

## **PERFORMANCE & ACCOUNTABILITY MEETING**

---

**DATE:** 24 March 2017

**LOCATION:** Office of the Sussex Police & Crime Commissioner, Sackville House, Lewes

**PRESENT:** Police & Crime Commissioner – Katy Bourne (KB)  
Chief Executive Officer – Mark Streater (MS)  
Chief Constable – Giles York (GY)  
Deputy Chief Constable – Bernie O'Reilly (BO'R)  
Campaigns and Communications Manager – Ellie Evans  
Head of Performance – Graham Kane (minutes)

Staff Officer to Chief Constable – Detective Inspector Mark O'Brien (observing)  
Communications & Policy Officer – Richard Denham  
(Association of Police and Crime Commissioners) (observing)

### **REASSURANCE TO SUSSEX COMMUNITIES – LONDON ATTACK**

**Further to the terrorist attack in Westminster this week which killed four people, including PC Keith Palmer, and injured at least 40 others.**

- A. What additional measures, if any, have you put in place in Sussex?**  
**B. How well prepared do you feel Sussex Police and partner agencies are to respond to such an attack in Sussex?**

*GY began by paying tribute to the courage and bravery of Police Constable Keith Palmer and stated that his thoughts were with all those affected by the terrorist attacks in Westminster. KB expressed reciprocal thoughts too.*

*The UK threat from international terrorism was increased to 'Severe' in August 2014 and remains unchanged. It was explained that whilst there has been an increase in community tensions nationally since the attack, these are not reflected by an increase in the number of reports and incidents of crime in Sussex. This continues to be monitored by the Force on a daily basis.*

*It was also highlighted that Operation Padlock is well established in Sussex and is invoked by the Force following any terrorist related attack. Sussex Police has officers and staff trained to respond to any such an attack in Sussex and, as part of Operation Padlock, has already heightened engagement with members of the public, looked at increasing security and provided safety advice to all serving officers and staff reminding them of their own personal safety when on and off duty.*

*GY concluded by stating that part of the Metropolitan Police investigation is taking place in Sussex and will receive the full support of the Force.*

## **PEEL: EFFECTIVENESS – PREVENTING CRIME AND TACKLING ANTI-SOCIAL BEHAVIOUR**

The inspection report recognised that *Sussex Police requires improvement* at preventing crime, tackling anti-social behaviour and keeping people safe.

**A. The report highlighted that the Force has a “limited understanding of how to improve its services to the public”. What new measures are you putting in place to change this position and what do you understand to be the priority service areas to improve?**

**B. I agree with HMIC that Sussex Police still needs to explain better and demonstrate how the Local Policing Programme (LPP) will continue to support local communities. How are you seeking to understand what impact the introduction of the LPP is having on community engagement and the volume and quality of intelligence gathered and shared by the Force?**

*GY explained that Sussex Police has carried out extensive research to understand better the priority service areas and levels of demand, and has included obtaining feedback from members of the public. Prospero, the Force’s research initiative, aims to use learning from academia to promote innovative working and give police officers and staff greater access to information.*

*An online People’s Panel has been created within the Force to replicate the Ipsos MORI survey used by HMIC. The survey includes questions regarding local policing, contact and serious and organised crime and 1,800 responses have been received using this methodology. A full report is expected in April 2017 but early indications highlighted:*

- *80% of respondents are satisfied with Sussex as a place to live;*
- *69% of respondents feel safe in the area that they live in after dark; and*
- *correlation exists between the knowledge people have about policing in their area and their confidence in policing.*

*The LPP is the Force’s four-year plan for how local policing will be delivered across Sussex in respect of crime prevention, response and investigation. The LPP is the single greatest area of policing and, consequently, any changes are likely to have a significant impact.*

*Each stage of the LPP will be evaluated post-implementation on an individual basis against predetermined evaluation criteria to understand the impact of the changes. It was highlighted that the success of the LPP will ultimately be measured against the delivery of local policing outcomes, and that the model will be changed if feedback from the post-implementation review suggests that this is necessary.*

*Sussex Police is seeking to explain better and demonstrate how the LPP will continue to support local communities through three areas: community meetings, PCSOs and intelligence.*

- **Community meetings** – *the Force previously attended all community meetings because this was something that they had always done historically but this was not always the best use of police time. A commitment that Sussex Police would continue to attend any public meeting where the public feel a police presence is required to solve local problems and address local issues was again made, including attendance at every annual Parish Council meeting in line with a Service Level Agreement. It was also highlighted that dedicated and clear communication channels are being developed to potentially include an email address and a telephone number. This remains a priority area for GY.*

- **PCSOs** – As part of a new role, PCSOs have now been given access to a greater set of powers to allow them to proactively solve problems and tackle local issues, including the ability to take statements. The communities of Sussex now have access to a team of PCSOs rather than one named individual. PCSOs are now an integral part of larger teams solving local problems, carrying out basic investigations, working alongside partners and directly with victims and witnesses to respond to community issues. PCSOs also maximise the use of mobile technology and are able to access information whilst out in the community. The flexible nature of this new role means that PCSOs can work when and where they are needed, logging on remotely, as well as working from police and shared premises, as required.
- **Intelligence** – The Force still actively promotes direct links and access by making a number of different provisions available for members of the public to share intelligence directly through an online crime reporting form and Operation Crackdown, and indirectly through Crimestoppers. Maintaining a permanent footprint in local communities is another way that Sussex Police uses community engagement to gather information and intelligence.

## **PEEL: EFFECTIVENESS – INVESTIGATING CRIME AND REDUCING RE-OFFENDING**

The inspection report recognised that Sussex Police *requires improvement* in respect of investigating crime and reducing re-offending.

**A. The report acknowledged that the Force’s initial investigative response to crime is generally good but there is poor supervision of investigations into less serious crimes and inconsistent approaches in respect of the quality of investigations and paperwork. How do you respond to this?**

**B. The report highlighted that offenders on the Integrated Offender Management (IOM) scheme in Sussex are predominantly perpetrators of theft, burglary and robbery. How can the approach to IOM in Sussex be widened to target the perpetrators of violent crime and domestic abuse?**

**C. In respect of registered sex offenders (RSOs) in Sussex, can you tell me how many visits to high and medium-risk RSOs are currently overdue and what Sussex Police is doing to improve the effectiveness of the monitoring arrangements in place to prevent the public from harm and further re-offending?**

*GY stated that investigating crime remains a critical area for the Force. This is encompassed as one of the three areas of the Local Policing Programme: crime prevention, response and investigation. It was recognised that Sussex Police is currently in the middle of change in respect of investigating crime. There is also more demand being placed on investigative resources than those currently available because support staff that previously did this for frontline officers no longer have these responsibilities.*

*There has also been a significant shift in the investigation of crime in Sussex. The Force is now using an Investigations Framework to focus on the crimes that cause the most harm. This has been combined with the implementation of a new system of supervision named ‘earned autonomy’ that allows all staff investigating crimes to finalise their own investigations without a supervisor ensuring that they have been completed to the required standards. A Crime Investigation Working Group has been established to monitor performance and consistency in respect of both of these systems.*

*It was explained that as well as the Force, the National Offender Management Service (NOMS) and local authorities are also involved in delivering and supporting an IOM scheme in Sussex. There were national changes made to IOM in February 2015, and further changes last year, but an acknowledgement was made that the Force and partners had not adapted to these changes as quickly as they would have preferred.*

*Brighton & Hove Division is also currently piloting a widened approach to IOM by expanding the cohort of crimes to target the perpetrators of violent crime and domestic abuse. It was also highlighted that Sussex Police has a renewed focus in this area and are currently planning an IOM summit in September 2017 to look at how all partner agencies can improve their response and adapt to further changes to the delivery landscape and reforms.*

*GY confirmed that as at 1 March 2017, there were a total of 170 overdue visits to RSOs in Sussex, of which 1 was a very high-risk RSO and 42 were high-risk RSOs. It was emphasised that the total number of overdue visits had reduced by 33% since the HMIC inspection in October 2016 when a total of 254 visits to RSOs were outstanding. It was highlighted that assessments about which RSOs to visit are based on a risk-management process in partnership with NOMS.*

**ACTION: KB requested an invitation to the Integrated Offender Management summit in September 2017.**

**ACTION: KB requested some of the findings from the Crime Investigation Working Group.**

## **PEEL: EFFECTIVENESS – PROTECTING THE VULNERABLE AND SUPPORTING VICTIMS**

The inspection report also recognised that Sussex Police *requires improvement* at protecting those who are vulnerable from harm and supporting victims, including several concerns regarding the Force's capacity to protect vulnerable victims.

**A. The report highlighted concerns about the quality of investigations and decision-making in relation to victims of domestic abuse. It was highlighted that victims did not always receive a timely visit from an officer in person and that in 15% of domestic abuse cases, risk-assessments took place over the telephone. What assurances can you give that the Resolution Centre has now stopped carrying out risk-assessments over the telephone in ALL domestic abuse cases?**

**B. Are you satisfied that all staff working in call handling understand how to identify, assess, respond to and safeguard victims of domestic abuse at initial contact, including the application of the THRIVE decision-making model?**

*B'OR commenced by repeating his extended and sincere sympathies to the family and friends of Shana Grice, who was murdered by Mr Michael Lane after a campaign of harassment. The Force has thoroughly reviewed all aspects of how cases of stalking and harassment are dealt with and, working with partners, Sussex Police has now taken on the learning from the HMIC inspection in October 2016 and developed a more robust approach. B'OR also explained that the Force has referred itself to the Independent Police Complaints Commission and is currently cooperating fully with them in respect of their investigation.*

*The report acknowledged that Sussex Police has a "reasonable understanding of the nature and scale of vulnerability." The Force defines a vulnerable adult as "someone who has needs for care and support and is experiencing, or at risk of, abuse or neglect; and as a result of those care and support needs is unable to protect themselves from the risk of, or the experience of, abuse and neglect."*

*B'OR provided KB with assurances that from 10 March 2017, grade 3 domestic abuse incidents are no longer being dealt with through the Resolution Centre. Victims now receive a timely visit from an officer in person to carry out a face-to-face risk assessment.*

*The Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE) decision-making model is used by all staff working in the Contact and Command Centre to assess the appropriate police response to an emergency call. It was also emphasised that supervisors have a responsibility to continuously reinforce the training and ensure that the THRIVE decision-making model is applied consistently. Sussex Police is also making arrangements for a peer review by another police force or external organisation to look at the ability of the Force to respond to and safeguard victims of domestic abuse at initial contact. This is expected to take place in approximately six weeks.*

*A Domestic Abuse Gold Group has been established to look at and monitor progress against all of the recommendations and areas for improvement set out within the report. Specific initiatives include rolling out domestic abuse training (including coercive control) from the College of Policing to all frontline police officers and staff, issuing Body Worn Video to all Neighbourhood Policing Teams in an attempt to secure more 'victimless' evidence-based prosecutions, and carrying out a review into missing and absent children.*

*KB confirmed that she has commissioned HMIC to undertake an inspection into the Sussex Police response to stalking and harassment which will take place later this year.*

**ACTION: KB requested a copy of the report from the review into missing and absent children.**

## **PEEL: EFFECTIVENESS – TACKLING SERIOUS AND ORGANISED CRIME**

The inspection report recognised that Sussex Police is *good* at tackling serious and organised crime. I am pleased to confirm that the report stated that “the public can be confident that Sussex Police takes appropriate action against the people who cause most harm in their communities”.

**A. HMIC identified that the Force’s serious and organised crime profile contained “limited intelligence and information from partner organisations”. How is Sussex Police working with partners to tackle serious and organised crime, including the development of its crime profile?**

**B. What steps is the Force taking to identify those at risk of being drawn into serious and organised crime, and ensure that preventative initiatives are put in place to deter those at risk of offending?**

*B’OR confirmed that he was really pleased that the report acknowledged Sussex Police to be “good” at tackling serious and organised crime.*

*It was emphasised that the area for improvement identified in the report, in respect of the Force developing its serious and organised crime local profile in conjunction with partner organisations to enhance its understanding of the threat and how to tackle it, was a generic one, issued to 22 other police force areas nationally.*

*It was highlighted that Sussex Police is currently working with many partners to tackle serious and organised crime. Contact was also welcomed from any other partners not already working with the Force in respect of the local profile or partners who would simply like more information about serious and organised crime.*

*The Force is taking a number of steps with partners to identify those at risk of being drawn into serious and organised crime, and ensure that preventative initiatives are put in place to deter those at risk of offending. This includes:*

- *expanding the cohort of crimes covered by Integrated Offender Management;*
- *peer mentoring through the Youth Offending Teams;*
- *work with the Sussex Police Cadets; and*
- *introducing Crime Investigation Teams and Expert Youth Teams following an increase to the policing part of the Council Tax for 2017/18.*

*KB extended her congratulations to all police officers and staff involved in this important area of work.*

## **PEEL: EFFECTIVENESS – OVERVIEW**

**Earlier this month, Her Majesty’s Inspectorate of Constabulary (HMIC) published their findings for Sussex Police in the “Effectiveness” strand of its annual inspections into Police Effectiveness, Efficiency and Legitimacy (PEEL). Many of HMIC’s findings give me cause for concern and it is extremely disappointing that areas previously assessed as “good” now “require improvement”.**

### **A. What is your overall reaction to the findings of the report?**

*GY explained that whilst he was disappointed with the headline findings contained within the Effectiveness strand of the PEEL inspection report, he was grateful to HMIC for understanding the context of the significant level of change that Sussex Police was going through at the time of the inspection. It was also emphasised that the Force has greater challenges than most police force areas to find the savings required.*

*The findings of the report were referred to as a “mixed bag” for Sussex. This is because as well as the recommendations and areas for improvement, HMIC acknowledged good examples of problem-solving activity, information sharing protocols and strong working relationships with partner organisations, together with being good at tackling serious and organised crime, including being well prepared to respond to a firearms attack.*

*GY explained that the Force will react and respond to the findings of the report in a positive and constructive manner with an immediate and renewed focus. It was also highlighted that HMIC will notice improvements in the effectiveness of Sussex Police when they inspect the Force as part of the 2017 PEEL inspection. KB concluded by paying tribute to all police officers and staff for their continued work in this area.*

## **CHILD SEXUAL EXPLOITATION AWARENESS DAY**

**Child Sexual Exploitation (CSE) Awareness Day took place on 18 March 2017 to highlight the issues surrounding CSE; encouraging everyone to think, spot and speak out against abuse and adopt a zero tolerance to adults developing inappropriate relationships with children or children developing inappropriate relationships with other children.**

### **A. What do you see are the key challenges for Sussex Police in tackling CSE and how is the Force responding to these?**

*GY explained that CSE is an area of criminality that Sussex Police take extremely seriously. The aim of the **national CSE Awareness Day** is to highlight the issues surrounding CSE by encouraging everyone to think, spot and speak out against abuse and adopt a zero tolerance to adults developing inappropriate relationships with children as well as children developing inappropriate relationships with other children.*

*Operation Kite is the Sussex Police response to CSE and work continues to remain ongoing, both internally with police officers and staff and externally with partner agencies, to improve the recognition and understanding of CSE. Operation Kite has three priority areas:*

- *Safeguarding children from CSE;*
- *Targeting perpetrators of CSE and bringing them to justice; and*
- *Enhancing multi-agency effectiveness in respect of CSE.*

*It was highlighted that the increased numbers of recent and non-current reports of CSE can be attributed to an improvement in public confidence as well as the accurate recording of crime by Sussex Police, rather than an actual increase in offending. These increases are also in line with national trends.*

*GY concluded by explaining that Sussex Police has developed a 'selfie' campaign to raise awareness of the risk of sending nude selfies and to help continue to disrupt, prevent and tackle CSE. This campaign supported the national CSE Awareness Day by giving young people advice about how to stay safe online and highlight the potential consequences.*

## **101 – NON EMERGENCY CALL HANDLING**

**I was pleased to note that improvements to non-emergency call handling performance were demonstrated across the months of October, November, December and January with reductions to both the average wait time per call and the total number of calls abandoned. However, performance deteriorated again in February and remains a concern to me.**

**A. Can you provide me with an update regarding performance in this area?**

**B. How are you reviewing the measurement of call handling performance?**

*BO'R acknowledged the improvements made to the number of non-emergency calls answered within 60 seconds across the months of October, November, December and January. These improvements were attributed to reductions in seasonal demand, an increase in the staffing levels following recruitment and the channel shift from telephone to online reporting.*

*The deterioration in performance across February and March to date was also accepted and attributed to a combination of technical issues and new starters taking calls and reflecting on these immediately afterwards which has resulted in a reduced capacity to answer incoming calls. However, despite this the Force has continued to answer an average of 95% of all non-emergency calls within five minutes. This method is another way that Sussex Police is using to measure and monitor call handling performance.*

*A Gold Group has been established which aims to understand the demands on the Contact and Command Centre that effect non-emergency call handling performance and drive the working strategy to support improvement and consistency. An action plan has been developed which focusses on three areas: improved performance management, technology optimisation and streamlining processes.*

*B'OR also confirmed that the planned savings in respect of the Contact and Command Centre for 2017 have been suspended in recognition of the fact that delivering a good service in this area remains critical for the Force.*

*The continued work of the Contact and Command Centre staff to improve the level of performance in this area was again recognised and commended. KB explained that consistency in terms of performance levels and user satisfaction is more important to her than the time taken to answer telephone calls.*

**ACTION: KB requested to know the percentage of non-emergency calls that have shifted channel from telephone to online reporting.**

## **USING MOBILE PHONES WHEN DRIVING**

**From 1 March 2017, individuals using mobile phones when driving will now receive six penalty points on their driving licence and a £200 fine. These changes are double the previous consequence and are expected to have a significant impact on new drivers in particular because they risk having their driving licence revoked following a first offence. Motorists will also no longer be offered the opportunity to go on a driver awareness course for this particular offence.**

**A. How has Sussex Police and the Sussex Safer Roads Partnership promoted these legislative changes?**

**B. How many drivers have been issued with fixed penalty notices for using a mobile phone whilst driving in Sussex since 1 March 2017?**

*GY explained that the legislative changes were promoted by Sussex Police through a press conference on 1 March 2017. The Sussex Safer Roads Partnership (SSRP) supported this approach by running a campaign from January 2017 onwards titled 'It Can Wait', which stresses that nothing is as important as focussing on driving, and whatever your phone is doing, your main concern should be getting to your destination in one piece.*

*It was highlighted that 77 drivers had been issued with fixed penalty notices for using a mobile phone whilst driving in Sussex since the consequences were doubled. Using mobile phones when driving and other driver distractions are regarded as one of the "fatal four" by the SSRP.*

*Operation Crackdown is a joint initiative run by Sussex Police and the SSRP which provides members of the public with the opportunity to report specific instances of anti-social driving on the roads in Sussex, including motorists using mobile phones when driving. Members of the public with specific concerns about individuals they suspect of using mobile phones whilst driving are asked to report these through Operation Crackdown ([www.operationcrackdown.co.uk](http://www.operationcrackdown.co.uk)).*