

## **PERFORMANCE & ACCOUNTABILITY MEETING**

**DATE:** 26 September 2014

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

**PRESENT:** Police & Crime Commissioner Katy Bourne (KB)  
Chief Executive Mark Streater (MS)  
Chief Constable Giles York (GY)  
Deputy Chief Constable Olivia Pinkney (OP)  
Performance & Information Officer Graham Kane – minutes  
Communications Manager Clarissa Hawthorne  
Correspondence & Administration Clerk Sarah Tibbott  
Detective Chief Inspector Emma Brice

PERFORMANCE & ACCOUNTABILITY MEETING – 26.9.2014

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### **OPERATIONAL HIGHLIGHTS**

**What have been the recent operational highlights for the Force?**

**A. Have there been any key Operations or challenges?**

**B. How have you reflected on these?**

*GY confirmed that Sussex Police had provided a significant contribution (circa. 150 officers and staff deployed) in terms of assisting Gwent Police and South Wales Police in the policing operation for the NATO Summit in August/September 2014.*

*In addition, GY explained that he had received letters of thanks from the Chief Constables of both forces expressing their gratitude for the mutual aid support that Sussex Police officers and staff had provided.*

*GY was pleased to announce that Olivia Pinkney had been successful in her promotion process and was introduced to the PAM as the substantive Deputy Chief Constable. It was explained that this appointment would provide the Chief Officer team within Sussex Police with increased resilience.*

PUBLIC CONFIDENCE

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

**I am concerned to note that there have been TEN separate failures of the 101 non-emergency call handling system since 14 September 2014. The longest of these failures was approximately four hours.**

**A. Following your investigations, what assurances can you provide me that the problems with the system have been diagnosed and rectified?**

**B. Are these problems likely to cause a delay to the single site Communications Department which is due to go live on 12 November 2012?**

*GY confirmed that there had been ten separate failures of the non-emergency call handling system since 14 September 2014 and explained that Sussex Police are working with BT (the supplier) to diagnose the cause of these intermittent failures.*

*It was highlighted that a Gold Group has been established and contingency plans have been developed to mitigate against the potential calls lost during a failure whilst the problems are being rectified.*

*The Force is now able to trigger a front-end message during a failure and recovery time has been reduced to a 30 minute re-boot. Other initiatives include diverting these calls to another local number and/or to Surrey Police during the affected period.*

*GY acknowledged that the 46% of non-emergency calls currently being answered within 60 seconds, against a Force target of 75%, is not an acceptable standard and reiterated that Sussex Police are continuing to work hard to rectify this situation. It was also emphasised that the single site Communications Department, which is due to go live on 12 November 2014, is IT dependent.*

*GY provided KB with reassurance that the problems currently being experienced with the non-emergency number are a new issue and are not related to the availability of resources. It was also highlighted that over 90% of all 999 emergency calls received by the Force are answered within the target of 10 seconds.*

*KB confirmed that she would continue to monitor this area closely.*

***ACTION – KB to visit the Communications Department with GY***

## **HMIC – CORE BUSINESS REPORT**

**As you are aware, HMIC published their “Core Business” report following an inspection into crime prevention, police attendance and the use of police time. The report highlighted that, “a member of the public will receive a different response from the police for the same kind of crime or incident, depending on where they live”.**

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

GY explained that the comments in the HMIC report reflect the different policing styles that exist across the 43 police forces in England and Wales.

It was confirmed that Sussex Police made a significant commitment to assist HMIC throughout their inspection and GY was pleased to note that the report highlighted many areas of good practice in Sussex. This included recognition that the Force has a good understanding of demand and praise for the monitoring arrangements that exist for supervisors in terms of managing workloads.

It was also emphasised that even though the report highlighted that no overarching strategy for crime reduction exists in Sussex, it was recognised that coherent and effective crime reduction initiatives exist within the Force including, Operation Magpie (targeting burglary) and Operation Reduction (targeting drugs).

GY concluded by stating that the Force is currently reviewing the other improvements identified in the report.

## **UNANNOUNCED INSPECTIONS OF POLICE CUSTODY**

**In January 2014, the Home Secretary commissioned HMIC to carry out a thematic inspection on the welfare of vulnerable people in police custody.**

**A. In light of a potential unannounced inspection of Sussex Police, what percentage of those individuals in custody are considered to have a vulnerability of some kind?**

**B. What measures are in place to ensure that the most vulnerable members of society who find themselves in Sussex Police custody are dealt with appropriately?**

**C. What initiatives have been developed specifically for those detainees presenting with mental health problems to ensure that they receive the care they need?**

*GY explained that HMIC are set to carry out six unannounced inspections of police custody nationally, which could include an inspection of Sussex Police. The Force was previously inspected in this area around two years ago.*

*It was emphasised that approximately 30-50% of those individuals in Sussex Police custody are under the influence of alcohol and drugs, a third are seen and assessed by a mental health nurse and anything up to 70% of individuals can be considered to have a vulnerability of some kind. However, these figures are proportionate to the national picture.*

*GY confirmed that policies and measures are in place to ensure that the most vulnerable members of society, who find themselves in police custody, are dealt with appropriately and with respect. Each of the custody blocks are managed by a Police Sergeant and national risk assessments are carried out both on arrival into custody and again on release.*

*It was acknowledged that police custody centres should not be used as "a place of safety" for those with mental health problems, unless absolutely necessary. In particular, the "Street Triage" scheme that has been operating in East Sussex (involving partnership working between police officers and mental health nurses) has proved to be successful in terms of making health interventions and diverting vulnerable individuals away from police custody. GY stated that funding for this scheme has been extended until April 2015 by the Clinical Commissioning Group for East Sussex.*

*KB was reassured to note that mechanisms and safeguards are in place for those individuals presented in police custody, with specific mental health problems, including the availability of dedicated mental health nurses.*

*It is anticipated that a PAN Sussex Mental Health Crisis Care Concordat will be completed and ready to sign by Sussex Police, the three top-tier local authorities and the seven Clinical Commissioning Groups in Sussex by December 2014.*

## **SUPERINTENDENT – DIRECT ENTRY PROGRAMME AND FAST TRACK (CONSTABLE TO INSPECTOR) PROGRAMME**

**Sussex Police has become one of the first forces in England and Wales to recruit officers through the Direct Entry (Superintendent) Programme and the Fast Track (Constable to Inspector) Programme. The programmes sought to enable a wider pool of talent to enter the police service, as well as rapidly promoting the very best talent from within the service.**

### **A. What benefits do you think that the programmes will bring to Sussex Police?**

*GY explained that the Direct Entry (Superintendent) Programme and the Fast Track (Constable to Inspector) Programme were developed by the College of Policing in response to the recommendations in the Winsor Review.*

#### *Direct Entry (Superintendent) Programme*

*The Programme was designed to attract accomplished, talented and experienced leaders from outside policing to come into the police service at a senior rank, bringing fresh perspectives and new ideas. Candidates will receive accelerated training over 18 months, including coaching and mentoring, to equip them with the necessary skills to excel at the rank of Superintendent.*

*There has naturally been some reservation across the country because this Programme represents a huge culture shift and will represent the first time that any individual has joined the police service at a rank above Police Constable. As a result, "probationary periods" have now been introduced for these positions and the service has changed alignment for joiners with regards to "uncorrected eyesight".*

*GY confirmed that one successful applicant was identified in Sussex and will join the Force on 10 November 2014. A total of ten individuals were selected nationally.*

*The Home Office has also made a commitment to fund these Superintendent roles for the first three years.*

#### *Fast Track (Constable to Inspector) Programme*

*The Programme is an accelerated three-year promotion and development scheme which provides the most talented graduates with the skills, knowledge and experience to advance to the rank of Inspector within three years.*

*GY confirmed that one successful applicant for this Programme was identified in Sussex and will join the Force on 29 September 2014. A total of 43 individuals were selected nationally.*

## **BEST USE OF STOP & SEARCH SCHEME**

**I am pleased to confirm that Sussex Police has reformed the use of their stop and search powers by signing up to a voluntary scheme, announced by the Home Secretary.**

**The Best Use of Stop and Search Scheme will increase transparency, provide a better understanding of how stop and search is actually being used and will help local communities hold the police to account for their use of these powers.**

**A. What further reforms are required to existing practice to ensure that Sussex Police are fully compliant with the scheme by November 2014?**

**B. How will the introduction of these changes increase public confidence, trust and transparency in policing?**

**C. How will the scheme contribute towards improved stop-to-arrest ratios?**

*OP confirmed that stop and searches are an effective crime fighting tool and highlighted that Sussex Police carried out more than 16,000 stop and searches in the past year.*

*It was emphasised that the introduction of the Best Use of Stop and Search Scheme will increase public confidence, trust and transparency in policing by creating additional layers of accountability.*

*It was explained that the Force is now recording more information and a "no-suspicion" measure, as part of their stop and search processes. This data will also be made available on the Sussex Police website to improve transparency across this area.*

*The Lay Observation Scheme will also provide members of the public with the opportunity to observe stop and search in practice, both in person and retrospectively through watching body worn video footage. It was emphasised that the Force would like to involve a broad range of underrepresented groups in this work, which will also include the Youth Commission. OP stated that Sussex Police will be fully compliant with the scheme by November 2014.*

*It was reported that Sussex Police is one of the better performing forces for not using the powers excessively and achieving a high percentage of successful outcomes when they are used. The stop-to-search ratio in Sussex is approximately 20% and is high in comparison to the national average.*

*OP stated that officers in Sussex are given discretion in the use of stop and search powers but also provided assurances that these officers must be able to justify any decision to their supervisors who oversee and review any usage of the powers.*

*In addition, it was emphasised that district level trends are regularly reviewed by District Commanders and that the use of stop and searches is also scrutinised by the Strategic Independent Advisory Group.*

## **POLICING OF THE PRIDE CELEBRATIONS**

**I was delighted to be part of the Pride celebrations last month and would like to thank Sussex Police and partner organisations for helping to make the weekend as safe as possible for the tens of thousands of additional people visiting the City.**

### **A. How have you reflected on the policing operation?**

*OP reflected that the policing of the Pride celebrations in August had been a success and confirmed that the Force had received some very positive feedback from the local community regarding the overall policing operation.*

*It was highlighted that a total of 44 arrests were made over the Pride weekend, of which 18 related to drug offences and 24 related to public order and violent offences. Gratitude was also expressed for the support that Sussex Police received from other police forces nationally.*

*OP stated that the biggest challenge for Sussex Policing during the event was the availability of legal "chemical highs", in the form of miniature canisters, which resulted in one serious medical incident. It was reported that thousands of these canisters were seized and confiscated from pedlars throughout the day.*

*OP concluded by stating that following this year's success, the Pride organisers are looking to expand the celebratory event in August 2015.*

## **PLANNING FOR THE POLICING OF THE BONFIRE CELEBRATIONS**

**The UK's biggest bonfire night celebrations will again take place in Lewes on Wednesday 5 November 2014. Operation Peel is the Sussex Police response to supporting the bonfire societies to ensure public safety.**

### **A. How is the planning progressing for this event?**

*OP explained that Sussex Police are looking to build on the success of last year's bonfire celebrations in Lewes as the planning continues to progress ahead of the forthcoming event in November 2014.*

*It was reported that each of the Bonfire Societies have now submitted their own individual plans to the Force which are in the process of being approved and signed off. Contingency plans will also be tested over the next few weeks as part of a table-top exercise involving East and West Sussex Fire & Rescue Services and the South East Coast Ambulance Service.*

*OP concluded by stating that Sussex Police will endeavour to ensure that a consistent approach to policing bonfire celebrations exists across Sussex.*

### **CONFISCATION ORDERS**

**A report published by the National Audit Office in December 2013 has identified that confiscation orders designed to ensure that crime does not pay are neither providing value for money or a credible deterrent to crime because perpetrators keep all but 26p in every £100 generated by the criminal economy.**

**Criticism in the report included "no coherent overall strategy", an "insufficient awareness of proceeds of crime and its potential impact" which is "hampered by outdated, slow ICT systems, data errors and poor joint working".**

**A. What does performance look like in this area in Sussex?**

**B. If this has dropped (as per the national trend), what is Sussex Police doing to improve this?**

*GY confirmed that the Proceeds of Crime Act (POCA) is a fundamentally important tool that the police service uses to deprive criminals of money made through crime and to reinvest it back into communities.*

*However, it was highlighted that the money generated through POCA is not a reliable source of income because the process can be lengthy and the realisation of the money can fluctuate depending on when it is actually forfeited and recovered.*

*GY stated that when the money is recovered through POCA, half of it goes straight to the Government and the other half is shared between Her Majesty's Courts and Tribunal Services (HMCTS), Crown Prosecution Service (CPS) and Sussex Police.*

*The CPS and Sussex Police share of the POCA funds recovered are reinvested locally but the reinvestment of the funds within HMCTS nationally is having a detrimental effect locally, in terms of case prioritisation in particular, which is proving to be a frustration for the Force.*

*It was also emphasised that the Force share is divided equally between Sussex Police and the Sussex Police & Crime Commissioner.*

### **VIOLENT CRIME**

**I note that the number of recorded violent crimes has increased by 33% across the Performance Plan Year to date, in comparison to the same period a year earlier.**

**A. Can these additional recorded crimes be attributed to an actual increase in crime or to an increase in reporting as a result of improved public confidence and trust in the police?**

**B. What is the Force doing to tackle violent crime in Sussex?**

*OP stated that the additional recorded violent crimes can be attributed to an increase in reporting as a result of improved public confidence and trust in the police. It was also confirmed that the increase in recorded crimes across Sussex relates to public place violent crimes, in particular.*

*It was emphasised that approximately 23,000 violent crimes are recorded each year in Sussex, with nearly half of these solved by the Force. However, it was highlighted that Sussex remains a safe place to live and are the 15<sup>th</sup> lowest risk for violence with injury in England and Wales.*

*Preventing violent crimes from happening in the first place remains core business for Sussex Police and the Force have many proactive initiatives in place to divert offender behaviour, including Operation Marble (night time economy), City Angels and the "Reduce the Strength" campaign in Hastings.*

*OP concluded by stating that the Force is currently looking into the detail around the increase in the recorded number of violent crimes and expects to have a completed report later this year.*

***ACTION: OP agreed to share a copy of this report with KB once available***

## VICTIM FOCUS

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### **ROTHERHAM BOROUGH COUNCIL – CHILD SEXUAL EXPLOITATION**

**The recently published report by Rotherham Borough Council highlighted that at least 1,400 children were subjected to appalling sexual exploitation in Rotherham between 1997 and 2013. The independent inquiry identified "blatant and collective failures" by the council's leadership and senior managers and was also critical of South Yorkshire Police for failing to prioritise the issue.**

#### **A. What lessons have Sussex Police learnt from this report?**

#### **B. What efforts are being taken by the Force to identify and prosecute individuals that are seeking to exploit children in this way?**

*GY confirmed that Sussex Police have reviewed their own processes and procedures following the publication of the report by Rotherham Borough Council into child sexual exploitation and provided KB with assurances that rigorous and joined up approaches exist in Sussex, including comprehensive engagement with all interested partners.*

*In particular, it was emphasised that the report provided the Force with a useful prompt to review the existing governance arrangements in place across Sussex, including membership at the top-tier authority Local Safeguarding Children Boards.*

*The National Crime Agency have created and developed a comprehensive national structure to tackle child sexual exploitation which Sussex Police has used to assess their individual performance against as part of a self-assessment conducted locally.*

*GY confirmed that Sussex Police are taking this issue extremely seriously and stated that considerable effort is being undertaken by the Force to identify and prosecute individuals that are seeking to exploit children in this way. This includes developing the availability of intelligence, educating Schools Liaison officers and supplying officers and staff with a tool kit to identify potential victims.*

*OP explained that the Force is working hard to develop the awareness of this type of crime and provide reassurance to the communities in Sussex. Operation Kite is the Force response to improve and accelerate recognition and understanding of child sexual exploitation.*

**OPERATIONAL DELIVERY BUDGET**

**I increased the policing part of the Council Tax for 2014/2015 by 1.95% to fund investment in the areas of visible frontline policing, serious sexual offending and child sexual exploitation and cyber crime.**

**A. Can you provide me with a progress update for each of the three investment areas?**

*GY confirmed that the essential investment in front-line policing, safeguarding and cyber crime is all on track to be delivered and implemented within the financial year, as agreed as part of the 2014/2015 budget.*

*It was also emphasised that Sussex has the fourth lowest Band D Council Tax police precept in England and Wales.*