it does business, demonstrating value for money whilst achieving results.

Hallmarks of Effective Partnerships

These six Hallmarks were introduced by the Home Office in 2007 to “underpin effective delivery through partnerships”¹. The Hallmarks are used by the Partnership as a measure of our effectiveness in dealing with our core business and to ensure we meet our statutory obligations.

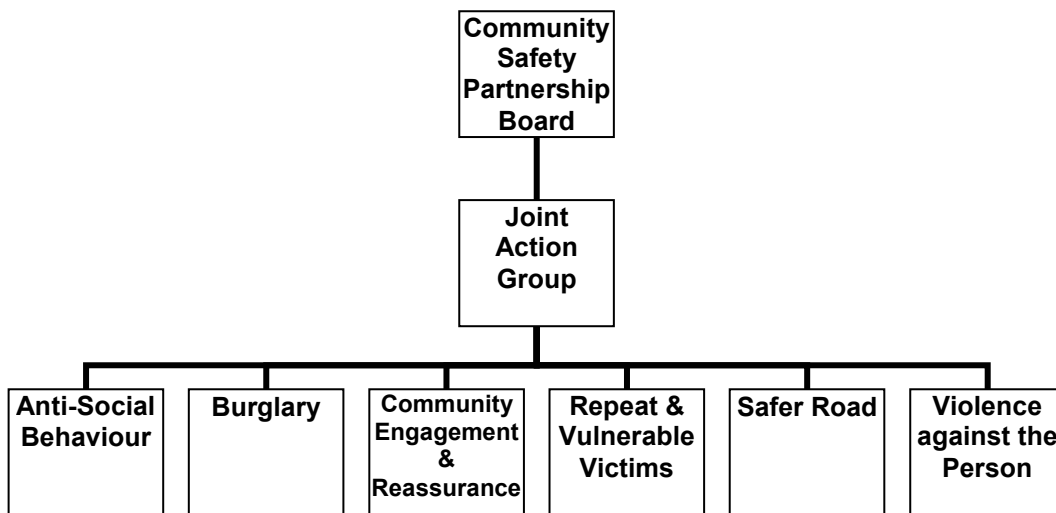
- Hallmark 1 Empowered and Effective Leadership;
- Hallmark 2 Visible Constructive Accountability;
- Hallmark 3 Intelligence-led Business Processes;
- Hallmark 4 Effective and Responsive Delivery Structures;
- Hallmark 5 Engaged Communities; and
- Hallmark 6 Appropriate Skills and Knowledge.

¹ Delivery Safer Communities: A guide for effective partnership working (Home Office) 2007

Delivery Structure

The Partnership brings together, at a local level, the different parts of the public, private, voluntary and community sector; allowing different initiatives and services to support one another so that they can work together more effectively. The structure of the Partnership has evolved over time to meet the needs of the local community whilst ensuring that statutory obligations are met. There is one Executive Strategy Group (The Board), one Tactical Group (Joint Action Group or JAG), and further operational delivery groups of the Partnership. Having this structure ensures the right people are meeting and participating at the right level, that specialists are leading on the priorities and that the work is focussed and targeted.

The diagram below provides an illustration showing basic structure of the Partnership:



The Partnership is required to feed into the West Sussex Strategic Community Safety Partnership and must ensure that its priorities link with those of the West Sussex Community Safety Agreement. The Chair of the Horsham District Community Safety Partnership is a standing member of the West Sussex Strategic Community Safety Partnership.

The Community Safety Executive Board (Strategic)

The Board comprises Senior Officers and Councillors from the statutory authorities identified in the Crime & Disorder Act 1998. The Board meets quarterly and considers the Strategic Assessment, Partnership Plan, funding, performance, JAG updates, legislation updates, best practice and compliance with National Standards. The group has recently welcomed an invited guest to join the board on a regular basis from the Police and Crime Commissioners Office, which we hope will be an important link as we look ahead.

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The Joint Action Group (Tactical)

The aim of the group is to take a co-ordinated, intelligence-led problem solving approach to identifying, planning & implementing approved outcomes to support the priorities in the Partnership Plan.

The group meets on a monthly basis and will propose the best way to tackle issues with the resources available, offering recommendations to the Board to authorise and agree.

Partners will inform the group of progress in their areas, their action plans and from their Delivery groups.

Priority Delivery Groups (Operational)

These groups work to deliver the agreed priorities contained within the Partnership Plan. The plan outlines priority areas of business, the agency leading on the issue, the progress made to date and any performance measures. These delivery plans also take into account the targets and priorities that the partnership has adopted, and the group will work towards reducing those risks.

The high level details from these plans are fed back through the JAG and the Community Safety Partnership Board, thus ensuring our priorities are on track, we have the right resources across the partnership working to the same goals and we can monitor progress on recommended initiatives and operations.²

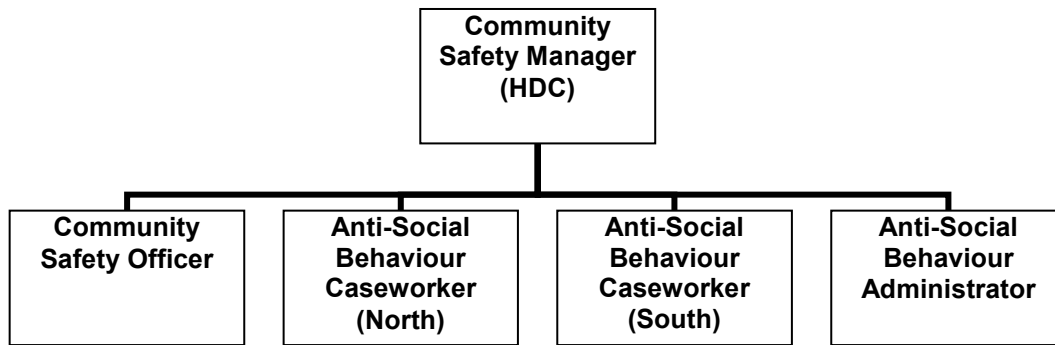
The Community Safety Unit

The Partnership currently has a small dedicated team managed by Horsham District Council's Community Safety Manager whose core role is supporting the Partnership, including the development and delivery of the Partnership Plan. This includes producing the Strategic Assessment, managing initiatives and priority groups; as well as leading problem solving initiatives where necessary.

The Community Safety Officer is based within the Horsham District Council offices whilst the Anti-Social Behaviour Caseworkers and Administrators are co-located with the Neighbourhood Policing Team based at Horsham Police Station. With the exception of the Community Safety Manager all officers are funded through the Home Office Community Safety Fund (previously Area Based Grant).

The structure of the unit is detailed in the diagram overleaf:

² Within each organisation there will be other groups that meet, and other agencies that feed into this process. High level issues will be presented by the representative at the JAG. If there is a requirement, they may be taken further by the partnership.



Governance and Accountability

The activity of the Partnership, including the performance against the Partnership Plan, is overseen by the Horsham District Council Scrutiny and Overview Committee acting in its role as Crime and Disorder Committee under the Police and Justice Act 2006 and the Crime and Disorder (Overview and Scrutiny) Regulations 2009.

Partnership Performance

The Partnership measures performance using both Sussex Police Performance Data and Home Office iQuanta data that measures crime per 1,000 population. The Partnership makes use of other performance data in relation to road safety and re-offending, further details of which can be found at the Partnership's website: www.horshamcsp.org.

Although the Partnership focuses on the particular priorities identified through the Strategic Assessment and community engagement, we monitor all crime and anti-social behaviour across the District as a key performance indicator. This allows us to maintain an overall picture of criminality throughout the area and monitor any displacement of criminal activity that may be a result of our priority focuses. It also allows us to react to emerging trends and problems.

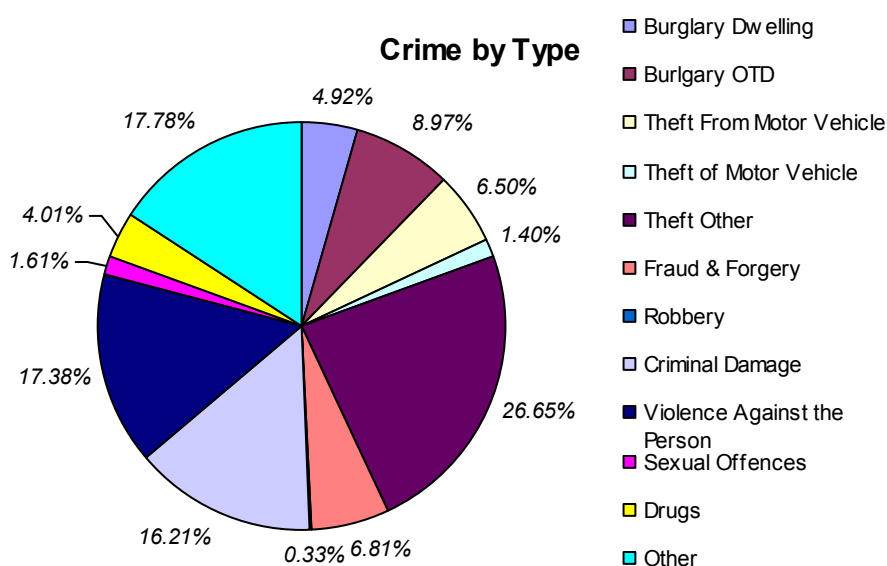
Headline Figures

During the rolling twelve month period December 2011 to November 2012 Sussex Police recorded crime was down by 238 offences to **4,712** crimes. **This is a reduction of 238 offences (4.8%)** from the same period December 2010 to November 2011.

Recorded Anti-Social Behaviour **fell by 21.7%** over the same period from 4240 incidents to **3319** incidents.

Injury Road Traffic Collisions were down by 18 to **264** collisions across the District.

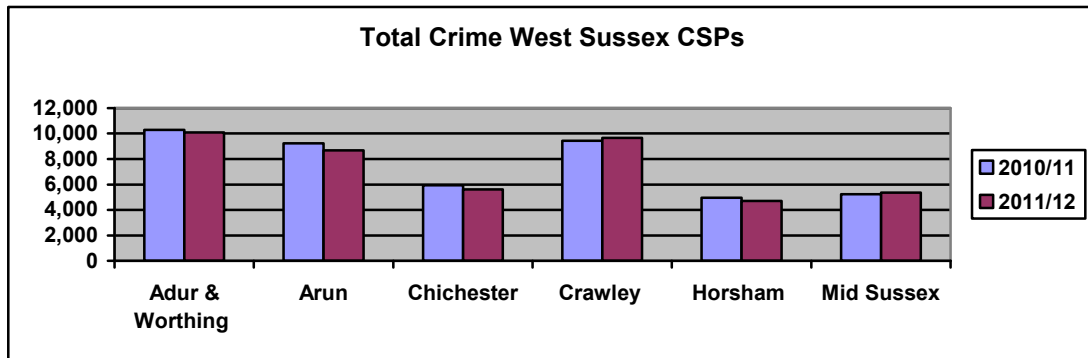
79 people were killed or seriously injured on the District's roads, an **increase of 5** from the previous year.



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Performance compared to Most Similar Community Safety Partnerships

Horsham District remains the safest in West Sussex and comes second only to Wealden District in terms of the entire Sussex Police area. With regard to the Most Similar Group of fifteen Community Safety Partnerships nationally, Horsham District currently ranks fourth.



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Partnership Priorities

The Strategic Assessment identified six priorities for the Partnership for 2013 – 2014. These priorities reflect the areas that the community has told us are important to them. The following pages outline each priority and what the Partnership intends to do to tackle these; giving details of key performance indicators and lead officers.

Anti-Social Behaviour

Outcome: Reduce the harm caused to individuals and communities by anti-social behaviour and hate crime.

Why is this a priority?

Anti-social behaviour consistently features as a priority for communities across the District. Individuals who act in a manner that causes or is likely to cause harassment, alarm or distress to one or more persons not in the same household as the perpetrator, can cause misery to others blighting the lives of those involved. Within a community anti-social behaviour can lead to a deterioration in the appearance of an area and increase the fear of crime amongst those who live and work in the area. The Partnership makes use of the national harm model that addresses anti-social behaviour through the harm that it causes: Personal Harm, Public Nuisance or Environmental Harm.

There were 3,319 reports of anti-social behaviour to Sussex Police in 2011/12. This is a significant decrease on the previous year's figure but does not include anti-social behaviour incidents reported directly to Housing Associations and other bodies across the District.

The Partnership has seen considerable success in dealing with anti-social behaviour in the past few years and employs a small team to work with victims and offenders across the District. This team has seen significant results making use of a range of tools and powers from early intervention through to Anti-Social Behaviour Orders. We will continue to play an active part in the West Sussex Divisional Anti-Social Behaviour and Hate Crime Group, making use of best practice.

Key Performance Indicators

- The number of anti-social behaviour incidents reported to Sussex Police.
- Percentage of people who think that ASB is a problem in their local area from the annual residents survey
- Public confidence in the District Council and Police to deal with ASB and related crime issues

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Anti-Social Behaviour Action Plan

1. Ensuring Effective Anti-Social Behaviour Practice and Processes

- 1.1 As a partnership, develop qualitative data regarding how victims and witnesses of ASB feel within the District, feeding this information in to other areas of business / plans and strategies.
- 1.2 Collect and analyse relevant information to enable the levels, types and patterns of incidents to be monitored and the effectiveness of any work undertaken to be monitored. This information should in turn inform service delivery / development.
- 1.3 Maintain and develop through appropriate training, the Partnership's Anti-Social Behaviour Team ensuring that good practise and learning points are incorporated.
- 1.4 Ensure that all front line CSP staff receive training in the use of the new tools and powers to tackle ASB once adopted. Brief partner agencies on changes and the way in which ASB is being tackled within Horsham District.
- 1.5 Develop and deliver training for CSP frontline staff relating to anti-social behaviour focussing both on signs, symptoms, how to report anti-social behaviour and the support services available.
- 1.6 Adopt the E-CINS computer system currently being used elsewhere in Sussex to ensure effective case management and information sharing.
- 1.7 Where appropriate ensure that the Common Assessment Framework process is used by the Anti-Social Behaviour Team when dealing with children and young people; including any emerging work from the FIP agenda.

2. Deliver Results through Partnership Working

- 2.1 Continue to develop the Anti-Social Behaviour Action Group (ASBAG) as a forum for partners to tackle anti-social behaviour issues across the district.
- 2.2 Undertake development work with local services dealing with homeless people to build links communicating both consequences of ASB for perpetrators as well as victim and witness support services.
- 2.3 Continue to ensure representation from the Anti-Social Behaviour Team at the quarterly Housing Liaison Forums to promote dialogue with registered providers.
- 2.4 Develop stronger links to the District Council's Strategic Planning department to ensure early influence over the layout and format of potential developments with the aim of 'designing out' crime and anti-social behaviour from local communities.
- 2.5 Support individuals and communities to build the skills and capacity to work with the CSP to tackle and report ASB within their communities as well as identifying victims and witnesses.
- 2.6 Promote the work of the West Sussex Mediation Service amongst those individuals who have reported those issues that meet the referral criteria, i.e. neighbour disputes.
- 2.7 Ensure appropriate representation of partners at the Road Safety Action

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- Group (both North Downs and District wide) to ensure anti-social driving remains a priority locally.
- 2.8 Use the Joint Action Group (JAG) meeting to identify hotspot areas and target resources accordingly. Identify and monitor factors which contribute to ASB in these areas and provide this information to other partners where agendas / strategies overlap.

3. Work with Victims, Perpetrators and Communities

- 3.1 Develop and distribute a Neighbour Nuisance Guide to promote 'self-help' within our communities from those suffering ongoing neighbour problems.
- 3.2 Liaise with communities via Local Action Teams, Police Panels, Parish Councils and others attending Community Meetings to ensure active involvement and early indicators of potential problems are picked up as well as feeding in key performance information.
- 3.3 Encourage the reporting of ASB by high risk groups including those with long term illness or disabilities. Develop relationships with agencies and third sector organisations supporting high risk groups and increase reporting by raising awareness within the District and publicising successful outcomes.
- 3.4 Where appropriate utilise restorative justice and community resolution techniques with adults and young people committing ASB, to assist perpetrators in understanding the harm their behaviour is causing and to provide positive outcomes for victims.
- 3.5 Continue to work with partners including the Family Intervention Project, Targeted Youth Support Service and Youth Offending Service to tackle ASB caused by young people and present first time entrants to the youth justice system.
- 3.6 Ensure strong links exist to the education providers locally and that ASB features on any appropriate input from either the CSP or via the Police School Liaison Officers.
- 3.7 Continue to deliver the CSP's Revolution and Understanding Teenage Behaviour courses on a needs basis with appropriate referrals from partners including schools.
- 3.8 To work with partner agencies to deliver the Government's Troubled Families agenda, particularly focussing on providing early help interventions.

Burglary (With a focus on people's homes)

Outcome: To reduce the number of people who are victims of domestic burglary.

Why is this a priority?

Although burglary of people's homes accounts for less than 5% of all crime across Horsham District it has a significant impact on both victims and the wider community. Victims often feel violated, with significant issues surrounding their health and wellbeing both physically and mentally. In the wider community burglary increases the fear of crime and negatively impacts on the feeling of safety.

There were 232 domestic burglaries recorded during the 2011/12 period, which is an increase of 22% on the previous year.

Burglary to premises other than a dwelling (which includes burglaries of sheds, out-houses, garages and commercial premises) fell during the same period from 466 offences down to 423 offences and now accounts for less than 9% of the District's total crime. This in part can be attributed to the success of district-wide initiatives such as Business Watch and Farm Watch.

The Partnership will channel its resources to reduce the number of burglary dwelling offences and in particular those with repeat victims, whilst supporting initiatives to reduce non-dwelling offences.

Key Performance Indicators

- The total number of Police recorded burglary dwelling offences 2013/14 in comparison to 2012/13 and in particular those identified as repeat victims
- Increased information sharing by all partners and agencies who engage with someone who they deem at risk due their elderly and / or vulnerable status
- The number of 'cross border' enforcement campaigns and initiatives participated in
- An increase in the confidence and satisfaction levels fed back by those using the service

Burglary Action Plan

Reducing Burglary

- 1.1 To establish and deliver a scheme, in partnership with Neighbourhood Watch, where householders who plan to be away from their home can make contact and be provided with literature to support them prior to departure with referral (with their consent) made to the Neighbourhood Watch who can monitor their premises in their absence.
- 1.2 All CSP / JAG partners to compile a list of those deemed to be vulnerable and who would benefit from referral to Sussex Police to prevent them becoming a victim of crime.
- 1.3 When a burglary series is identified to ensure that the demographic of those involved is shared with all CSP / JAG partners to assist with crime prevention messages, reassurance and proactive support and engagement.
- 1.4 Horsham District to join with Chichester District and both Surrey and Hampshire Police in the operational delivery of Operational Limestone - a recurring series of cross border burglary enforcement initiatives.
- 1.5 To ensure that all victims of burglary dwelling receive crime prevention advice to prevent them becoming a repeat victim.
- 1.6 To ensure that all repeat burglary dwelling victims receive specialist advice from a Sussex Police Crime Prevention Officer.
- 1.7 To ensure that all offences are robustly investigated in line with Sussex Police policy, making the best use of technology and resources where appropriate.
- 1.8 To continue to work with retailers to reduce the opportunity for items stolen during a burglary to be passed on through second-hand shops.



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Community Reassurance and Engagement

Outcome: To increase the level of reassurance, reporting and feeling of safety throughout the communities within the Horsham District.

Why is this a priority?

With one of the lowest recorded crime rates in the county Horsham District remains one of the safest places to live, work or visit in Sussex. In a recent survey undertaken by Horsham District Council³ 92.6% of people surveyed felt safe or very safe in the area during the day with 73% of residents feeling safe or very safe in public at night. More worryingly for the Partnership is that when asked if residents felt that the Police and Other Agencies were tackling problems in the area only 41% agreed or strongly agreed, with 37% neither agreeing nor disagreeing. 22% of respondents disagreed or strongly disagreed. These results indicate that the Partnership has a lot to do in terms of communicating effectively with the community, particularly in terms of providing re-assurance. It is the aim of the Partnership to not only make sure that Horsham District remains one of the safest places in Sussex but that people feel safe within their communities. This action plan highlights the work planned for the financial year 2013/14 to engage with communities, those who live, work or visit the area in order to provide reassurance and meet our statutory duties.

Like all public bodies the Partnership seeks to be transparent and accountable for the decisions that it makes and the way in which it works. In order to achieve more openness and accountability we seek to establish more effective communication methods to improve the way in which we work. The need to improve our community engagement has already been discussed above but in order to increase our accountability we need to feedback upon our actions against the Partnership Plan priorities to our communities.

By involving communities in setting their priorities through Local Action Teams, Parish Councils and Neighbourhood Panels (as appropriate) we seek to improve the accountability of the Partnership to those we serve.

Key Performance Indicators

- Percentage of individuals reporting that they feel safe or very safe in their area, particularly at night as recorded in the annual HDC Residents' Survey.
- Percentage of individuals who believe that Sussex Police and other agencies are successfully tackling issues within their communities, from a baseline of 41% recorded in the HDC Residents' Survey in 2011.

³ Residents Survey 2011

- A single CSP corporate image established and campaign launched detailing the work of the CSP and all agencies within it.

Community Reassurance and Engagement Action Plan

1. Promote the work of the Community Safety Partnership

- 1.1 Establish a corporate identity for the CSP, making best use of the resources available to ensure that a consistent message is delivered through all marketing materials.
- 1.2 Establish an awareness campaign to raise the profile of the CSP and the work it undertakes to keep people safe. This can include a poster campaign, newspaper advertising and the CSP website.
- 1.3 Review the CSP website to ensure that it reflects the Partnership Plan priorities for the year.
- 1.4 The 2013/14 Partnership Plan, Strategic Assessment and other supporting documents should be published throughout the District, taking into account the requirement to make them accessible to all by making them available in different formats as necessary. These documents should highlight where the CSP is focussing its resources and why.
- 1.5 As a partnership take part in at least two community engagement events at various locations throughout the District to promote the work of the CSP.
- 1.6 CSP to adopt a column in newspapers and other publications to promote the work of the Partnership. On a monthly basis focus on the work of the CSP and those organisations that it consists of. Initially this could be on a "Day in the Life of" type article.
- 1.7 Adopt a quarterly victim-led case study to increase reporting and reassurance.
- 1.8 Establish a Community Safety Day to promote the work of CSP and its members.

2. Provide reassurance to residents, businesses & visitors to the District's towns and villages.

- 2.1 Put reassurance at the heart of what the CSP does by delivering appropriate messages through agreement with Communications Group.
- 2.2 Focus on the current Partnership Plan priorities, providing re-assurance and crime prevention messages as appropriate making use of the Safer Seasons model.
- 2.3 Maintain Park Mark (Safer Parking Award) for all Horsham District Council owned car parks within Horsham Town Centre and seek to expand this throughout the District. As part of the review into car parks throughout the District opportunities to include rural car parks should be identified prior to the re-accreditation process in 2013. This will include those in Billingshurst, Storrington & Steyning.
- 2.4 Promote reassurance in the growing night time economy in Horsham Town Centre by adopting and publishing the key performance indicators of the Purple Flag Award Scheme (see 2.5 and 2.6 below)

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- 2.5 Undertake the self assessment process to identify where Horsham is meeting the standards for the scheme, including recorded crime levels and public perception.
- 2.6 Form a multi-agency steering group, led by the CSP to investigate the possibility of applying for the Purple Flag Award in 2013.
- 2.7 Continue to promote the use of Watch Schemes, notably Neighbourhood Watch, Farm Watch, Business Watch, Shop Watch and Pubwatch. Proactively seek to increase membership of the various schemes through positive engagement, promoting the work of the CSP and reassurance messages to all members of these groups.
- 2.8 Establish the feasibility of extending the public space CCTV network to other location across the District. CCTV already operates in Horsham Town Centre, Southwater, Steyning and the South Holmes Road Estate in Roffey. The CSP will undertake a study looking at expanding the network to the new developments West of Horsham, Broadbridge Heath and Horsham Town Centre; identifying the need for expansion together with appropriate costs and funding streams.

3. Actively engage with communities across the District, seeking their views and encouraging their involvement in community safety issues.

- 3.1 Conduct a Community Safety survey of all residents and businesses across the District. By making use of existing survey mechanisms the CSP will engage with the community seeking comments on the Partnership Plan and concerns relating to community safety issues.
- 3.2 Hold at least one “face the people session” within the District in 2013. Communications Group to identify appropriate opportunity to include this within another event if possible. Set a date prior to the end of 2013 to hold the session and advertise it widely within the District, to achieve maximum representation from all members of the community.
- 3.3 Promote and encourage volunteering throughout the District, by encouraging organisations to adopt volunteer friendly procedures relating to staff such as Employer Supported Policing; and by providing opportunities for individuals to volunteer within their communities where possible (Special Constables, Community First Responders, Police Support Volunteers, Fire Service Volunteers etc).
- 3.4 Promote the Community Police Office model throughout the District. Building on the success of the award winning Southwater Community Police Office the CSP will support the launch of the volunteer led Community Police Office in Billingshurst and seek to replicate this model in other areas of the district.

Repeat and Vulnerable Victims

Outcome: To reduce the level of risk to repeat and vulnerable victims in Horsham District.

Why is this a priority?

Across Horsham District 41% of all victims of crime have been victims before. These victims can be a family that have suffered repeated burglaries to their home as well as businesses being targeted by shoplifters; as a Partnership we feel that this figure is far too high. We will work to reduce the risk to individuals and businesses of becoming repeat victims of crime.

Likewise we understand that there is significant under reporting of crime from people who could be considered vulnerable for a variety of reasons including their age, disability, ethnicity, sexual orientation or mental health issues. The Partnership will support the delivery of education and awareness raising initiatives, particularly amongst those groups that are under-represented in hate incident reporting statistics. We will work together to increase referrals to the Hate Incident Support Service whilst using our processes to enhance the sharing of information on individuals and communities that are considered at risk.

Key Performance Indicators

- A reduction in the number of repeat victims of crime for the 2013/14 year from the 2012/13 baseline
- An increase in reporting from vulnerable groups
- A clearer understanding about the profile and location of vulnerable victims across the District

Repeat and Vulnerable Victims Action Plan

1. Intelligence led processes

- 1.1 Commission analysis into the profile of repeat victims of crime within the Horsham District; sharing this information with partners through the JAG process to enable appropriate responses if and where necessary.
- 1.2 Undertake research to better understand any existing community tensions. If required develop a Community Tensions monitoring group
- 1.3 Work with partners to enable data sharing so that a map of the most at risk groups locally in terms of vulnerability can be developed.
- 1.4 Establish a network of community contacts with links to vulnerable groups and provide a forum for these contacts to share information and resources across the partnership.
- 1.5 Broaden the membership of the Joint Action Group to enable greater representation from community groups where there are identified issues that require a joined up response.

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2. Engaged communities

- 2.1 Undertake a CSP website review to ensure the content is accessible for any vulnerable groups with appropriate downloadable resources and literature.
- 2.2 Promote the Safer Places Scheme and other initiatives aimed at reducing vulnerability through the CSP Engagement and Reassurance Group.
- 2.3 Work with the Hate Incident Support Service to establish a local group aimed at reducing vulnerability in older people.
- 2.4 Link in to the project which WSF&RS are exploring in 2013 to target vulnerable people most at risk from death and injury as a result of fire.
- 2.5 Research available grants and funding for local work and access where applicable.
- 2.6 Locally support the Worth Services 2020 Strategy.
- 2.7 Continue to develop the work of the Disability Hate Incident Group begun in 2012 and led by Horsham District Council

3. Crime prevention

- 3.1 Work with victims of crime to reduce their risk of becoming repeat victims through appropriate crime prevention measures.
- 3.2 Work with Victim Support to increase the number of referrals received from Sussex Police and others where appropriate.
- 3.3 Continue to support the Surrey & Sussex Probation Trust "Through the Gate" scheme, providing funding towards a caseworker to work with Prolific and Priority Offenders through the Integrated Offender Management system.
- 3.4 Support initiatives aimed at reducing vulnerability such as Operation Rogue Trader, working with Trading Standards and others.
- 3.5 Maintain the Safe at Home Scheme which aims to reduce the vulnerability of victims of domestic violence and high risk victims of anti-social behaviour through target hardening and other measures.
- 3.6 Explore the potential for delivering a revised version of the Community Handy Van Service to assist our older and more vulnerable residents to add crime prevention target hardening to their homes.



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Safer Roads

Outcome: To reduce the number of people killed or seriously injured on the District's roads.

Why is this a priority?

Horsham District is predominantly rural with a significant trunk road network running throughout. Unfortunately the District has the highest number of people killed or seriously injured (KSI) on the roads than anywhere else in West Sussex. Although the number of slight injury collisions has reduced from a peak of 283 in 2009 to 183 in 2012, the number of KSI collisions has remained fairly constant over the past five years, peaking in 2008 at 69 collisions reducing slightly to 63 in 2012.

In addition to the number of KSI collisions Horsham District ranks 54 out of 379 local authority areas in Great Britain in terms of risk to young drivers living in rural locations. Indeed these drivers are 37% more likely to be involved in an injury collision than their urban counterparts⁴. Indeed the Horsham District has the highest risk rate in West Sussex and ranks third behind only Wealden and Rother Districts in terms of the whole Sussex Police area. We will work together with the Sussex Safer Roads Partnership to reduce this risk and the number of KSI collisions on our roads.

Speeding continually features as a key priority for communities throughout the district and we will work with these communities to reduce speeding and improve the public's perception of the issue.

Key Performance Indicators

- A reduction in the number of people killed or seriously injured on the District's roads from the 2012 figure.
- A reduction in the District's risk rate in relation to young rural drivers.
- A reduction in the District's top road risk categories including:
 - those travelling at excessive or inappropriate speed;
 - powered two wheelers (i.e. motorcycles and mopeds);
 - those aged 16 to 24
 - those who drive whilst under the influence of alcohol or drugs.

⁴ Young Drivers' Road Risk & Rurality. Road Safety Analysis (February 2012).

Safer Roads Action Plan

1. Understanding the Issues

- 1.1 Commission detailed analysis to better understand the District's road safety situation outlining the most vulnerable risk groups, locations of collisions and contributory factors.
- 1.2 Ensure that SSRP provides all available and timely data to Horsham CSP to ensure that partners can contribute effectively to the road safety agenda.
- 1.3 Investigate specific rural road related issues which may contribute to accidents. Issues to be looked into include; hedge cutting and sight-lines, mud on roads, white lines, pot-holes and road disintegration.
- 1.4 Explore additional uses for and the promotion of the 'Love West Sussex' Application linked to the road safety agenda, specifically relating to reporting road defects, street clutter and cleansing issues.

2. Effective Delivery

- 2.1 Support local delivery of the Sussex Safer Roads Partnership action plan and communications campaigns to maximise casualty reduction opportunities through targeted projects.
- 2.2 Ensure that road safety related issues requiring a multi-agency response from a communications perspective are fed into the Engagement and Reassurance sub-group for development.
- 2.3 Undertake local campaigns in partnership with SSRP and Sussex Police to target priority groups. These are:
 - Those travelling at excessive or inappropriate speed
 - Powered two wheelers
 - 16-24 year olds
 - Non motorised road users
- 2.4 Work with partner organisations to address road safety matters relating to an ageing population. Specifically address matters relating to health, stress, tiredness, reaction times and vision.
- 2.5 Develop and deliver a local campaign to address the issues relating to distractions behind the wheel including mobile phones.
- 2.6 Work with partners to roll-out the COSTS initiative raising awareness of road related risks amongst the business community.
- 2.7 Support the Safer Roads Community pilot project due for delivery in Southwater during 2013.
- 2.8 Support the rollout of Community Speedwatch in areas in the District identified as hotspot areas for speed related issues.

Violence Against the Person (including Domestic Abuse)

Outcome: To reduce the number of people who are victims of violence committed against them whilst simultaneously increasing the reporting of Domestic Abuse.

Why is this a priority?

During the period December 2011 to November 2012 there were 819 violent crimes against the person. These accounted for 17.38% of all crime within the Horsham District. Just under half of all violent crimes against the person were committed in a public place with the rest occurring in private.

Violence Against the Person offences can potentially cause considerable harm to both victims and the larger community. Significant resources are required to deal with the consequences of violent offences from the Police, National Health Service and others. We will work to reduce the number of recorded all injury violence offences whilst seeking to develop intelligence in relation to alcohol fuelled violence that may contribute to the commission of violent offences. We will also seek to enhance the visibility of both police and partner agencies at times of identified peak demand and offending.

Domestic Abuse is chronically under-reported across the UK and as a Partnership we will work with others within West Sussex to increase reporting and positive outcomes for victims, making use of the existing West Sussex Sexual and Domestic Violence Operations Group.

Key Performance Indicators

- The total number of Police recorded all injury violence (AIV) offences 2013/14 in comparison to 2012/13
- The number of multi-agency test purchase operations (on and off licences) as well as the completion of a covert licensing operation in Horsham town centre.
- To demonstrate a more focussed presence in hot spot areas at the key times from both the police and other partner agencies.
- The total number of Police recorded domestic abuse incidents and crimes 2013/14 in comparison to 2012/13

Violence Against the Person Action Plan

Violence Against the Person (including Domestic Abuse)

- 1.1 The successful roll-out of the Street Pastors scheme in Billingshurst and consideration for wider roll out to the town centre area.
- 1.2 The dynamic targeting of hot spot locations by the Youth Support Team to provide a visible presence and provide advice in relation to the impact of violence including that within relationships.
- 1.3 Multi-agency test purchase operations (on and off licences) to be completed in partnership with Trading Standards (WSCC) and the Licensing Team (HDC).
- 1.4 The successful execution of a Sussex Police led covert licensing operation in Horsham town centre.
- 1.5 Operation Marble to be reviewed in light of updated crime trends and to ensure that other resources i.e. wardens, WSFRS etc are asked to support a visible presence at these key times.
- 1.6 PCSOs to be used to provide tone setting in support of the above to meet and greet people as they arrive to socialise in our key hot spot areas.
- 1.7 Implementation of the Alcohol Diversion Scheme to address / influence longer term offending behaviour.
- 1.8 To continue to support the successful Pubwatch Scheme that operates in the Horsham Town Centre area whilst seeking to engage members to take more of an active role.
- 1.9 In light of the revised definition of domestic abuse (16 and 17 year olds) sessions to be delivered to college age students in Horsham District to raise awareness of the issue and encourage reporting.



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Lead Officers for Priorities

Priority Area	Delivery Lead
Anti-Social Behaviour	Greg Charman (Horsham District Council)
Burglary	CI Howard Hodges (Sussex Police)
Community Engagement & Reassurance	Neil Worth (Horsham District Council)
Repeat & Vulnerable Victims	Tanya Mackay (West Sussex County Council)
Safer Roads	Gary Locker (West Sussex Fire & Rescue)
Violence Against the Person	CI Howard Hodges (Sussex Police)

Summary of Planned Expenditure

The table below outlines the Partnership's budgeted expenditure until the end of the financial year 2013/14. It does not include the costs of community safety work where this is undertaken as a part of the core business of individual partners.

Area of work	Budget
Community Safety staff costs	£40,000
JAG/Tactical Response to support priorities	£10,000
Anti-Social Behaviour Team staff costs	£68,000
Anti-Social Behaviour intervention projects	£3,000
Case management pilot (E-Cins)	£5,000
Community project bids	£10,000
TOTAL	£136,000

**EXTRACT FROM THE MINUTES OF THE SCRUTINY AND OVERVIEW
COMMITTEE MEETING ON 13TH MAY 2013**

SO/75 **CRIME AND DISORDER WORKING GROUP - TO RECEIVE AN
UPDATE FROM THE CHAIRMAN**

The Chairman of the Crime and Disorder Working Group presented the notes of the meeting held on 13th March 2013.

The production of the draft Community Safety Partnership Plan had been delayed to allow time for CSP partners to submit information and it would be presented to the CSP Board meeting on 15th May 2013 for approval. The Chairman of the Working Group stated that the CSP Board meeting would be asked to discuss whether there might be a reduction of policing resources in certain areas in Horsham District; that discussion would be reported to the Working Group meeting to be held on 19th June 2013. Committee Members suggested that such issues could be raised with the Police and Crime Commissioner, and queried the method and accuracy of recording crime and the use of community resolution arrangements. The Committee also suggested that the West Sussex Joint Scrutiny Steering Group might be an appropriate forum to scrutinise policing issues on a county-wide basis. The Committee agreed to request the Community Safety Manager to attend its next meeting to discuss these matters.

The Working Group had invited an officer from the Planning and Environmental Services Department to attend its meeting on 19th June 2013 to discuss the procedure for obtaining comments about promoting crime and disorder reduction in relation to planning applications.

RESOLVED

That the notes of the Crime and Disorder Working Group meeting held on 13th March 2013 be received

REASON

All notes of Working Group meetings are to be received by the Committee.

SO/81 **TO RECEIVE ANY SUGGESTIONS FOR THE WORK PROGRAMME**

The Committee agreed to consider adding to its work programme a scrutiny of the method and accuracy of recording crime.

SO/82 **WEST SUSSEX JOINT SCRUTINY**

The Chairman agreed to raise the issue of policing resources and the method of recording crime at the Joint Scrutiny Steering Group because comments on a county-wide basis might have greater impact when discussing these matters with Sussex Police.

HORSHAM CSP FINANCE REPORT – MAY 2013

1.0 Introduction

- 1.1 Appendix A shows CSP financial performance against budget in 2012/13 and identifies that on the 1st April 2013 the CSP held total reserves of £147,905.
- 1.2 It also identifies that £132,684 of this reserve had been committed to cover
- future redundancy costs for partnership funded staff
 - the salary of the Community Safety Officer (CSO) until December 2013
 - the salaries of the ASB Team until March 2014.
 - potential costs related to relaunch of target hardening activities (previously undertaken through Handyvan)
- 1.3 If no income had been secured in 2013/14 only £15,221 would have remained in unrestricted reserves at the 1st April 2014.

2.0 Proposed revised spending plan 2013/14

- 2.1 Decisions regarding a final spending plan have been deliberately deferred until
- priorities for 2013/14 had been agreed within the strategic plan
 - there was clarity regarding financial support from the Police and Crime Commissioner
 - the possibility of integrating the ASB service with the troubled families agenda had been explored
 - other funding sources for CSP services had been explored
 - the CSP finance sub-group had been revived following changes in key personnel
- 2.2 We now know that a grant to the CSP of £42,294 (previously provided in the form of Area Based Grant) will be provided by the PCC in 2013/14. However, there are indications that this level of funding will be difficult to sustain in 2014/15.

- 2.3 Additionally, Horsham District Council has been commissioned to deliver Family Intervention support within the umbrella of the West Sussex Troubled Families Extension Project. It will receive £100,000 over 2 years (£50,000/year) to deliver this work. Whilst this money would notionally sustain the work of the ASB team for at least 2 years, the requirements of the Troubled Families commission are quite onerous and a separate report highlights potential impact of integrating Troubled Families work alongside existing ASB work. The report suggests that the £100,000 may not fully cover the costs if the new work is to be assimilated alongside existing duties and proposes that £20,000/year is ring fenced to respond to potential capacity difficulties as a result of the integration process.
- 2.4 Finally, £5,000 has been provided by Saxon Weald in recognition of the ASB support it already receives and in anticipation of additional benefit to its tenants as a result of the Troubled Families Extension Project.
- 2.5 Following confirmation of this income, the costs relating to staff commitments in 2013/14 have been removed from unrestricted reserves (Appendix B) increasing unrestricted reserves to £98,905.
- 2.6 Additionally, a revised spending plan for 2013/14 is proposed (Appendix C).

3.0 Implications of integrating the Troubled Families work alongside existing ASB work

- 3.1 As part of its consideration of the revised proposed spending plan (Appendix C) the CSP needs to consider the companion report titled 'Anti Social Behaviour Team and Troubled Families Programme' which makes 6 recommendations relating to the integration of Troubled Families responsibilities within the ASB team.

4.0 Other CSP funding priorities and proposals 2013/14

- 4.1 The only un-badged revenue that the CSP now receives is through the PCC which in 2013/14 will be £42,294. This is relatively small to address the breadth of priorities that the CSP has identified when compared to the £254,000 that the CSP received just 10 years ago.
- 4.2 Whilst the combined value of work undertaken by CSP partners is measured in millions of pounds, the existence of this grant (previously through the Stronger and Safer Communities Fund, Basic Command Unit Fund or Area Based Grant) helps to bind the partnership together. It is important that partners agree how this money is spent.
- 4.3 One of the impressive characteristics of the CSP has been its quick time response to new challenges which has been possible because of the existence of a small pooled resource controlled by the Community Safety Manager.

- 4.4 It is proposed that the previously labelled 'quick fix' budget is retained and increased to £10,000 to enable quick time tactical response to issues emerging through the work of the Joint Action (Tactical Response) Group which deliver against the agreed strategic priorities.
- 4.5 Additionally, it is proposed that £5,000 is allocated to support the establishment of a case management system to join up information sharing and case management work across the Council and the Partnership. The Horsham CSP is one of only 2 partnerships that do not use the E-Cins technology for this purpose.
- 4.6 Whilst it is proposed that £5000 is allocated, it is hoped that there may be some funding from WSCC for such a system as the system is also critical to information management in support of the Troubled Families case management commitments.
- 4.7 Finally, it is proposed that £10,000 is identified within the 2013/14 to support the work of partner or community organisations seeking funding where they believe that their work is aligned with CSP priorities. The CSP has traditionally considered such bids but it is accepted that a new rigour will have to be applied to decisions in this respect as previous resources available to support such work are substantially diminished.
- 4.8 Current bids from community organisations and recommendations in response are described in section 5

5.0 Current bids from partner or community organisations

- 5.1 Three bids have been considered by the CSP funding sub group. Whilst the sub group would like the authority to determine if these bids are supported or not it does not currently have that mandate. As a result, those bids are summarised with recommendations below.
- 5.2 Age UK is seeking £5000 to assist with publicity and marketing costs to kick start/expand a handy persons and gardening register for vulnerable or elderly people. Part of the handy persons work would be target hardening where security or window locks did not exist in the homes of the target group.

Recommendation – that CSP partners provide free publicity in their own publications to assist with the project but make no cash contribution at this stage

Other information – There is also another proposal emerging through Horsham Matters that may be more akin to the old Handyvan service

- 5.3 West Sussex Fire and Rescue Service is seeking £5000 to provide 195 people with fire safety advice and early warning equipment where required.

Recommendation – this bid should not be supported at this stage. Whilst there is some concern that this work may already be being done it is also believed there may be other networks that WSFRS can exploit with support from partners that may mean their aim can be delivered at no cost.

Other information – Greg Charman is liaising with the applicant to explore how CSP can help without committing scarce resource

- 5.4 The Snack Wagon (a joint West Sussex County Council/Horsham District Council service) is seeking £1800 towards a £3000 project which would enable it to deliver 18 sessions on Thursday and Friday evenings during the summer holidays in Horsham Park and at other venues as dictated by emerging ASB issues

Recommendation – this bid is not supported. The new youth workers will be in place by the summer, the youth support team already work in Horsham Park and CSP resources have to be tightly focussed on where additional value is best gained

6.0 Recommendations

- 6.1 Pending discussions at the CSP it is recommended that
- a) The recommendations in the companion report titled 'Anti Social Behaviour Team and Troubled Families Programme' are approved and adopted
 - b) The proposed revised spending plan for 2013/14 in Appendix C is approved and adopted
 - c) The finance sub group is authorised to make future decisions over bids from community partners.

Appendix A - Actual v Budget 2012-13 and unrestricted funds taking into account already agreed commitments for 2013-14

Expenditure	Budget	Actual	Over/underspend (-)
Community Safety Staff costs	37,918	37,894	-24
Community Safety Quick Fixes	4,000	4,180	180
ASB team	47,387	47,445	58
ASB reduction projects (Parenting courses, Revolution, Friday Night projects)	5,000	4,963	-37
LAT project support	500	0	-500
Integrated offender management project	0	8,433	8,433
Total expenditure	94,805	102,915	8,110
Income			
ABG	34,926	42,294	7,368
CDRP contribution towards IOM project	0	6,345	6,345
Saxon Weald snack wagon residue	0	5,684	5,684
Total income	34,926	54,323	19,397
Call on reserves	59,879	48,592	-11,287

Reserves position at 1st April 2013

Reserves at 1st April 2012	196,497
Use of reserves in 2012-13	48,592
Reserves at 31st March 2013 (current balance on account)	147,905

Ringfenced funds and commitments 2013/14

Redundancy obligations	49,000
Handy van legacy	5,684
Community Safety Officer contract until 31st December 2012	30,000
ASB team until 31st March 2013	48,000
Total commitments	132,684

Unrestricted reserves 1st April 2013 **15,221**

£ -

APPENDIX B - CSP Actual v Budget 2012-13 and reserves/anticipated reserves

Expenditure	Budget	Actual	Over/underspend (-)
Community Safety Staff costs	37,918	37,894	-24
Community Safety Quick Fixes	4,000	4,180	180
ASB team	47,387	47,445	58
ASB reduction projects (Parenting courses, Revolution, Friday Night projects)	5,000	4,963	-37
LAT project support	500	0	-500
Integrated offender management project	0	8,433	8,433
Total expenditure	94,805	102,915	8,110
Income			
ABG	34,926	42,294	7,368
CDRP contribution towards IOM project	0	6,345	6,345
Saxon Weald snack wagon residue	0	5,684	5,684
Total income	34,926	54,323	19,397
Call on reserves	59,879	48,592	-11,287

Reserves position at 1st April 2013

Reserves at 1st April 2012	196,497
Use of reserves in 2012-13	48,592
Reserves at 31st March 2013 (current balance on account)	147,905

Ringfenced funds

Redundancy obligations	49,000
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Total commitments	49,000
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Unrestricted reserves 1st April 2013	98,905
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£ -

Appendix C - Proposed revised spending plan 2013/14 and impact on reserves going forward

Expenditure	Proposed revised plan	Draft plan ie. already committed	
Community Safety Staff costs	40,000	30,000	
JAG/tactical reponse in support of priorities (could inc Handyvan)	10,000	0	Previously 'quick fixes'
ASB team	68,000	48,000	
ASB reduction projects (Parenting courses, Revolution, Friday Night projects)	3,000	0	
Case management pilot (E- CINS)	5,000	0	
Community project bids (inc LATs)	10,000	0	
Total expenditure	136,000	78,000	
Income			
ABG	42,294		
Troubled Family Money	50,000		
Saxon Weald ASB contribution	5,000		
Total income	97,294		
Total call on unrestricted reserves	38,706		
Unrestricted reserves position at 1st April 2013			
Balance at 1st April 2013	98,905		
Possible additional use of unringfenced reserves in 2013-14	38,706		
Predicted unristricted reserves at 31st March 2014	60,199		

Anticipated income 2014/15

PCC
Troubled families
Saxon Weald ASB contribution

Total anticipated income

Model 1 Model 2 Model 3
3 different funding awards modelled because of uncertainty

0 20000 40000
50,000 50,000 50,000
5,000 5,000 5,000

55,000 75,000 95,000

Money available to deliver 2014/15 plan

Annual cost of current officers 2014/15
Plus £20k for ASB capacity

115,199 135,199 155,199

88,000 88,000 88,000
20,000 20,000 20,000

Predicted minimum cost of 2014/15 plan

108,000 108,000 108,000

Predicted unrestricted balance at 1st April 2015

7,199 27,199 47,199

Sustaining value for money in the police service

**Community safety partnership overview and scrutiny
value for money briefing**

The Audit Commission is an independent watchdog, driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone.

Our work across local government, health, housing, community safety and fire and rescue services means that we have a unique perspective. We promote value for money for taxpayers, auditing the £200 billion spent by 11,000 local public bodies.

As a force for improvement, we work in partnership to assess local public services and make practical recommendations for promoting a better quality of life for local people.

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Using this briefing

1 This briefing is for members of overview and scrutiny committees reviewing community safety partnerships (CSPs), and the officers supporting them.

2 The Audit Commission, Her Majesty's Inspectorate of Constabulary and the Wales Audit Office published [Sustaining Value for Money in the Police Service](#) in July 2010. This scrutiny briefing is one of a series of products from that report. The other products are:

- [challenge questions for police authorities](#);
- [self-assessment questions for police authorities](#);
- [self-assessment questions for police forces](#);
- [efficiency tool for police forces](#);
- [realising savings and performance benefits tool](#);
- [self-assessment questions for community safety partnerships](#);
- [data reporting tool](#); and
- [web-based notable practice case studies](#).

3 This briefing includes questions to help you scrutinise how well CSPs deliver VFM and meet local objectives. It is based on the ten characteristics of police efficiency:

- management and leadership of efficiency;
- threat, harm and risk;
- efficiency integrated into the policing plan;
- service transformation;
- organisational change;
- collaboration with police and local partners;
- workforce modernisation;
- efficiency planning and monitoring;
- sustainability of efficiency savings; and
- timescales.

4 The government plans to replace police authorities with police and crime commissioners (PCCs) and police and crime review panels. Effective local overview and scrutiny of community safety will have an important role during the transition. Councillors will have a continuing role in ensuring public accountability for community safety and for holding their PCC to account.

Community safety partnerships

5 Statutory crime and disorder reduction partnerships followed the Crime and Disorder Reduction Act 1998. They became CSPs in April 2010.

6 CSPs enable 'responsible authorities' to develop and deliver local strategies to reduce crime and disorder.ⁱ The responsible authorities work with 'cooperating bodies' to achieve their objectives.ⁱ

ⁱ At April 2010, responsible authorities are police authorities, police forces, councils, fire and rescue authorities, primary care trusts and probation trusts.

7 Responsible authorities have to:ⁱⁱ

- convene a strategy group of all responsible authorities in the CSP (and, possibly, other organisations);
- prepare a strategic assessment of local crime and community safety priorities, using information provided by partner agencies and the community;
- produce a partnership plan to meet those priorities, evaluate implementation, and conduct a skills and knowledge audit of partners;
- meet minimum standards of community consultation and engagement on issues of crime and disorder, substance misuse and reducing reoffending; and
- have an information sharing protocol for the CSP and ensure each responsible authority has a designated information sharing officer.

8 The Crime and Disorder Regulations 2007 requires responsible authorities to show that their CSP offers VFM.

Community safety overview and scrutiny

9 Overview and scrutiny enables councils to hold responsible authorities to account for local action and local public spending. Sections 19-21 of the Police and Justice Act 2006 introduced community safety scrutiny. Section 126 of the Local Government and Public Involvement in Health Act 2007 requires all councils to have crime and disorder overview and scrutiny committees.ⁱⁱⁱ The purpose of the committees is to review, scrutinise and make reports or recommendations to the responsible authorities of the CSP.

10 Councils need to be clear about their objectives for overview and scrutiny of the CSP responsible authorities. Overview and scrutiny of CSPs can:

- focus on one-off activities or events;
- review CSP systems and risks;
- help to develop policy;
- assess performance in CSP priorities; and
- review performance and VFM data from CSPs and responsible authorities.

11 Community safety scrutiny has not yet developed as strong a VFM focus as partnership or health scrutiny. This briefing should help you develop a VFM focus.

12 In 2008, the Audit Commission published [Working Better Together? Managing Local Strategic Partnerships](#). It identifies key areas of scrutiny practice that councils could adapt and adopt to scrutinise community safety.

ⁱ Parish councils, NHS trusts, NHS foundation trusts, proprietors of independent schools and governing bodies of further education institutions.

ⁱⁱ The Police and Justice Act 2006 provides the statute for the five duties.

ⁱⁱⁱ Sections 19-21 of the Police and Justice Act and the Crime and Disorder (Overview and Scrutiny) Regulations 2009 provide the detail.

13 Like local strategic partnerships (LSPs), CSPs have multi-layered governance. Overview and scrutiny has a role at each of the strategic, executive and operational layers.

- At the strategic layer it can use its policy development role to help create the vision and challenge the priorities.
- At the executive layer it can challenge the partnership plan to meet the priorities and achieve VFM. It can also encourage and provide challenge to responsible authorities on CSP VFM.
- At the operational layer, overview and scrutiny can help to ensure representation to enable the voice of local people, including the vulnerable, to be heard and engage with users and residents. Responsible authorities can also use overview and scrutiny to identify risks to delivery, and to recommend action to mitigate those risks.

14 Organising joint council scrutiny of community safety in multi-tier areas can help responsible authorities overcome the challenge of multi-tier working.

15 Developing joint training for overview and scrutiny members and responsible authorities, and involving responsible authorities on scrutiny panels, can help to encourage mutual understanding and improve the outcome.

16 Finally, if you do not already, CSP overview and scrutiny can improve from training members on the work and governance of responsible authorities.

Questions to ask

17 The questions on the next six pages, and the traffic-light coded responses, should help you to work with the responsible authorities (including your own council) and CSPs to improve VFM.

18 You can use the questions as the foundation for overview and scrutiny hearings, or as part of a challenge event with the responsible authorities in the CSP to help them challenge existing VFM (and the obstacles to improvement) and to focus improvement on areas of greatest need.

19 The CSP and its responsible authorities will need to develop action plans for VFM improvement where responses are red or amber.

Evidence to use

20 You will need to review evidence to help you decide the appropriate response. Sources of evidence may include the CSP strategic assessment; threat, harm and risk assessments; partnership plans; delivery plans; communication to CSP partners; cost benefit analysis; delivery chain materials; use of benefits realisation; and relevant Cabinet reports.

Management and leadership

How well does the strategy group challenge CSP partners to improve VFM?	
RED	Limited or no challenge from the CSP strategy group to the wider CSP to improve VFM in community safety.
AMBER	Some challenge by the strategy group to the wider CSP partners on VFM but this is not yet effective.
GREEN	The strategy group effectively challenges CSP partners to work together to improve VFM linked to partnership priorities.

How well does the strategy group communicate the need to make savings while maintaining or improving performance?	
RED	No or limited communication to partners from the strategy group on the need to make savings while maintaining or improving performance.
AMBER	Some communication to partners from the strategy group on the need to make savings while maintaining or improving performance. But some communication is indirect and some partners do not understand the need for joint savings.
GREEN	Good communication from the strategy group on the need to make savings while maintaining or improving performance. Most partners understand the need to make joint savings.

Threat, harm and risk

How well does the CSP, and its responsible authorities, link threat, harm and risk assessment to savings?	
RED	No threat, harm and risk assessment and link to savings.
AMBER	Responsible authorities share some information on threat, harm and risk as part of partnership planning but do not regularly update the assessment.
GREEN	Responsible authorities share a well-developed threat, harm and risk assessment. It links to performance management and efficiency monitoring. The CSP uses it to move resources to new or high risks and reduce resources from low priorities.

How well does the CSP, and its responsible authorities, understand the relationship between threat, harm and risk assessment and VFM?	
RED	Limited understanding of threat, harm and risk assessment and link to VFM in the CSP.
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GREEN	A good understanding of the relationship between threat, harm and risk assessment and VFM is evident across the strategic, executive and operational layers. Cost-benefit analysis is used on developing proposals. It complements VFM assurance processes.

How well does the CSP, and its responsible authorities, integrate threat, harm and risk to the strategic intelligence assessment and to savings?	
RED	No threat, harm and risk integration with the strategic intelligence assessment or link to savings.
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GREEN	The CSP has a well-developed threat, harm and risk approach. It reviews the threat, harm and risk assessment regularly as part of the strategic intelligence assessment and responsible authorities move resources to new or high risks and/or makes savings from low or non-priorities.

Efficiency integrated into the partnership plan

How well do responsible authorities engage in preparing the CSP strategic intelligence assessment and ensure it includes VFM?	
RED	No or minimal engagement from responsible authorities with the preparation of the CSP strategic intelligence assessment.
AMBER	Limited engagement from responsible authorities with the preparation of the CSP strategic intelligence assessment. Some link to VFM.
GREEN	All responsible authorities participate in workshops with the cooperating bodies in the CSP to develop and agree the strategic intelligence assessment. These workshops consider VFM and threat, harm and risk assessment.

How well does the CSP strategy group integrate VFM with the partnership plan?	
RED	Limited or no integration between VFM and the partnership plan.
AMBER	Some integration between VFM and the partnership plan.
GREEN	Clear and effective integration between VFM and the partnership plan. Responsible authorities identify and deliver savings from low priorities and resource is reinvested into high priorities in the plan.

How well does the CSP, and its responsible authorities, deliver the partnership plan and ensure VFM?	
RED	No delivery plan across the CSP. Responsible authorities take forward the delivery of individual priorities with minimal reporting to the CSP.
AMBER	Delivery plans exist for the operational groups but some gaps in VFM arrangements are not assessed. Performance is not always integrated with risk and resource management.
GREEN	Delivery plans exist for each priority. Delivery chain analysis has identified gaps in arrangements and mitigation measures exist. Accountable organisations and lead managers are identified for each priority. CSP delivery plans have senior managers responsible for performance and for VFM.

Service transformation

How well does the CSP, and its responsible authorities, use a programme management approach to transformation?	
RED	The CSP and its responsible authorities have a narrow project approach to change.
AMBER	The CSP and its responsible authorities deliver some change projects but links to VFM are limited.
GREEN	The CSP and its responsible authorities have an effective programme management approach to change. The CSP uses the approach to deliver its partnership plan linked to VFM. The CSP has a commissioning framework to maximise the efficient use of resources.

How effectively does the CSP, and its responsible authorities, apply programme management principles to service transformation?	
RED	The CSP and its responsible authorities do not use programme management principles ^v in its change programme.
AMBER	The CSP and its responsible authorities consider benefits realisation but this is not consistent across the partnership.
GREEN	The CSP and its responsible authorities use programme management and benefits realisation as part of its whole systems approach to service transformation.

^v See the realising savings and performance benefits tool at www.audit-commission.gov.uk/policevfm for more details.

Organisational change

How well has the CSP reviewed its structures to deliver priorities and identify savings for the responsible authorities?	
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GREEN	The CSP and its responsible authorities use the strategic assessment to consider threat, harm and risk linked to partnership structures. The CSP and its responsible authorities use the regularly updated strategic assessment to allocate resources. They have identified and delivered savings from non-priorities or low risk areas.

How well do the responsible authorities organisational change programmes deliver performance and VFM against agreed partnership priorities?	
RED	Responsible authorities deliver individual priorities with minimal reporting to the CSP.
AMBER	Some responsible authorities include the delivery of partnership priorities in their organisational change programmes but VFM is not always considered.
GREEN	Most responsible authorities include the delivery of partnership priorities and VFM in their organisational change programmes.

Collaboration

How well do responsible authorities collaborate to help identify possible savings?	
RED	Limited or no collaboration between the responsible authorities to identify possible savings while delivering the partnership plan.
AMBER	Some collaboration between the responsible authorities to identify possible savings while delivering the partnership plan.
GREEN	Most collaborative opportunities to make savings and deliver the partnership plan are identified and delivered by the responsible authorities. Savings are linked to the strategic assessment of threat, harm and risk.

Workforce modernisation

How effectively do responsible authorities share and mix staff to achieve shared objectives?	
RED	Limited or no sharing of staff between responsible authorities.
AMBER	Some responsible authorities share people resources to meet common objectives such as increased uniformed street presence.
GREEN	Responsible authorities work together to create mixed workforce teams to meet shared objectives. The CSP can evidence improvement and better VFM across the responsible authorities.

Efficiency planning and monitoring

How effectively does the strategy group monitor and challenge risks to delivering the partnership plan and ensure VFM?	
RED	No or limited monitoring of partnership plan delivery or the achievement of VFM.
AMBER	Some monitoring of partnership plan delivery but VFM monitoring is less developed.
GREEN	The strategy group is effective in monitoring and challenging the delivery of the partnership plan and the achievement of VFM.

Sustainability and timescales

How effectively does the CSP, and its responsible authorities, consider the sustainability of efficiency savings?	
RED	No or limited sustainability of savings across the CSP.
AMBER	Some consideration of sustainability in the CSP but this does not link to the strategic assessment of threat, harm and risk.
GREEN	The CSP and its responsible authorities have developed a longer-term approach to savings beyond three years linked to the strategic assessment that includes an analysis of threat, harm and risk.

Further information

Copies of the national report *Sustaining Value for Money in the Police Service* are available at www.audit-commission.gov.uk/policevm.

We welcome your feedback. If you have any comments on this briefing or are planning to use the improvement questions: please email nationalstudies@audit-commission.gov.uk.

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November 2010

Sustaining value for money in the police service

Self-assessment questions – improving value for money in community safety partnerships

The Audit Commission is an independent watchdog, driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone.

Our work across local government, health, housing, community safety and fire and rescue services means that we have a unique perspective. We promote value for money for taxpayers, auditing the £200 billion spent by 11,000 local public bodies.

As a force for improvement, we work in partnership to assess local public services and make practical recommendations for promoting a better quality of life for local people.

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Using this briefing

1 This briefing is for managers of community safety partnerships (CSPs), and their responsible authority partners.

2 In July 2010, the Audit Commission, Her Majesty's Inspectorate of Constabulary and the Wales Audit Office published [Sustaining Value for Money in the Police Service](#).

3 This community safety partnership value for money (VFM) self-assessment is one of a series of products from *Sustaining Value for Money in the Police Service*. The other products are:

- [challenge questions for police authorities](#);
- [self-assessment questions for police authorities](#);
- [self-assessment questions for police forces](#);
- [efficiency tool for police forces](#);
- [realising savings and performance benefits tool](#);
- [community safety overview and scrutiny VFM tool](#);
- [data reporting tool](#); and
- [web-based notable practice case studies](#).

4 This self-assessment includes questions to help CSPs improve VFM. It will also help responsible authorities to work together to apply the messages from *Sustaining Value for Money in the Police Service*.

Community safety partnerships

5 Statutory crime and disorder reduction partnerships (CDRPs) followed the Crime and Disorder Reduction Act 1998. They became CSPs in April 2010.

6 CSPs enable 'responsible authorities' to develop and deliver local strategies to reduce crime and disorder.ⁱ The responsible authorities work with 'cooperating bodies' to achieve their objectives.ⁱⁱ

7 Responsible authorities have to:ⁱⁱⁱ

- convene a strategy group of all responsible authorities in the CSP (and, possibly, other organisations);
- prepare a strategic assessment of local crime and community safety priorities, using information provided by partner agencies and the community;
- produce a partnership plan to meet those priorities, evaluate implementation, and conduct a skills and knowledge audit of partners;

ⁱ At April 2010, responsible authorities are police authorities, police forces, councils, fire and rescue authorities, primary care trusts and probation trusts.

ⁱⁱ Parish councils, NHS trusts, NHS foundation trusts, proprietors of independent schools and governing bodies of further education institutions.

ⁱⁱⁱ The Police and Justice Act 2006 provides the statute for the five duties.

- meet minimum standards of community consultation and engagement on issues of crime and disorder, substance misuse and reducing reoffending; and
- have an information sharing protocol for the CSP and ensure each responsible authority has a designated information sharing officer.

8 The Crime and Disorder Regulations 2007 requires responsible authorities to show that their CSP offers VFM.

Ten areas where CSPs and their responsible authorities can improve efficiency

9 The questions, and example responses, in this tool will help CSPs and their responsible authorities, develop savings and efficiency arrangements and agree improvement priorities. The questions follow the ten characteristics of efficiency identified in the joint report *Sustaining Value for Money in the Police Service*.

10 The ten characteristics are:

- management and leadership of efficiency;
- threat, harm and risk;
- efficiency integrated into the policing plan;
- service transformation;
- organisational change;
- collaboration with police and local partners;
- workforce modernisation;
- efficiency planning and monitoring;
- sustainability of efficiency savings; and
- timescales.

Self-assessment questions

11 The questions on the next six pages, and the traffic-light coded responses, should help you to work through the CSP to improve VFM.

12 You can use the questions to identify issues for further investigation. You can also use them with your CSP strategy group as part of an improvement planning workshop or partnership discussion. You will need to work together to develop action plans where responses are red or amber.

Management and leadership

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Further information

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November 2010



Sussex
Police & Crime
Commissioner

Safer in Sussex

Police & Crime Plan 2013/2017





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I am honoured and privileged to have been elected as the first ever Police & Crime Commissioner for Sussex.

This new and exciting role has huge potential to have a positive impact across the criminal justice sector and the active involvement of both the public and partners will be crucial to its success.

During my campaign and since taking office, I have consulted extensively with communities and residents in Sussex and this plan is the result of that consultation. I have identified four key strategic objectives that will drive our police and crime plan:

- **crime and community safety**
- **victim focus**
- **public confidence**
- **value for money**

Crime has fallen continuously in Sussex during the last seven years and credit must be given to Sussex Police for their determination and hard work. However, my ambition is to continue driving down crime and for Sussex to remain a safe place in which to live.



The ethos of the role of Police & Crime Commissioner embodies the spirit of localism and, for the first time ever, gives people in Sussex the opportunity to set priorities for policing that matter to them. The objectives set out in this plan are the result of public feedback.

This plan is a living document and will remain under constant review. It will take into account future changes [such as the 'Stage 2' transfer* that will take place by April 2014] in consultation with the Chief Constable. This plan has also been scrutinised by the Police & Crime Panel who have the important role of holding me to account for my plan and my performance against it. The Panel will continue this vital work throughout my term of office, acting as a critical friend.

The next few years will be an exciting and challenging time for policing in our County and I look forward to working with everyone to make us all Safer in Sussex.

With very best wishes

Katy Bourne

Sussex Police & Crime Commissioner

*The 'Stage 2' transfer is the subsequent movement of certain staff, property, rights and liabilities from the PCC to the chief constable. This is designed to allow PCCs the freedom to make their own local arrangements about how their functions and those of the police force will be discharged in future. In establishing these local arrangements PCCs will determine in consultation with their chief constable who will employ which staff, hold which properties, liabilities and assets etc.





2. How the Sussex Police & Crime Commissioner will approach the opportunities ahead in 2013/2017





The Police & Crime Plan

This Police & Crime Plan defines the Commissioner's approach to her responsibilities in 2013/2017, with a particular focus on the first year 2013/2014. The Commissioner will review the Plan annually.

This diagram demonstrates how the Commissioner and the Office of the Sussex Police & Crime Commissioner (OSPCC) will approach the opportunities and challenges ahead, with three distinct elements; Engagement (engaging with communities), Partnership Working and Policing (holding the Chief Constable to account for the effectiveness of policing in Sussex).



Key

- SPR** = Strategic Policing Requirement
- KPS** = Keeping People Safe
- NP** = Neighbourhood Policing
- BUR** = Best Use of Resources
- SS2015** = Serving Sussex 2015
- CSPs** = Community Safety Partnerships
- LAs** = Local Authorities
- SCJB** = Criminal Justice Board
- YOS** = Youth Offending Services
- Health** = Health & Wellbeing Boards and National Health Service





2a. Engagement

Successful engagement means being accessible, listening and responding to need. The Commissioner and the OSPCC will actively work with partners and Sussex Police to ensure that the voices of individuals, communities, victims, witnesses, businesses and voluntary and charitable organisations help shape service delivery across the community safety and criminal justice sectors.

The Commissioner acknowledges that a lot of community engagement and consultation already takes place and it will be important for all agencies to share the results of this engagement to minimise duplication and consultation fatigue.

In particular, the OSPCC will utilise and support the existing voluntary and community sector forums and networks which provide a time and cost effective method of engagement.

The Commissioner's vision for community engagement is a local approach that is flexible, adaptable and reflects local needs.

The Commissioner will use every opportunity to engage as follows:

- Face-to-Face Contact via Public Meetings and Surgeries
- Online www.sussex-pcc.gov.uk and social media
- Print Media
- Local and National Publications (including the online Commissioner's Annual Report)
- Mobile Applications
- Awards & Bursaries
- Public Opinion Surveys and Polls

The Commissioner will look to develop effective relationships with local communities, victims and businesses because understanding their collective priorities and the drivers behind public confidence will enable the shaping of future plans.





The OSPCC will utilise a variety of methods such as local population surveys and citizen panels, statutory victim satisfaction surveys, face to face engagement via public events and community meetings, dedicated on-line, postal, e-mail or telephone surveys, semi-structured interviews or focus groups, comments and complaints or findings from national surveys, such as the British Crime Survey for England and Wales. There will also be engagement with external scrutineers such as **Her Majesty's Inspectorate of Constabulary** and external auditors.

The OSPCC will work with partners to obtain the views of victims of crime and will target activity to ensure engagement with specific groups including: older people, young people, vulnerable and disabled, lesbian gay bisexual and transgender, black and minority ethnic communities, voluntary and faith groups, community interest organisations and people from different socio-demographic groups.

To ensure that all communities feel that their particular needs are understood, the OSPCC will listen to, engage and work in partnership with organisations that represent local authorities, rural communities, businesses and the voluntary and charitable sector.

In the first year, the Commissioner will be exploring further opportunities to collaborate and work with partners including Local Authorities, Fire and Rescue Service, Health and the Voluntary Sector (including the Sussex Safer Future Communities programme) to directly engage with local residents, draw on the relevant information they hold about citizens' views where this already exists, and realise the potential that exists for economies of scale.

Accountability

It is important to understand that engagement is a two way process. The OSPCC will use innovative ways to ensure an ongoing dialogue with the public and with partners to encourage greater public participation in determining local policing priorities.

The **Sussex Police & Crime Panel** is responsible for holding the Commissioner to account for the performance of her duties.

Ultimately the Commissioner will be held to account at the ballot box in May 2016.





2b. Partnership

Successful partnership working means more can often be achieved together rather than working in isolation. There are many established and committed partnerships across Sussex striving to make our communities safer.

As a political figure that spans Sussex, the Commissioner is uniquely placed to work closely with these partnerships, identify areas of success and to look for improvements where needed in order to reduce re-offending, prevent crime and improve public confidence. Through effective scrutiny, the OSPCC will work to ensure that policing in Sussex continues to be of a consistently high quality, accessible to all and that people are treated with fairness, respect and dignity.

The OSPCC will be a significant financial contributor to a number of partnerships in Sussex in 2013/2014. This list of partners is not exhaustive and may be expanded in future years and includes;



Sussex Resilience Forum

The **Sussex Resilience Forum** is made up of partners from the Emergency Services, Health, Local Authorities, Government Agencies and Departments and the Voluntary Sector under the remit of the **Civil Contingencies Act 2004**.

These partners work together to ensure that emergency plans for risks including flooding, severe weather, pollution and pandemics are prioritised, written, exercised and regularly reviewed which increases the county's resilience.





Health

The Commissioner will develop a shared agenda with health partners on a range of crime and health issues and will review the quality of engagement across partnerships and seek to improve links where there are gaps.

The Health and Social Care Act (2012) introduced significant changes to local and national health structures including commissioning arrangements. The Commissioner will use the Joint Strategic Needs Assessments (JSNA) produced by Local Authorities to identify future health and wellbeing needs for the people of Sussex which will inform commissioning decisions. The new Health and Wellbeing Boards (Brighton & Hove, East Sussex and West Sussex) will be important partners for the Commissioner given their role in setting a JSNA against which services will be commissioned. The Commissioner will be seeking a place on each of the three Health and Wellbeing Boards across Sussex to facilitate partnership working and joint commissioning opportunities.

"Approximately 70% of prisoners have either a psychosis, a neurosis, a personality disorder, or a substance misuse problem."

Source: www.centreformentalhealth.org.uk

"The NHS plays a key role in the reduction of crime and disorder. Evidence shows that there is a direct link between a range of crime and disorder problems, with issues that affect people's health – such as underage drinking, drug misuse and mental health conditions.

Some of these could lead people directly to be involved in crime and disorder, or sometimes they could be an underlying reason for the behaviour in the first place.

Locally, the NHS is responsible for, or contributes to, a wide range of services that help to reduce crime and disorder, including drug and alcohol treatment services, alcohol harm prevent campaigns, mental health services and support services for victims of domestic abuse and of sexual assault.

The local NHS also has a bigger role to play within the community to help families to develop skills – such as health visitors working with pregnant women and our parenting support programmes. This area of work works with families to give them the skills they need to prevent any family member from becoming an offender."

Source: [Arun Safer Partnership](#)





Community Safety Partnerships (CSPs)

The Commissioner is committed to working with local CSPs in order to keep Sussex a safe place.

The direct relationship between this Plan and local and county/city level Community Safety priorities can be seen later in this document. It has been agreed with partners that Officers of the OSPCC will attend CSP meetings on behalf of, and with the authority of the Commissioner, to ensure that the priorities in the Police & Crime Plan are addressed.

Upon taking office, one of the first decisions that the Commissioner made was to port Community Safety money to partnerships across the county to ensure that they can continue to positively contribute to making us Safer in Sussex.

The Police Reform and Social Responsibility Act (2011) places a responsibility on the Commissioner to hold to account under-performing CSPs. The Commissioner is also able to approve mergers of CSPs when it is in the best interest of residents and requested by the partnerships. The priorities and objectives identified by each of the CSPs for 2013/2014 are shown on page 17.





Local Authorities (LAs)

The Commissioner will work in partnership with all LAs in Sussex to address particular concerns regarding crime and proactively address the long-term causes of crime, including tackling drug and alcohol dependency.

The OSPCC will forge effective working relationships with the LAs because they have a shared interest in improving a range of areas across the community safety agenda in the fight against crime, the rehabilitation of offenders, tackling domestic violence and abuse, safeguarding vulnerable individuals and troubled families, reducing the numbers of people killed or seriously injured on the roads and tackling anti-social behaviour. The influence and responsibility of LAs in helping shape communities for the better makes them a key partner for the Commissioner and the OSPCC.





Sussex Criminal Justice Board (SCJB)

The Commissioner will work closely with local criminal justice bodies to provide an efficient and effective criminal justice system for Sussex.

Sussex Police, the Crown Prosecution Service, Her Majesty's Courts and Tribunals Service, Her Majesty's Prison Service, Local Authorities (Brighton & Hove, East Sussex and West Sussex), Youth Offending Services, **Surrey and Sussex Probation Trust**, Victim Support, the Criminal Defence Service and a representative from the defence are all members of the SCJB.

The Commissioner welcomes the ambitions of the Board to work closely with the OSPCC as is clearly stated in the **SCJB Business Plan for 2013/2014** and their shared priorities:

- **Integrated working**
victims & witnesses
- **Full digital & video working**
Magistrates & Crown Courts
- **Flexible criminal justice system**
respond to the needs of the public
- **Review of Restorative Justice in Sussex**
outcomes & next steps
- **Review of Specialist Domestic Violence Courts**
expertise & sustainability
- **Integrated Offender Management**
implement recommendations from recent review
- **Young Offenders**
prevention & diversion





Youth Offending Services (YOS)

The Commissioner will work closely with the YOS to prevent young people from offending, to reduce re-offending and to support the victims of youth crime in Sussex.

The dedicated Youth Offending Teams (YOTs) in Brighton & Hove, East Sussex and West Sussex bring together a range of partners from the police, local authorities, probation, health and voluntary sector services to deliver youth justice services as prescribed in sections 37-40 of the **Crime and Disorder Act (1998)**.

Working with these partnerships the OSPCC will monitor and understand the positive impacts they make in Sussex. The Commissioner will also engage with other partnerships to consider how, and whether, funding can be pooled across sectors and organisational boundaries (e.g. in the areas of alcohol and drug intervention).

Accountability

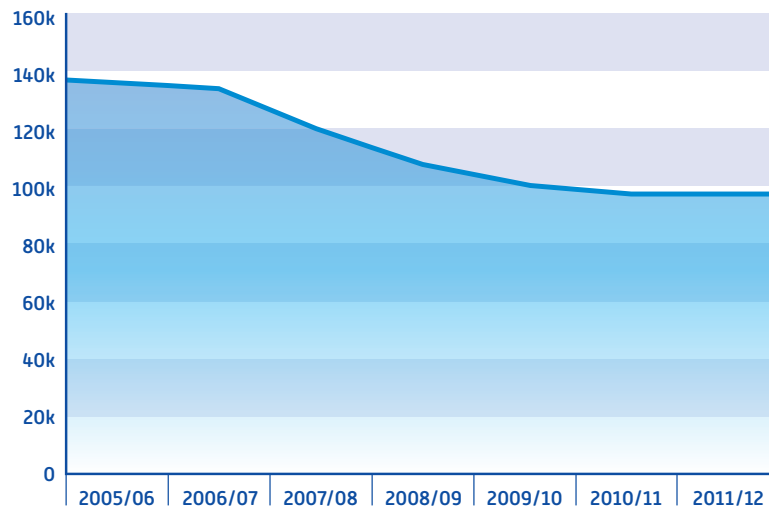
These outcomes need to be achieved in partnership. The Commissioner is not proposing to create any new layers of bureaucracy but to have regular dialogue with partners regarding a shared contribution to shared outcomes.





2c. Police

Sussex is recognised as a safe place to live and work and, as the graph below demonstrates, recorded crime in Sussex has reduced year-on-year since 2005/2006.



Sussex Police Number of Recorded Crimes

Sussex Police, as part of the criminal justice system, plays a significant role in tackling and reducing crime. The Commissioner has specific responsibilities in ensuring the police contribution is efficient, effective and responsive to the needs of the public. The Commissioner’s main responsibilities include:

- Setting the strategic direction for policing in Sussex
- Publishing the Police & Crime Plan (in consultation with the Chief Constable)
- Setting the budget for the policing of Sussex and setting the amount of Council Tax collected for policing purposes (the precept)
- Holding the Chief Constable to account for policing that responds to the needs of the public and delivers policing in line with the direction set out in the Police & Crime Plan
- Appointing, and if necessary, dismissing the Chief Constable of Sussex Police

The Commissioner will expect the Chief Constable to direct the resources at his disposal to meet this Plan’s targets as reflected in his **Operational Delivery Plan (ODP)**. The ODP sets out how operational policing will be delivered in Sussex, against the priorities, targets and budget set by the Commissioner, taking into account regional and national responsibilities and the needs of communities across the county.





Accountability

The Commissioner will hold weekly Accountability Meetings with the Chief Constable covering broad business areas and focusing on performance against the objectives set out and agreed in this Plan.

The accountability structure will build on the weekly meetings between the Commissioner and the Chief Constable, and will also take into account the wider breadth of activity undertaken by the Commissioner, the Deputy Commissioner and the OSPCC to achieve the ambitions detailed in this Plan. This will ensure that an efficient and flexible approach to scrutiny is achieved which requires minimal resources and reduces bureaucracy.

The governance framework upon which the Commissioner will hold the Chief Constable to account will continue to develop and evolve over the first year and will reflect the local and national priorities outlined in this plan.

Neighbourhood Policing

[view document](#)

Keeping People Safe

[view document](#)

Best Use of Resources

[view document](#)

The Commissioner and the OSPCC will scrutinise police performance across all areas of front-line and support function delivery, achieving the ambitions of current (including Serving Sussex 2015) and future change programmes and the effectiveness with which Sussex Police delivers partnership working.

The Commissioner will uphold standards in policing through the oversight of complaints handling, the investigation of complaints against the Chief Constable, the management of an effective **Independent Custody Visiting Scheme** and an **Independent CCTV Monitoring Scheme**.



Future Commissioning & Collaboration

The Commissioner will be seeking opportunities in 2013/2014 to commission innovatively and/or collaborate where it is in the best interest of Sussex to do so.

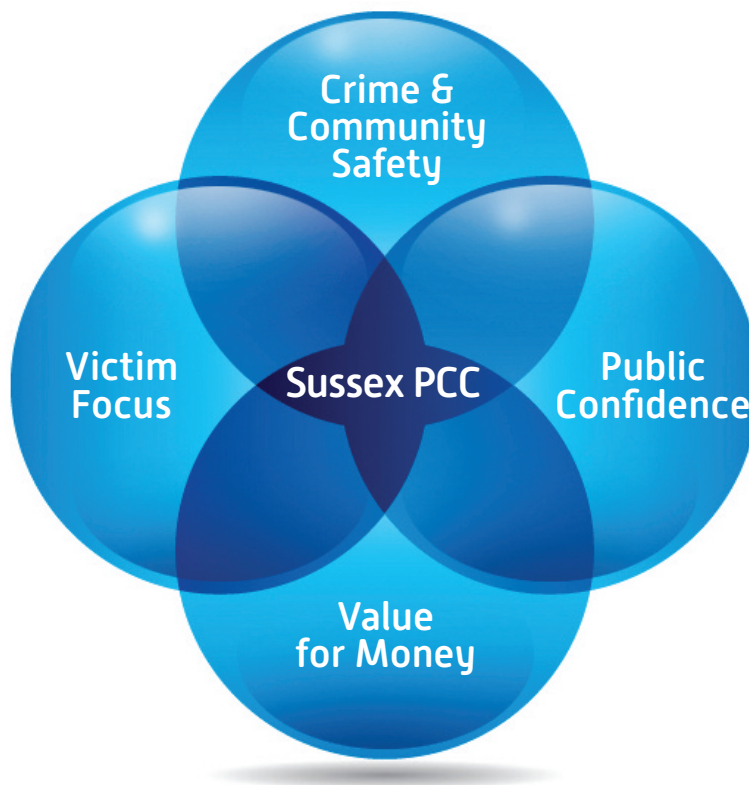
This could involve further collaborative work with **Surrey Police** and other partners within the Police service but also with partners from other sectors in Sussex and beyond, including the further exploration of shared premises with partners and seeking the most effective use of the limited resources available to us all.

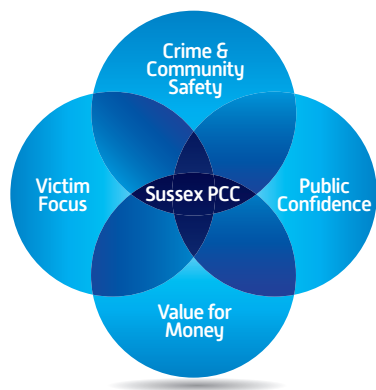
It is important to stress however that any future commissioning will be approached in collaboration and effective dialogue with all stakeholders in order to maximise any benefits of pan-Sussex and/or regional commissioning opportunities.





3. Local & National Priorities





3. Local & National Priorities

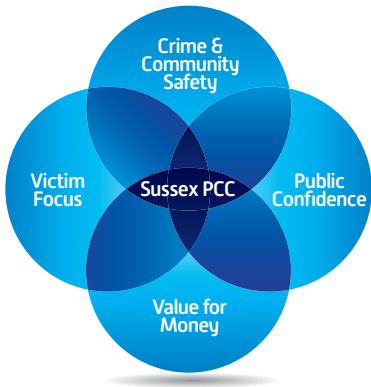
3.1 Local Priorities

Priorities are driven by what local people say is important to them and the areas that cause the most harm.

Having been elected on a manifesto that was built on the back of extensive surveying and public consultation, the Commissioner is very clear on the four priority areas for Sussex that the OSPCC will work with partners and Sussex Police to address.

The priorities are graphically represented as overlapping, equal and interrelated circles because this accurately represents how the Commissioner views them; equally important and intrinsically linked to each other.





For each of these priorities the Commissioner's local objectives are shown below. These are of course not an exhaustive list but do reflect the expectations of the public.

Crime & Community Safety

- Keeping Sussex a low crime area
- Commission sustainable preventative initiatives and reduce re-offending
- Tackle community priorities and their contributing factors (such as alcohol, drugs, ASB, domestic abuse and road safety)

TARGET

Reduce the risk of crime per 1000 population

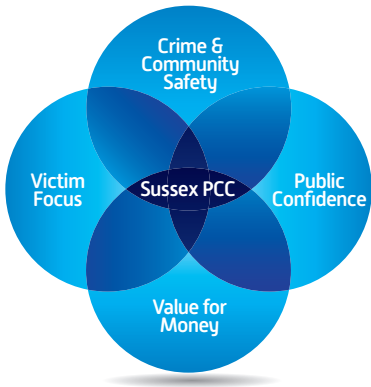
Victim Focus

- Improve the experience that victims and witnesses have of the criminal justice system
- Enhance, develop and commission initiatives to bring justice for victims
- Effective policing, responsive to the needs of victims and the vulnerable

TARGET

Improve victim satisfaction in the overall experience of the criminal justice system





Public Confidence

- Build trust in the police and the criminal justice system
- Remove proceeds of crime from criminals and reinvest that money in our communities
- Encourage and develop volunteering to make us Safer in Sussex

TARGET

Increase the reporting of domestic violence and abuse, serious sexual offences, anti-social behaviour and hate crimes

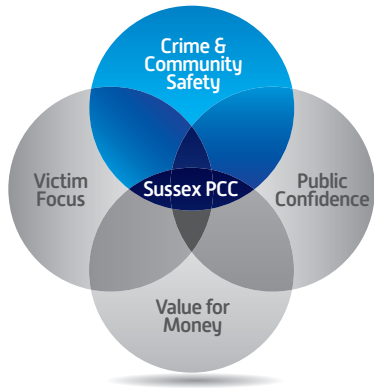
Value for Money

- Reduce bureaucracy and waste across the criminal justice system
- Further collaboration & partnership working
- Efficient, effective and innovative commissioning of services and procurement of assets

TARGET

Working with Sussex Police and partners to meet the financial challenges ahead whilst delivering Crime & Community Safety, Victim Focus and Public Confidence and identifying opportunities to improve





3.1.1 Community Safety Partnership Priorities

As an emphasis of the links between this strategic level plan and local delivery throughout Sussex, the priorities and objectives identified by each of the CSPs for 2013/2014 are shown in the table on the right.

In particular, anti-social behaviour and domestic abuse were identified as priorities by each of the individual CSPs. Other priorities, including reducing reoffending, volume crime, reducing the number of repeat vulnerable victims and road safety, were also highlighted by many of the CSPs.

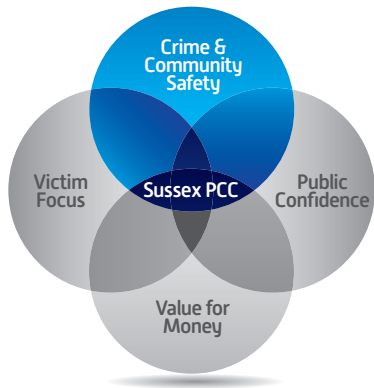
These collective priorities have been used to help shape the content of this plan, in conjunction with the priorities identified in the Commissioner’s campaign manifesto. The Commissioner recognises that environmental crime (which includes littering, dog fouling and fly-tipping) is a local priority for a number of CSPs and will be working with the CSPs to meet these shared objectives. The Plan’s objectives are demonstrated by the dark row at the bottom of the table.

Community Safety Partnership Priorities

	Volume crime*	Anti-social behaviour	Hate crimes & incidents	Domestic violence and abuse	Serious sexual offences and abuse	Reducing reoffending/early intervention	Repeat/vulnerable victims	Troubled children, young people and families	Alcohol and drug related crime & disorder	Increase public confidence/trust/reassurance	Community engagement	Road safety/anti-social driving/casualty reduction	Environmental crime	Cross-border crime/organised crime groups	Neighbourhood management/partnership working
Brighton & Hove	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
East Sussex		•	•	•		•			•			•		•	
Eastbourne	•	•	•	•	•	•	•	•	•	•	•		•		•
Hastings	•	•	•	•		•	•		•			•			
Lewes	•	•		•				•	•	•	•	•	•		
Rother		•	•	•		•						•		•	
Wealden	•	•		•								•	•		
West Sussex		•	•	•	•	•	•	•				•			
Adur & Worthing	•	•	•	•	•	•	•		•			•			
Arun		•		•	•	•	•	•	•	•					
Chichester	•	•		•		•	•	•	•						
Crawley	•	•	•	•		•	•		•	•	•	•			•
Horsham	•	•		•			•			•	•	•			
Mid Sussex	•	•	•	•		•	•		•			•			
Police & Crime Plan	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

* To reduce the levels of volume crime & disorder and to respond quickly and positively to predicted and emerging crime trends (including acquisitive crime, vehicle crime, theft, criminal damage, burglary, burglary other than dwelling, violent crime & arson).





3.2 National Policing Priorities

*The **Strategic Policing Requirement (SPR)** has been defined by the Home Secretary and identifies the national threats that police forces must address and ensure they are prepared for.*

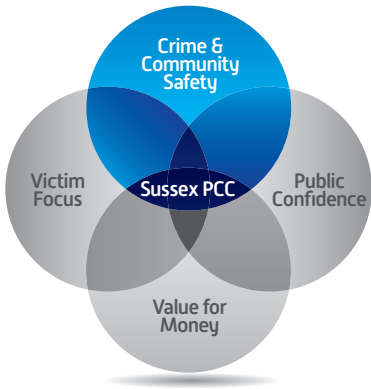
The Home Secretary requires the police service to ensure they have sufficient capacity and the capability to prevent and respond to the following threats, and can operate in a way that is consistent with other police forces. Police & Crime Commissioners are to ensure that sufficient funds are set aside to maintain their contribution under the SPR.

This would include ensuring sufficient resilience and capacity to cover **Sussex's contribution** to a national response to the following threats:

- Public Order
- Counter Terrorism
- Civil Contingencies
- Serious Organised Crime
- Large scale cyber incidents

The Commissioner and the Chief Constable must have 'due regard' to the SPR and ensure that their police force is in a state of readiness to deal with the five national threats specified above. They must be able to explain how their force would respond to one of these threats if it was needed to and this will be explained in detail within Sussex Police's **Operational Delivery Plan**.





Sussex & Surrey Collaboration

Sussex Police and Surrey Police have collaborated in a number of areas since 2010. The aim has been to; increase savings, maintain capability and, wherever possible, improve resilience whilst maintaining or improving performance. This is known as the Joint Command.

The Joint Command was the first Sussex and Surrey bilateral collaboration, established in 2010, and is led by an Assistant Chief Constable accountable directly to both forces. Officers and staff from both police forces work together within the areas of Major Crime Investigation, Scientific Support and Tactical Firearms.

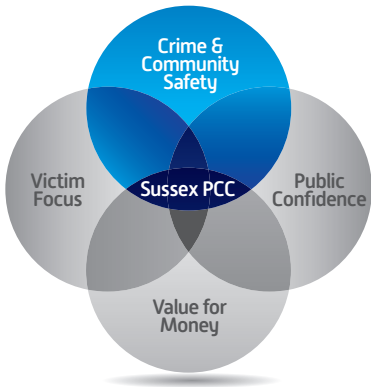
The Commissioner will be working with the Surrey Police & Crime Commissioner to develop a five year Joint Collaboration Vision and complementary Business Support Strategy for future collaboration between Sussex and Surrey.



POLICE
Surrey & Sussex

Working Together



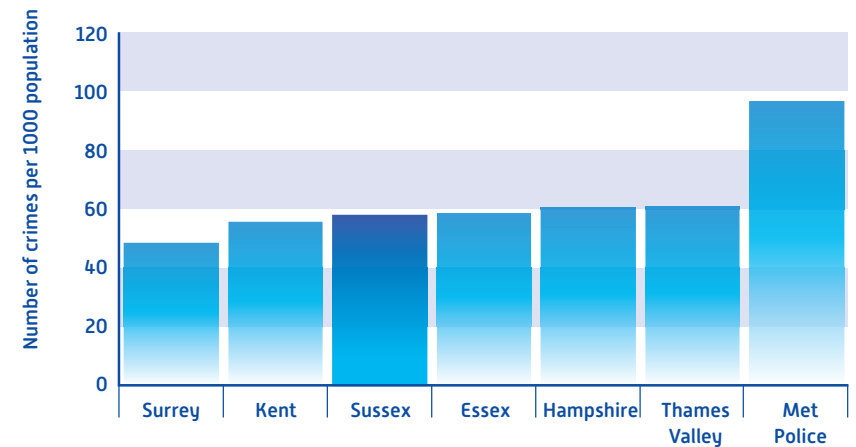


3a. Crime & Community Safety

Keeping Sussex a low crime area

As Sussex residents, we all deserve to feel safe in our communities. Sussex is a low crime area and has seen year on year reductions of overall levels of crime as a result of police efforts and the close and effective partnerships across the county.

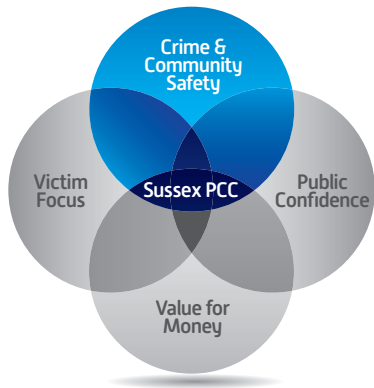
It is only by working hard together with the public that Sussex can be made even safer. The chart below shows the risk of being a victim in the South East, based upon recorded crime data from iQuanta.



Risk of Crime per 1000 population for the South East of England

Sussex 58 crimes per 1000 population
iQuanta 1 January to 31 December 2012





The OSPCC will work with police, partners and the public to keep the risk of being a victim of crime in Sussex low, prioritising those crimes that cause the most harm to communities and individuals. Some crimes, such as domestic violence and abuse, sexual offences and hate crime are under-reported and the official figures are probably lower than the true level of these crimes. Over the first term of office the Commissioner will work with Sussex Police and key partners to increase levels of reporting amongst these crimes so that they can be tackled more effectively.

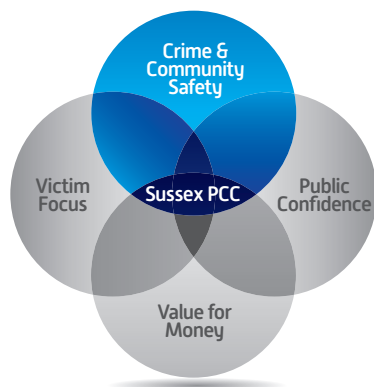
Victim care is an important aspect of the way that crime is tackled. The OSPCC will engage with victims and witnesses to ensure they get the support they need from the point of the crime through to its resolution. Victims clearly state that they wish to be regularly updated regarding the progress of their cases with information that is both accurate and understandable (which includes being advised that there has been no change since the last update). The OSPCC will monitor the performance of Sussex Police and partners in this regard.

The Commissioner will be represented at all of the CSPs by members of OSPCC team. This will ensure that the Commissioner is kept informed of the progress, outcomes and decisions made by the CSPs.

The Commissioner will support the effective and successful model of Neighbourhood Policing that is now well established in Sussex. The Commissioner would like to see an expansion of community involvement in community safety and policing, through the encouragement of ownership of police and crime related community budgets.

The Commissioner acknowledges that assuring the safety and security of communities across Sussex starts with Neighbourhood Policing but also recognises that Organised Crime Groups (OCGs), terrorism, domestic extremism and human trafficking have the potential to cause serious threats, harms and risks to local people across neighbourhoods and communities. The Commissioner will ensure that this protective services element of policing (which is often invisible) is not forgotten and will hold the Chief Constable to account for identifying these OCGs and the criminals who belong to them, disrupting their activities, enforcing the law and confiscating their profits.



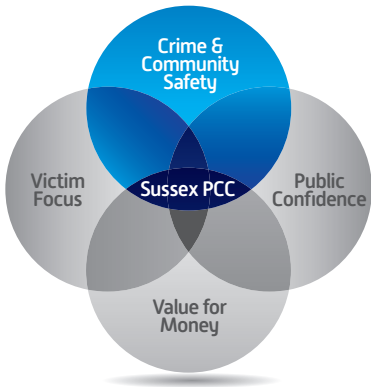


Commission sustainable preventative initiatives and reduce re-offending

The OSPCC is committed to playing its part in ensuring that Sussex Police and its partners tackle crime and reduce re-offending.

The Commissioner will champion innovation and expect Sussex to lead the way with initiatives and good practise in areas such as Restorative Justice (known in Sussex as Community Resolution) and effective offender management.





Case Study

Early Intervention

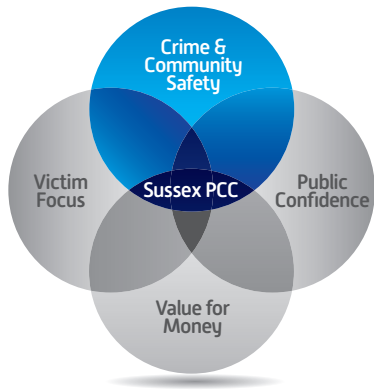
The Early Intervention Project has been running successfully in Adur since May 2007 and Worthing since 2010. The project adopts a multi-agency approach to prevent young people entering the criminal justice system, whilst significantly reducing youth related ASB and young people's alcohol and substance misuse.

The Safer Communities Team works from an intelligence led and problem solving perspective in partnership with Sussex Police, The Youth Support and Development Service and Addaction, all utilise a wide variety of resources at their disposal.

The team delivers a variety of timely and tailored interventions, preventions and engagements, including targeted ASB/alcohol misuse warning letters, home visits, and referral on to other support agencies such as Connexions, Detached Youth Project and the Young Persons Drug and Alcohol Worker.

On-going analysis of the projects' performance consistently shows that in excess of 90% of young people involved in this initiative do not reoffend as a result of this project.





Preventative initiatives can often be more effective in the longer term in reducing crime than shorter term enforcement activity but by definition take a longer time to begin to show results. The Commissioner will work with police and partners to ensure that, over the term of her office, sustainable, preventative initiatives to prevent crime and re-offending are encouraged.

The Commissioner also acknowledges that Early Intervention is fundamental to reducing criminality and the ability to identify those most at risk is a significant tool in crime prevention. The Commissioner will support Early Intervention policies, such as the Government's Troubled Families Programme, by working with partners, including Health and Wellbeing Boards and Local Authorities to commission services and share data.

Early Intervention identifies the early symptoms of social problems and then tackles the root causes, such as alcohol and drug abuse, teen pregnancy, low educational attainment, poor parenting and unemployment, by giving every baby, child and young person the social and emotional skills necessary to enable them to fulfil their potential. Tackling the cause of the problem breaks the inter-generational cycles of dysfunction and reduces later costs to the taxpayer as well as non-financial costs to society as a whole.

"I believe that the future of crime reduction lies in prevention and partnership work. I want to place a much greater emphasis on this during my term of office, thereby benefiting Sussex for years to come"

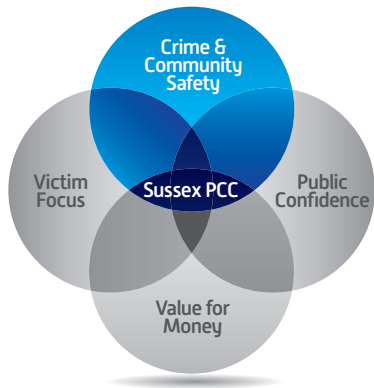
Katy Bourne

Sussex Police & Crime Commissioner

Every offender who becomes an ex-offender means safer streets and fewer victims. Turning people away from crime also means less pressure on the stretched resources of the criminal justice system. To achieve this we must all work together in order to not only punish offenders but also to help provide them with an opportunity for successful reintegration into our community.

The Commissioner will support and champion initiatives which positively contribute towards changes in offender behaviour and strengthen public confidence. For example, schemes such as Community Payback, where offenders perform unpaid work that benefits the community.





Sussex Pathways Supporting the offender from the inside out

Case Study

Sussex Pathways

Sussex Pathways was started with funding from Sussex Police and Probation. It works with people leaving prison. It helps them to lead constructive lives after release and it reduces re-offending.

Sussex Pathways recruits, trains and supports volunteers who become the front-line mentors, the people who work with and support prisoners and ex-prisoners. These volunteer mentors work with their mentee in prison for six weeks before release. They develop a plan of action that will help the mentee resettle successfully. They meet at the gate, on the day of release, and work together for six months in the community, meeting every week until the mentee feels they can manage with less support.

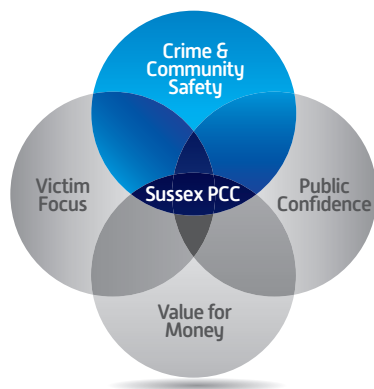
The people in prison who ask for a mentor face some big challenges:

- 70% of them are homeless; they have no idea where they will live when they get out of prison
- 90% of them are unemployed, with no job or training arranged
- 70% have difficulties with drugs or alcohol or both

Together, the mentor and mentee tackle these challenges. The progress of every mentee is tracked, on all the main issues that make for successful resettlement – housing, employment, health and so on. Re-offending is cut by 55%. Mentoring reduces crimes and the number of victims. And the mentors say “it is the best voluntary job you could ever imagine”.

If you could be a volunteer mentor, look at www.sussexpathways.org.uk





Examples of existing initiatives include:

Education

Sussex Police engages effectively with schools to educate children in identifying and managing risk in order to make a safer choice around law-abiding behaviour.

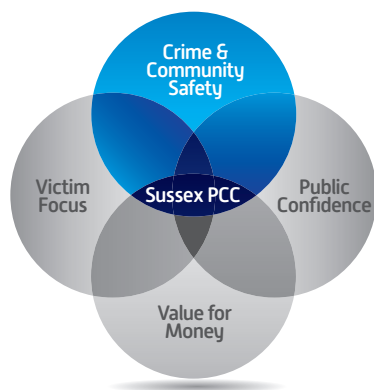
This has been achieved through the award-winning "Inspire" programme - an interactive teaching resource for officers to use in the classroom at both primary and secondary levels. Inspire was jointly developed by Sussex Police and East & West Sussex Fire and Rescue Services.

Integrated Offender Management (IOM)

IOM is a multi-agency approach to managing offenders who cause the greatest harm.

Offenders often find themselves in a 'revolving door' of being released from prison, re-offending and then being sent back to prison. IOM aims to break this cycle by addressing the root causes of their offending, which is often a combination of serious addiction, homelessness, unemployment and mental health complications. The OSPCC will be taking a keen interest in scrutinising the effectiveness of IOM, in order to support the reduction of re-offending rates by the most prolific and high risk offenders in Sussex.





Multi Agency Public Protection Arrangements (MAPPA)

MAPPA is a multi-agency response which brings together Sussex Police, Surrey & Sussex Probation Trust, Her Majesty's Prison Service, National Offender Management Service and Health and Local Authorities (including housing and social services) to assess and manage risks posed by offenders.

In the most serious cases MAPPA can agree increased police monitoring, extra steps to protect victims and the use of closely supervised accommodation.

The Commissioner has already committed the 2013/2014 Home Office funding to the Sussex Youth Offending Services (YOS) for youth crime and substance misuse prevention work. She will be working closely with Youth Offending Teams (YOT) during 2013/2014 to monitor re-offending rates in young people.

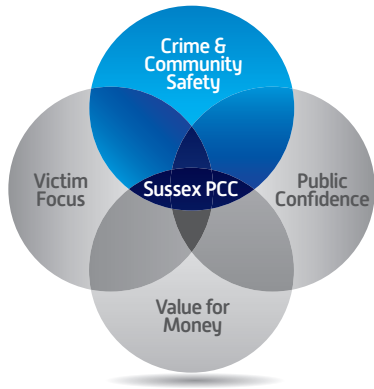
Tackle community priorities and their contributing factors (such as alcohol & drugs)

The Commissioner recognises that a high proportion of crimes are committed by individuals under the influence of drugs or alcohol, in order to fund an addiction or to profit from the illegal distribution of drugs.

The OSPCC will seek opportunities to work with partners to develop and coordinate work to reduce the harm to individuals, their family and the community caused by the misuse of drugs and alcohol, including the Drug & Alcohol Action Teams (DAAT).

The Commissioner will ensure that Sussex Police continues to work effectively with local authorities to encourage responsible licensed premises to reduce the immediate and long-term harm caused by alcohol.





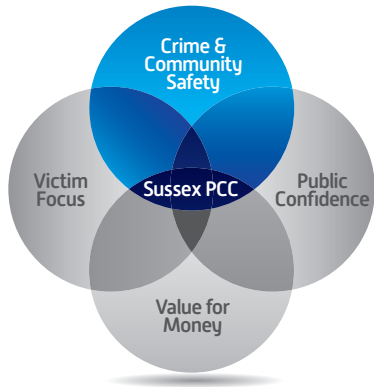
Anti-Social Behaviour (ASB)

ASB damages quality of life, erodes confidence and blights communities. Responding to and tackling ASB is a top priority for the public and the Commissioner; this is also reflected in community safety plans across Sussex.

Victims will be able to have their say on the out-of-court punishment of offenders as part of the review of ASB powers which is currently being consulted on by the Government. These new powers will be known as Community Remedies and will be agreed locally by the Commissioner following a consultation process with victims, partners and Sussex Police to define remedies that are relevant to Sussex. The Community Remedy will ensure that a more consistent and proportionate approach is taken when considering the views of victims of low-level crime and anti-social behaviour, regarding the punishment of the offender.

Brighton & Hove has piloted the Community Trigger which gives victims and communities the right to require that action is taken where an ongoing ASB problem has not been addressed. It helps ensure that no-one suffering the harmful effects of anti-social behaviour and hate crime falls through the net. The Commissioner is taking a keen interest on the benefits to our communities and will be reviewing with the Chief Constable and partners the implications for the future use of this initiative.





Domestic Violence & Abuse

In Sussex, domestic violence and abuse is taken seriously as a crime and tackling it is a key priority for the Commissioner and all Community Safety Partnerships. It is a crime that is still largely hidden, occurring behind closed doors, across all communities, all age groups and all types of relationship.

There are on average 40 reported incidents of domestic abuse a day in Sussex. However, many more incidents of this nature do not get reported at all or early enough in the cycle of abuse. The impact however is far reaching, impacting on children, relationships and society. All partners in Sussex are determined to help beat this vicious cycle and to change attitudes and behaviour and increase the confidence of victims to report incidents when they happen.

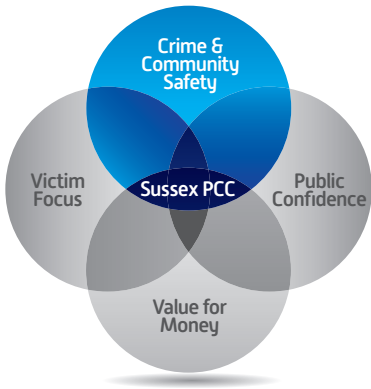
Partners, voluntary organisations and Sussex Police have a shared objective to increase the reporting of domestic violence and abuse and the Commissioner will play a very active and high profile role in

supporting that objective. Victims must have trust that they will be respected and protected and be aware of the help and support that is available to them.

The Commissioner is aware that Sussex Police is actively looking to improve its service and share information with partner agencies that provide the Independent Domestic Violence Adviser service, including **RISE** (Brighton & Hove), **CRI** (East Sussex) and **WORTH** (West Sussex). This work includes piloting a domestic abuse feedback questionnaire to obtain a better understanding of how victims view the service provided by the police specialist investigation teams. This is an important step towards understanding the victim experience across the entire criminal justice system, which is something the Commissioner will continue to oversee.

The OSPCC will be closely scrutinising the contribution of Sussex Police to this objective and will be taking a keen interest in feedback from victims and witnesses about their experience of the police, the criminal justice system and other partners in order to help shape and improve services for the victims of this horrendous crime.



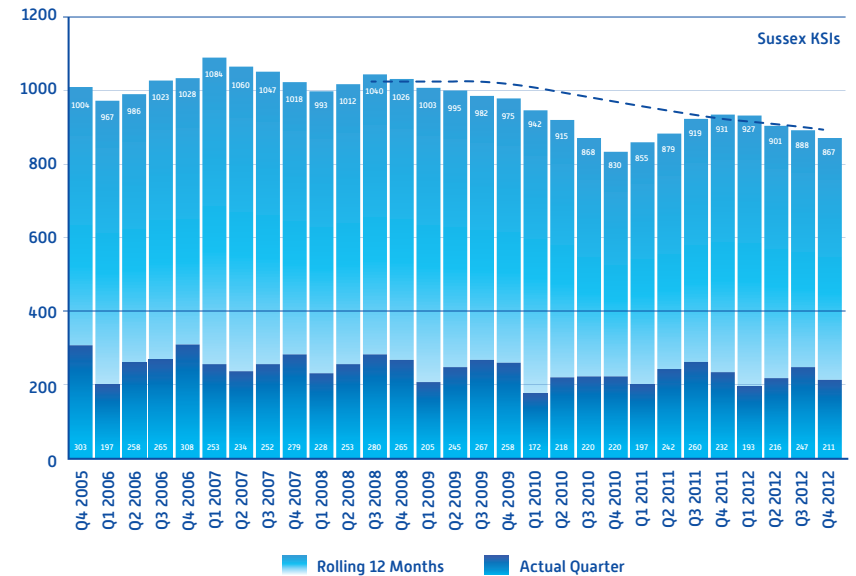


Road Safety

The Commissioner understands very well the importance that the residents of Sussex place on road safety, particularly around anti-social driving and speeding, and acknowledges that the responsibility for road safety is shared by every road user in Sussex (including motor vehicle drivers, motorcyclists, cyclists, pedestrians and horse riders).

The Commissioner is fully supportive of the work carried out by the **Sussex Safer Roads Partnership (SSRP)** to improve road safety and reduce the number of road casualties across Sussex through education, engineering and enforcement.

The following graph demonstrates that the number of people Killed or Seriously Injured (KSI) on the roads of Sussex is showing a downward trend from 2008. The year 2012 saw a reduction in the number of KSI casualties but this still remains higher than the performance demonstrated across 2010 and highlights the need for continued partnership working in order to make a real difference to all roads users in Sussex.

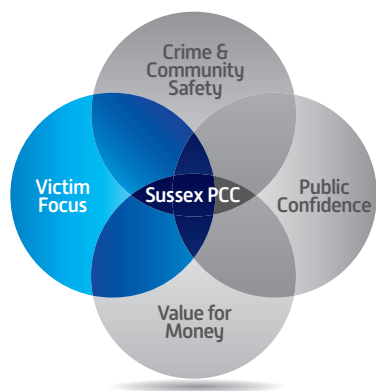


The Commissioner will be working closely with the SSRP and would like to see communities becoming ever more involved in playing their part in making Sussex safer through initiatives such as Community Speed Watch and supporting **Operation Crackdown**. Safer roads and communities can be created by working together and sharing the roads responsibly. The Commissioner will scrutinise the performance of the Roads Policing Unit at her regular meetings with the Chief Constable.

CRIME & COMMUNITY SAFETY TARGET

Reduce the risk of crime per 1000 population





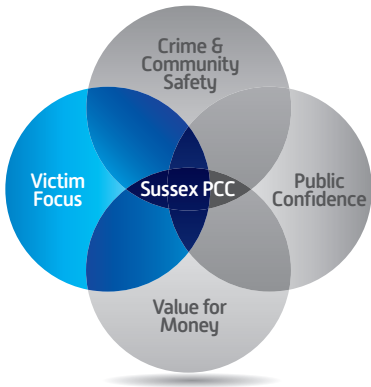
3b. Victim Focus

Improve the experience that victims and witnesses have of the criminal justice system

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

The Government has signalled very clearly its commitment to a model where Police & Crime Commissioners make decisions on the local support required to help victims cope with the immediate impacts of crime, and then, as far as is possible, recover from the impact. From 2014/2015 the Commissioner will receive the central government funding for all victim services to locally commission services. The OSPCC will meet on a regular basis with **Victim Support** and other providers to shape future service provision and to monitor the benefits to victims and witnesses across the county.





Case Study

Victim Support – Grievous Bodily Harm

David was 16 when he went out for the night with friends; he was viciously attacked doors from his family home and beaten almost to death.

The Family Liaison Officer from Sussex Police referred David to Victim Support. David spent 6 months in hospital and was discharged with mental & physical impairments; his offender was sentenced to 9 years in Youth Custody.

Ruth the Victim Support caseworker supported David and his mum for 2 years; with help David was referred to the mental health services, accessed psychological and physiological services, secured supported housing and then his own flat. He went back to college. Ruth helped the family claim Criminal Injuries Compensation.

Rosemary (David’s mum): It was my worse nightmare, getting the call, spending months at the hospital and then fighting to get what we needed. Ruth was fantastic; she visited daily sometimes, found information, contacted services, but most of all she listened.

David: All my friends moved on; I couldn’t even return home, the nightmare of this thing happening right outside my front door. The caseworker was amazing; she supported my mum, argued on our behalf until we got the services we needed and even went to appointments with me. My life is more or less back on track now – it’s a new track – not the one I would have chosen but there were times when I didn’t have a life at all; I know that without Ruth I would never be where I am today.



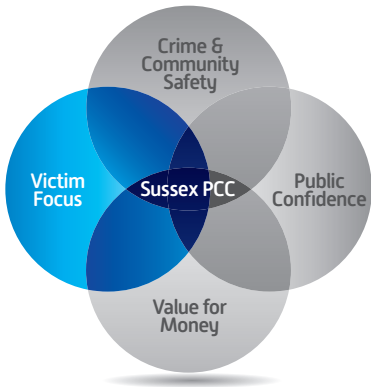


Sussex Police and the Sussex Criminal Justice Board (SCJB) partners are already working hard to place victims and witnesses at the heart of the criminal justice system. The Commissioner will continue to work closely with the SCJB in achieving this shared objective.

The Commissioner is fully supportive of Restorative Justice initiatives which give victims the chance to tell offenders about the real impact of their crime, to get answers to their questions and to receive an apology. It gives the offenders the chance to understand the real consequences of what they've done and to do something to repair the harm.

Community Resolutions put the needs of the victim first and give police officers and PCSOs the option of dealing with low level incidents, without having to go through the criminal justice system. This has resulted in lower rates of re-offending, increased victim satisfaction and reduced costs and bureaucracy.





Sussex Police
Serving Sussex

www.sussex.police.uk

Case Study

Community Resolution

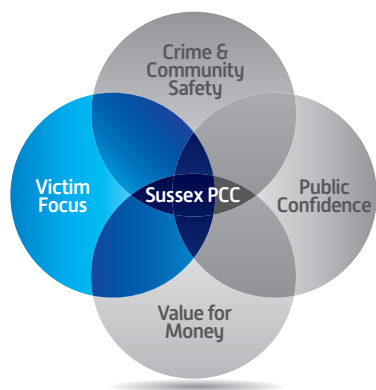
A lady attended a garage and filled a petrol can full of fuel and left it by the pump whilst she went in to pay. When she returned, it was gone. The lady did not want to call the police as she considered it such a minor offence, but the garage insisted and it was reported.

Police investigated the incident and identified the offender, who admitted taking the petrol can, stating that he found it and considered it to be similar to finding a banknote in the street. He picked it up and took it home not considering this to be theft - he had not used any of the petrol and still had the petrol can. He was willing to return it to the owner. The lady was consulted and didn't wish to take the matter further so was

happy to agree to a community resolution whereby the outcome was for the petrol can to be returned to her. This was going to be arranged 'face to face', so that a verbal apology could be given directly by the offender; however the lady felt this would be difficult for her to manage due to her commitments so instead the police returned the item.

A victim satisfaction survey was later carried out which reinforced that the lady was pleased with the police action and stated she felt this was a reasonable response, and that Community Resolution was an appropriate way to divert low-level offending away from the courts. She also commented on how quick the process was - only 6 days passed between the offence being reported and the petrol can being returned to her.



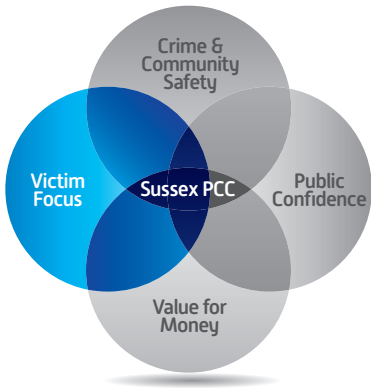


Enhance, develop and commission initiatives to bring justice for victims

The Commissioner acknowledges that more can be done to ensure that those who have suffered the greatest impact from crime, including those who are persistently targeted and those who are the most vulnerable (including domestic violence and abuse victims), receive the support they need.

The Commissioner will be promoting the Government's '**Swift and Sure Justice**' reforms in the respect of minimising court delays and giving victims and witnesses the opportunity to provide evidence via video links.





Effective policing, responsive to the needs of victims and the vulnerable

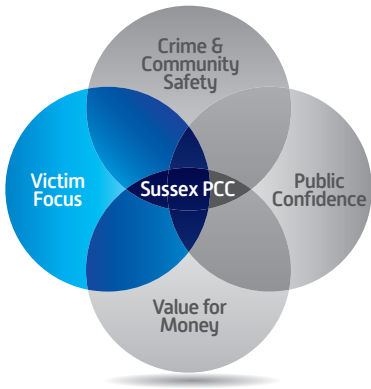
The Commissioner expects the Chief Constable to deliver visible neighbourhood policing, which is efficient and responsive to the needs of victims and the public and is effective at bringing offenders to justice.

Public surveys consistently show that the people of Sussex value effective and responsive policing and the Commissioner acknowledges that working towards safer communities will not only involve the police, but a wide range of service delivery partners. The Commissioner will hold the Chief Constable to account for Sussex Police call handling performance as part of her performance accountability meetings.

The Commissioner also supports the fundamentally important, yet often invisible elements of policing such as investigating major crimes, preventing terrorism, tackling serious and organised crime and protecting the most vulnerable children, adults and victims of repeat domestic violence and abuse and ASB.

The Commissioner will hold the Chief Constable to account for this high risk part of the business, which the public expects to be of the highest calibre, through the accountability framework. This will ensure that all aspects of policy are effectively structured and challenged. The Commissioner will also work with the Surrey Police & Crime Commissioner to oversee collaborative work to ensure an effective service to the public when served by officers under the Joint Command.





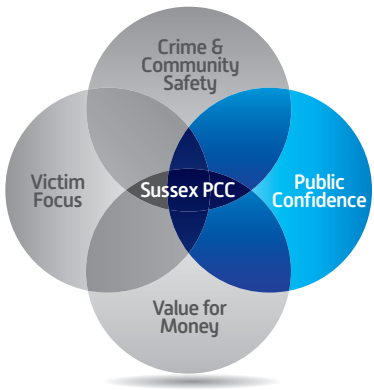
Through CSPs, the Commissioner will work with partners to raise the awareness of the most vulnerable in our communities. The OSPCC will work with the Business Crime Reduction Partnerships and Local Enterprise Partnerships across Sussex to prevent crime and disorder which affects businesses, their employees, customers and the community. This will enable businesses to work more effectively with the police and local authorities to create safe and stable business environments. The Commissioner acknowledges that reduced business crime is fundamental to further investment, which supports employment and economic prosperity, and will work with the Chief Constable to ensure that consistent levels of support, access to information, and approaches to engagement are demonstrated by the police to all businesses experiencing crime and anti-social behaviour across Sussex.

The Commissioner is committed to ensuring that rural crimes are taken as seriously as urban crimes. The geographic make-up of Sussex means that it is essential that a proportionate focus is placed on tackling rural crime and the Commissioner will hold the Chief Constable to account for ensuring that an appropriate balance between what is happening in rural areas and urban centres exists. The OSPCC will support the Commissioner by engaging with rural communities and working in partnership with **Action in Rural Sussex**, the **Country Land & Business Association**, the **National Farmers' Union**, the **Countryside Alliance** and the **South Downs National Park Authority** to tackle rural crime collectively.

VICTIM FOCUS TARGET

Improve victim satisfaction in the overall experience with the criminal justice system





3c. Public Confidence

Build trust in the police and the criminal justice system

Sussex is a safe place to live, yet many, often vulnerable residents, remain disproportionately afraid of being a victim of crime.

Residents need to feel confident that they have a police force that they can trust to act with integrity and impartiality, that responds effectively when required, that treats them fairly, professionally and according to their needs.

The Commissioner acknowledges that communities need to be reassured that procedures are undertaken correctly, that the police do their work effectively, politely and respectfully and that satisfactory outcomes are achieved. The Commissioner will seek to develop and understand public perceptions of trust and fairness.

Although the Commissioner is unable to influence sentencing directly, the OSPCC will be working with Sussex Police, **Victim Support** and other criminal justice partners to address gaps in the service provision across Sussex and to build trust in the police and the criminal justice system. Where crime occurs,

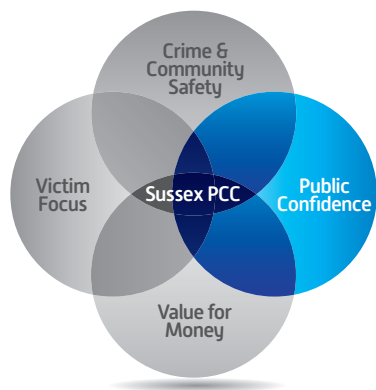
the Commissioner and partners will work to ensure that perpetrators receive swift and sure justice and wherever possible provide reparation to the community or the individual that is harmed.

The Community Remedy will assist the Commissioner in making the approach towards low-level crime and anti-social behaviour more responsive and accountable to the victims and public in Sussex. This approach also ensures that victims get justice swiftly and the offender has to face immediate consequences for their actions, which could make them less likely to reoffend in the future.

The Commissioner is determined to ensure that policing in Sussex is effective and is responsive to the particular needs of victims and the public. It is imperative that victims are treated according to their individual needs, rather than according to a crime category which they appear to fit in. This is particularly important in terms of increasing the reporting of under-reported crimes and incidents, such as domestic violence and abuse and hate crimes. The OSPCC will also carry out some further research into independent and third party incident reporting services.

The Commissioner is fully supportive of the work carried out by **Crimestoppers** to provide individuals with a secure and anonymous means of passing on information about crime to the police to make their communities a safer place to live.





Transparency

*The Commissioner has pledged to uphold and develop the highest standards of transparency and openness regarding the way decisions are made and public money is spent. This will be detailed in the **Police & Crime Commissioner's Monthly Update Report**.*

The Commissioner will hold the Chief Constable to account for how policing services are delivered in Sussex, and is responsible for ensuring that the Chief Constable has the appropriate processes in place for dealing with complaints and conduct matters. The OSPCC has a role in monitoring how Sussex Police respond to these complaints but is not involved in the investigation of such complaints unless Part 2 of the **Police Reform Act (2002)** is not observed.

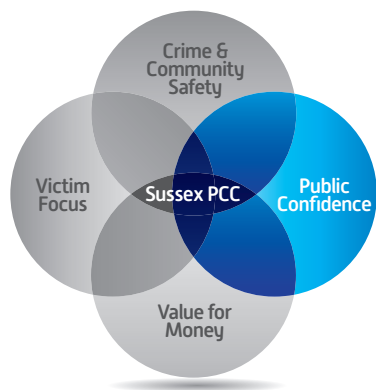
Complaints received by the OSPCC against Sussex Police officers or relating to operational matters will be forwarded to the Professional Standards Department within Sussex Police for them to respond directly. The Commissioner will regularly meet with the Chief Constable to work towards improving local policing issues, and any trends or issues of concern relating to complaints will be reported and managed through these discussions.

The OSPCC has a statutory duty to consider and investigate any complaints or conduct matters directly involving the Chief Constable. The Commissioner takes all complaints and concerns seriously and supports the local resolution of complaints.

A complaints handling procedure has been developed by the OSPCC to ensure that any complaints made against the Commissioner, the Chief Constable or the OSPCC are dealt with in an efficient proper and timely manner.

Further details can be found [here](#).





The Commissioner will also work closely with the **Independent Police Complaints Commission (IPCC)** and will have quarterly meetings with the IPCC South East Commissioner.

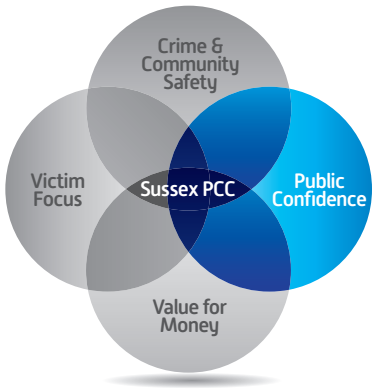
The decisions made by the Commissioner will be published on the OSPCC website as soon as practicable after the **decision** is made. The decisions will be:

- Informed, open and transparent;
- Linked to the local priorities as defined in this Plan;
- Subject to effective scrutiny and risk assessment;
- Based on sufficient information and professional advice to establish all the relevant material facts;
- Made, wherever possible, following engagement with local people and other stakeholders to ensure robust public accountability

The Commissioner has also made a **declaration of interest** and this information will be regularly updated. Declarations of **gifts and hospitality** and **expenses** will be declared and published every quarter. The Commissioner and the Deputy have decided that they will not make any claims for travel or expenses where the destination is within Sussex, despite being authorised to do so (as defined by the Home Office).

The Commissioner will also regularly review the **gifts and hospitality** register for Sussex Police Chief Officers.





Remove proceeds of crime from criminals and reinvest that money in our communities

The Commissioner believes that every power available should be used to make life difficult for criminals and to make sure that they do not profit from crime.

That money is to be reinvested into worthwhile community safety initiatives to help reduce crime further.

The Proceeds of Crime Act (2002) established the Assets Recovery Agency, to allow for confiscation orders to be placed on persons who benefit from criminal conduct.

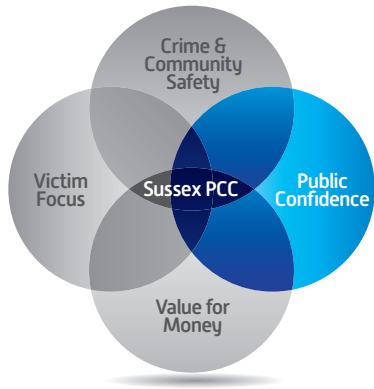
Under the Home Office Asset Recovery Incentivisation Scheme agencies get back a percentage of what they recover. The following graph shows how Sussex has confiscated proceeds of crime from convicted criminals in the last 3 years.

POCA Amounts	2009/10	2010/11	2011/12
Actual Collections	£2.4m	£3.0m	£1.9m
Returned to Sussex Police	£0.3m	£0.5m	£0.5m

The Commissioner expects Sussex Police and partner agencies such as Her Majesty’s Revenue and Customs and the Courts to target criminals and to increase the amount confiscated and then reinvested in Sussex over the next three years. The Commissioner will be seeking opportunities to reinvest that money back into the communities that have been impacted most. The plans to create a mechanism to achieve this are under development by the OSPCC.

The OSPCC will also seek to ensure that monies accumulated through the **Police Property Act (1897)** are also used effectively in initiatives that prevent and deter crime or help the victims of crime in meaningful ways.





Encourage and develop volunteering to make us Safer in Sussex

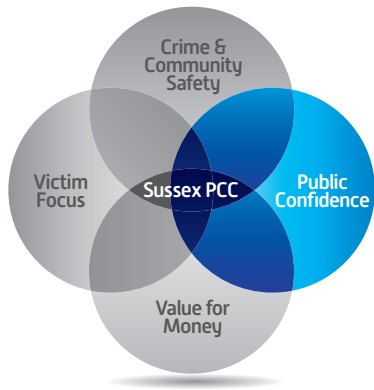
The Commissioner supports the principle of people volunteering and getting involved in keeping their communities safe, thereby significantly contributing to our overall health and wellbeing in Sussex.

There are thousands of volunteers in Sussex, many working in organisations that specialise in crime reduction, victim services and the rehabilitation of offenders. This valuable contribution to our society will be championed by the Commissioner who will also seek to support schemes which really work.

There are over 4,200 organisations in the voluntary and community sector across Sussex, employing over 25,000 people and making a contribution of £972m to the local economy. The OSPCC will work in partnership with **SpeakUp Forum** and the voluntary and community sector to better understand the 'social value' that is provided by non-profit organisations over and above what is directly paid for when delivering services. The Commissioner will consider this 'social value' when making decisions about procurement which is set out in the **Public Services (Social Value) Act (2012)**.

Sussex Police is also complemented and enhanced by a significant body of **volunteers** which make up the 'extended police family', through their everyday work alongside officers and staff. The Commissioner is delighted that the OSPCC has been accredited with the **Investing in Volunteers Quality Standard for Volunteer Management** for the Independent Custody Visiting scheme and an Independent CCTV monitoring scheme. The Commissioner believes that volunteers play a valuable role in our communities and expects the OSPCC to be a leader in the delivery and coordination of voluntary services to the criminal justice and community safety initiatives across Sussex.





There are 180 **Sussex Police Cadets** aged 14 to 18 taking part in a programme of practical and police-related activities every week across the county. The Commissioner would like to strengthen the number of young people involved in this scheme.

The Commissioner is fully supportive of the **Community Safety Accreditation Scheme** currently operated by Sussex Police. The scheme provides a framework for the Chief Constable to 'accredit' employers and employees, who are not employed by the police, in discharging functions aimed at community safety and which tackle crime, disorder, public nuisance and anti-social behaviour. The OSPCC will encourage and develop this scheme to increase the numbers of volunteers across Sussex.

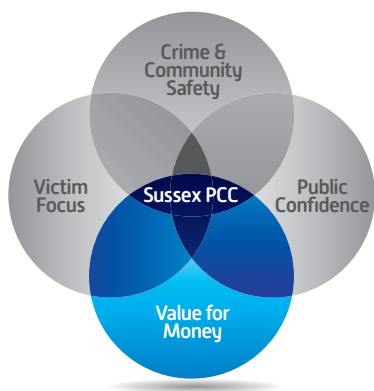
The OSPCC will encourage and engage with **Independent Custody Visitors, Neighbourhood Watch** organisations, Community Speed Watch, **Farmwatch** and other community 'Watch' schemes, to ensure our volunteers are recognised and valued for the part they play in making us safer in Sussex. They are fundamentally important partners in gathering intelligence and preventing crime, especially in the more rural areas of Sussex.

The Commissioner aims to increase the number of Special Constables from 348 in November 2012 to 450 by November 2015 and is in regular dialogue with Sussex Police in the development and implementation of these plans. With effect from April 2013, the Commissioner has made provision in the budget for Special Constables to have the policing element of their Council Tax refunded in recognition of the valuable contribution they make to keeping Sussex Safe.

TARGET

Increase the reporting domestic violence and abuse, serious sexual offences, anti-social behaviour and hate crimes





3d. Value for Money

Reduce bureaucracy and waste across the criminal justice system

*Under the **Police Reform and Social Responsibility Act (2011)** the Chief Constable has a specific duty to secure value for money in exercising his functions.*

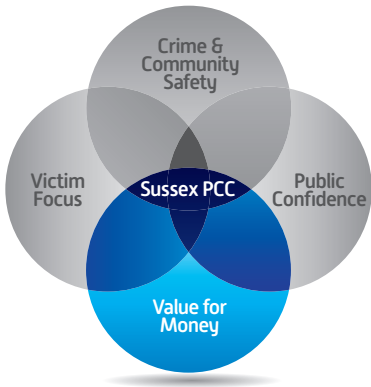
The Commissioner is required to hold the Chief Constable to account for that duty across all areas including procurement, asset management, disposals, administrative systems and financing arrangements.

The Commissioner will be overseeing the **Serving Sussex 2015** programme within Sussex Police and will work hard to identify waste and inefficiencies whilst ensuring that savings are reinvested into policing and crime fighting. The Commissioner will also be reviewing all major contracts that were previously agreed by Sussex Police Authority.

The Office of Commissioner owns the Sussex Police estate and the Commissioner will be overseeing a comprehensive review of all assets to ensure that they are fit for current and future needs. There is a clear ambition to work and collaborate with partners where possible, sharing premises and systems when it is in the public interest to do so. The relocation of the policing services at Hove Town Hall, to work alongside Brighton & Hove City Council, is a good example of improving and modernising the service for customers by providing extended hours of operation and significant annual savings. Furthermore, the Commissioner will hold the Chief Constable to account for improving the performance in any areas that the public may highlight.

The Commissioner will also be encouraging innovation around ecommerce and online transactions to allow the public to access services in a way that suits them. It is the Commissioner's intention that suppliers to Sussex Police will receive payment for services in a reasonable and prompt target time of 30 days following receipt of invoice.

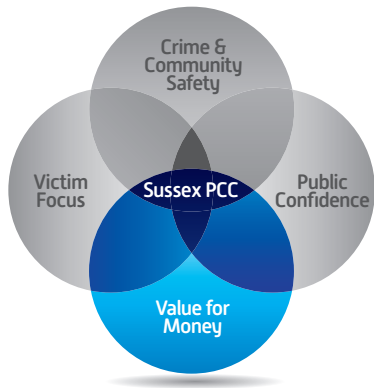




Sussex Police are replacing many of their Information Technology (IT) systems with a single system called Niche as part of the Smarter Systems Programme (SSP) throughout 2013. The current unconnected systems require the same information to be manually inputted into separate systems, multiple times. Operational staff cannot always access the information that they need when they are out in the community and have to return to central locations to complete paperwork. Replacing the IT systems with Niche will allow officers and staff to work more flexibly by bringing together all of the information in one place and reducing bureaucracy because the information will only need inputting once. Front line officers will also be able to access the system from any location, including remote use through laptops and tablets, which will enable them to spend more of their time out in the communities across Sussex.

The Commissioner will seek opportunities to invest in and develop the Information Technology and mobile information capabilities available to police officers. This approach will endeavour to maximise productivity by ensuring that front-line officers spend more of their time out on the streets in communities instead of in the police stations.





Further collaboration & partnership working

The Commissioner is seeking opportunities for further collaborative work between Sussex Police and Surrey Police to continue improving resilience, sharing expertise and resources where they will deliver best value and improved services over the medium to long term.

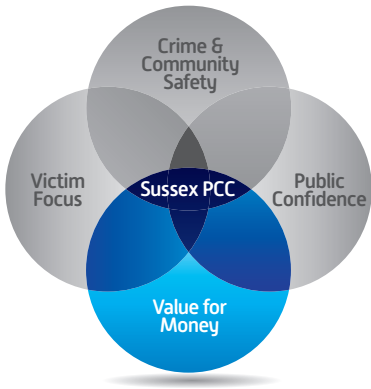
The Commissioner will be seeking partnership working opportunities at a local, regional and national level where it will benefit the people of Sussex through crime reduction, education and service improvements.

The Commissioner will be seeking further opportunities to explore the possibilities of increased collaborative working and co-location of employees within partnership premises. This will increase accessibility and efficiency whilst simultaneously reducing service delivery costs.

The Commissioner will seek opportunities to jointly commission, building on the innovation across the county. The Commissioner intends to use her commissioning role as an opportunity to improve service provision across the whole of Sussex, where the opportunity presents itself, in close collaboration with partners, service providers and users of services.

The Commissioner will continue to fund community safety partnerships across Sussex for 2013/2014 at the same levels as the current financial year, and the OSPCC will be working closely with these partnerships to understand what really works to meet the needs of local communities.





Efficient, effective and innovative commissioning of services and procurement of assets

Sussex Police Authority handed over a healthy financial position and the Commissioner will continue to ensure public funds are prudently managed under her stewardship.

The Commissioner has pledged to keep the Council Tax precept as low as possible, recognising that families and taxpayers across the county are feeling the effects of the economic climate. This means that for 2013/2014 there will be no increase in the police element of Council Tax in Sussex.

The Commissioner will also seek to enhance and build upon social value. This duty encompasses economic and environmental value as well as the 'social' value that is provided by voluntary and charitable organisations over and above what is directly paid for. This approach will

ensure that the true 'costs of services' are factored into decision making and will enable the OSPCC to meet its Social Value Duty commitments.

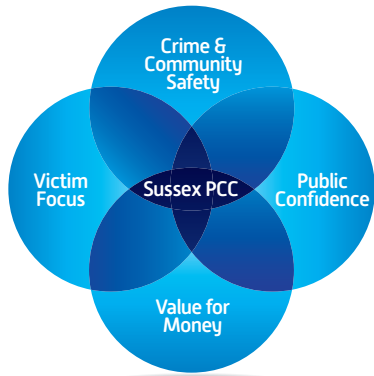
Corporate and social responsibility principles are naturally embedded in the working practices of the OSPCC. The Commissioner is committed to being a good employer and a good business partner to deliver against this Plan and increase public confidence in how crime is reduced and policing is delivered across Sussex.

The Commissioner will support local initiatives, share best practice and innovation and measure the positive impact of her work across Sussex. The OSPCC will endeavour to support local Sussex based companies, which contribute directly and indirectly to the Sussex economy, where appropriate to do so. There will also be an expectation that Sussex Police will pay their suppliers within 30 days of receipt of invoice, in line with Brighton & Hove City Council, East Sussex County Council, West Sussex County Council and other responsible bodies.

TARGET

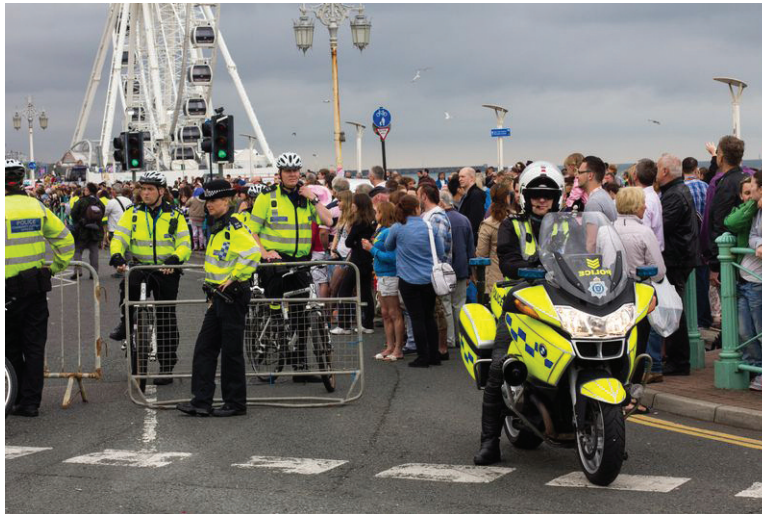
Working with Sussex Police and partners to meet the financial challenges ahead whilst delivering Crime & Community Safety, Victim Focus and Crime & Public Confidence and identifying opportunities to improve.





4. Targets

The following targets for each of the policy priorities have been developed for the Police & Crime Plan over the Commissioner's term of office:



Crime & Community Safety

- Reduce the risk of crime per 1000 population

Victim Focus

- Improve victim satisfaction in the overall experience of the criminal justice system

Public Confidence

- Increase the reporting of domestic violence and abuse, serious sexual offences, anti-social behaviour and hate crimes

Value for Money

- Working with Sussex Police and partners to meet the financial challenges ahead whilst delivering Crime & Community Safety, Victim Focus and Public Confidence and identifying opportunities to improve





5. Policing Budget & Precept

Budget

The Commissioner has approved a **revenue budget of £256.607m for 2013/2014**. The core grant from central government is reduced by £2.6m (1.6%) compared to 2012/2013. The council tax reduction scheme also impacted on funding but the impact was not as severe as originally anticipated as a consequence of the benefit support grant provided by central government.

Of the £256.607m some £255.488m is delegated to the Chief Constable to fund his **Operational Delivery Plan**. The balance of £1.119m is held by the Commissioner to fund her Office Budget.

A Community Safety Grant of £1.225m has been allocated to Sussex in 2013/2014. This grant replaces various funding streams provided to various agencies. Nationally this funding has been reduced by 25% which equates to £0.4m for Sussex. The Commissioner committed and found the £0.4m to maintain the funding to community safety partners at the 2012/2013 levels thus providing some continuity for 2013/2014.

Precept

In accordance with her manifesto, the Commissioner proposed a **precept freeze for 2013/2014** which meant that a band D equivalent home would continue to pay £138.42 per annum in Sussex. It also meant that a Council Tax Freeze Grant of £0.880m was available from Government. The precept was confirmed by the Police & Crime Panel in January 2013.





6. Partners

The following partners have been consulted with and have contributed to the development and production of this Plan.

If you are interested in finding out more about policing, crime and community safety from our partners in Sussex please follow these links:

Pan Sussex

• Sussex Police	website
• Sussex Police & Crime Panel	website
• Sussex Criminal Justice Board	website
• Sussex Crimestoppers	website
• Surrey & Sussex Probation Trust	website
• Sussex Safer Roads Partnership	website
• Operation Crackdown	website
• SpeakUp Forum	website
• Victim Support	website
• Action in Rural Sussex	website
• Country Land & Business Association	website
• National Farmers' Union	website
• Countryside Alliance	website
• Neighbourhood Watch	website
• South Downs National Park Authority	website
• Surrey Police	website
• Sussex Pathways	website





East Sussex

- East Sussex County Council [website](#)
- East Sussex Safety Communities Partnership [website](#)
- Eastbourne Borough Council [website](#)
- Eastbourne Community Safety Partnership [website](#)
- Hastings Borough Council [website](#)
- Safer Hastings Partnership [website](#)
- Lewes District Council [website](#)
- Lewes Community Safety Partnership [website](#)
- Rother District Council [website](#)
- Rother Community Safety Partnership [website](#)
- Wealden District Council [website](#)
- Wealden Community Safety Partnership [website](#)

Brighton & Hove

- Brighton & Hove City Council [website](#)
- Brighton & Hove Community Safety Partnership [website](#)

West Sussex

- West Sussex County Council [website](#)
- West Sussex Community Safety Partnership [website](#)
- Adur & Worthing District Council [website](#)
- Adur & Worthing Community Safety Partnership [website](#)
- Arun District Council [website](#)
- Arun Community Safety Partnership [website](#)
- Chichester District Council [website](#)
- Chichester Community Safety Partnership [website](#)
- Crawley Borough Council [website](#)
- Crawley Community Safety Partnership [website](#)
- Horsham District Council [website](#)
- Horsham Community Safety Partnership [website](#)
- Mid Sussex District Council [website](#)
- Mid Sussex Community Safety Partnership [website](#)





**Sussex
Police & Crime
Commissioner**

Have Your Say

By sharing your views, you can help make sure that I stay connected with the people and communities I serve and that I understand your priorities.

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

Or you can contact me directly:



01273 481561



spcc@sussex-pcc.gov.uk



[@sussexpcc](https://twitter.com/sussexpcc)



www.facebook.com/SussexPCC

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