

PERFORMANCE & ACCOUNTABILITY MEETING – 18.11.2016

DATE: 18 November 2016

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

PRESENT: Police & Crime Commissioner – Katy Bourne (KB)
Chief Finance Officer – Iain McCulloch (IMcC)
Chief Constable – Giles York (GY)
Deputy Chief Constable – Bernie O'Reilly (BO'R)
Head of Performance – Graham Kane (minutes)
Digital Content Officer – Sammi Carwardine

OPERATIONAL CHALLENGES

A. What have been the recent operational challenges for Sussex Police?

B. How have you reflected on these?

On 31 October 2016, three people were charged in connection with a hit and run in Brighton on 14 January. A 53-year-old man was hit by a Fiat 500 as he crossed Montague Place and the vehicle did not stop at the scene. Thankfully the victim has recovered well from his injuries.

Mr Adam McDermott, 32, was charged with dangerous driving causing serious injury, failing to stop at the scene of a collision, conspiracy to pervert the course of justice, driving with no insurance, and driving without a licence. Mr Robyn Burns, 29, and Mr Clark Walker, 31, have both been charged with conspiracy to pervert the course of justice. All three men will appear at Brighton Magistrates' Court on 15 December 2016. GY thanked the media and the public for their overwhelming support following the release of CCTV footage.

On 5 November 2016, Sussex Police and partner agencies worked throughout the evening to ensure Lewes Bonfire celebrations were enjoyed by all those who attended. It was reported that between 30,000 to 40,000 people attended (which was lower than those anticipated) owing to the train strike which meant there were no trains into Lewes after midday. Sussex Police made two arrests for possession of a knife and affray, and a number of people were given tickets for throwing fireworks. South East Coast Ambulance Service and St John Ambulance treated around 81 people for injuries, most of which were relatively minor.

On 8 November 2016, an enforcement hearing took place for twin brothers Paul and Gregory Spicer, 35, at Westminster Magistrates' Court for persistently defaulting on confiscation order payments under the Proceeds of Crime Act (POCA) 2002. The judge imposed an additional sentence of 2,746 days imprisonment on each man. This was 8 years less time, taken into account, for the payments made by each man so far.

To provide some context, Paul and Gregory Spicer were the leading players in a conspiracy with others to commit fraud against members of the public between 2003 and 2008 by inducing investments and membership fees for non-existent tipster services for horse betting and blood stock ownership. Both men were charged in 2009 and found guilty in 2010. Each brother was sentenced to 7 years imprisonment.

Following the conviction of co-conspirators in 2013, all of the men were issued with confiscation orders under the POCA, including £9,994,556.26 for Paul Spicer and £11,304,519.61 for Gregory Spicer. Default sentences of 8 years imprisonment were set against both men if they failed to pay back their full criminal benefit by February 2015, but both brothers paid back just under £205,000 towards their respective orders.

BURGLARY DWELLING

I note that the Force has experienced a 20% increase in the number of recorded burglary dwelling crimes across the period 1 April to 31 October 2016, in comparison to the same period in 2015/16. The solved rate has also reduced by 21% and still appears to be low at 12%. The clocks also went back at the end of last month and we are now at a time of the year when traditionally there is an increase in this particular crime type.

**A. Can you provide me with an update regarding Force performance in this area?
B. Operation Magpie is the Sussex Police response to burglary. How is this campaign currently being used to raise awareness of the steps members of the public can take to keep their homes secure in the darker evenings?**

GY expressed his own concerns regarding the 20% increase in the number of recorded burglary dwelling crimes across 2016/17 to date but reassured KB that burglary dwelling continues to remain a focus for Sussex Police.

The relatively low risk of experiencing a burglary in Sussex was reiterated. The Force is positioned 8 out of 43 police forces in England and Wales in terms of the risk per 1,000 population. Sussex Police is also top of their Most Similar Group (MSG) of eight police forces for risk of burglary dwelling crime.

The increases in recorded crime were attributed to a combination of the release of a number of known burglars and the prevalence of darker evenings. Priority crime teams are targeting burglary 'series' (multiple burglaries committed by the same individual) by proactively following up on investigations, known suspects, patterns of behaviour and forensic opportunities. It was also emphasised that when the number of crimes increase, there is a noticeable impact on the detection rates until the investigations are completed and the detections are realised.

In Brighton & Hove, a manhunt team, consisting of Special Constables, is particularly effective at targeting named individuals. The Force is currently considering introducing similar teams on East Sussex and West Sussex divisions but recognises that this is potentially a different proposition across larger rural areas with different resourcing challenges.

Operation Magpie is being used to raise awareness of the steps members of the public can take to keep their homes secure in the darker evenings, including encouraging individuals to leave a light on through Operation Light. The importance of taking personal responsibility for preventing burglaries was also emphasised and a number of initiatives that are currently being promoted through community events, district commanders and Neighbourhood Watch were also highlighted, including:

- *marking property and registering property online at www.immobilise.com;*
- *locking garden sheds and installing shed alarms;*
- *signing up to community messaging via the Sussex Police website – <https://sussex.police.uk/>; and*
- *checking the Sussex Police Flickr account for all recovered property – www.flickr.com/photos/suspolproperty/*

USING MOBILE PHONES WHEN DRIVING

In light of Transport Secretary Chris Grayling's call for tougher sentencing in respect of using mobile phones when driving, and the recent conviction of Tomasz Kroker, a lorry driver who was sentenced to 10 years for killing three children and a mother in a "devastating" crash while distracted by his mobile phone.

A. What are Sussex Police doing to prevent and catch those who use mobile phones when driving?

B. How many drivers have been issued fixed penalty notices for using a mobile phone whilst driving in Sussex throughout 2016 to date?

C. Using mobile phones when driving is regarded as one of the "fatal four" by the Sussex Safer Roads Partnership (SSRP). What dedicated campaigns are the SSRP using to target drivers using mobile phones, satellite navigation systems, iPods and other distractions whilst driving?

B'OR confirmed that research has shown a rapid increase in the number of motorists using mobile phones when driving. It was reiterated that this is an area of business that Sussex Police take very seriously, and that the ambition to make using mobile phones when driving as socially unacceptable as drink and drug driving remains unchanged.

It was reported that throughout 2016 to date, Sussex Police has stopped and processed c.1,000 motorists at the roadside. Of those processed, 50% were offered the chance to take a 'What's Driving Us?' course, which replicates the National Speed Awareness Course, as an alternative to receiving fixed penalty points and a fine. This offer is made for first time offenders on a case-by-case basis. Other motorists were stopped and given advice at the roadside.

Sussex Police and the SSRP participated in a week-long national campaign, led by the National Police Chief's Council, to target those using mobile phones whilst driving. The campaign ran between 14 and 21 November 2016 and comprised of a combination of enforcement and education to change driver behaviour. KB requested the number of motorists stopped and processed as part of this campaign.

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. BO'R confirmed that plans are in place to develop Operation Crackdown further to enable users to upload photographs of individuals using mobile phones, satellite navigation systems, iPods and other distractions whilst driving.

GY explained that the current legislation targets outcomes and not necessarily the offence being committed. KB agreed to make a representation to government to ensure that the legislation is modernised to include all interactive communication devices and prevent the prosecution process from being so resource intensive.

ACTION: KB requested the number of motorists stopped and processed as part of the week-long national campaign to target those using mobile phones whilst driving.

NON-EMERGENCY CALL HANDLING TIMES

45% of non-emergency calls have been answered within the target of 60 seconds across the Performance Plan Year (1 April to 31 October 2016). This is 30% below the Force target of 75% and represents a 39% regression from 2015/16. However, I was pleased to note that an improvement was demonstrated across the month of October with 62% of calls were answered within 60 seconds, and reductions to both the average wait time per call and the total number of calls abandoned.

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

BO'R confirmed that improvements had been made to the number of non-emergency calls answered within 60 seconds across the month of October. Enhanced staffing levels through recruitment and reductions in seasonal demand have contributed to further improvements being demonstrated in November. The hard work of the Contact and Command Centre staff to improve the level of performance was commended.

The benefits of introducing a technical solution, 'queue buster', which offers members of the public a call back service instead of holding the line, were highlighted. However, it was acknowledged that this approach would be more likely to deliver service improvements, rather than enhanced levels of performance. It was also recognised that this potential solution is not yet compatible with the Sussex Police system and, if introduced, would be likely to have an adverse impact on short-term performance.

KB agreed to have a future discussion to look at removing the locally imposed Force targets to an approach which is focussed around user satisfaction. BO'R welcomed this commitment to renegotiate the target once the Force is in a stronger position.

STRENGTHEN LOCAL POLICING

PEEL: EFFICIENCY – OVERVIEW

Earlier this month, HMIC published their findings for Sussex Police in the "Efficiency" strand of its annual inspections into Police Effectiveness, Efficiency and Legitimacy (PEEL). I am pleased to confirm that the inspection report judged the Force to be "good" in respect of keeping people safe and reducing crime.

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

GY explained that he was pleased that the inspection report judged Sussex Police to be 'good' in respect of all three areas examined: Understanding of current and likely future demand, using resources to manage current demand, and planning for demand in the future.

HMIC did not identify any causes of concern and, as a result, made no specific recommendations. However, the following areas for improvement were identified:

- *Sussex Police acknowledges that it has undertaken only limited work to understand and manage hidden demand (demand that is less likely to be reported to it). The force needs to do more to raise awareness both internally and externally of hidden crimes in order to increase recognition and reporting.*
- *Sussex Police should, while making its planned savings, ensure that there is sufficient capacity within its neighbourhood teams to improve the force's understanding of hidden demand and the expectations of the public, in order to meet future demand for its services.*

GY and KB commended all police officers and staff for their hard work and ongoing commitment to keeping people safe and reducing crime in Sussex.

PEEL: EFFICIENCY – UNDERSTANDING OF DEMAND

The inspection report recognised that Sussex Police has a *good* understanding of current and likely future demand for its services and has sufficient resources in the right places to respond to calls for service and meet that demand.

A. The report acknowledged that Sussex Police has undertaken only limited work to understand and manage hidden demand. For the benefit of the viewers, what is hidden demand?

B. How are you planning to raise awareness, both internally and externally, of hidden crimes in order to increase recognition and reporting?

GY explained that 'hidden' demand relates to crimes which are under-reported and less likely to be reported by victims. Examples of these crime types include: domestic abuse, hate crime, female genital mutilation, traditional harmful practices, modern slavery, human trafficking, and fraud.

It was recognised that a number of initiatives already exist to increase recognition and encourage reporting of these crimes to enable better identification of vulnerable victims.

Internally – Sussex Police has many internal campaigns to raise awareness of hidden crimes, including different wallpapers on the desktop, priority messages and routine orders through the Intranet, and 'Time to Think' briefings.

Externally – Awareness is also being raised externally through Operation Signature (fraud), Operation Limelight (female genital mutilation) and Operation Empower (traditional harmful practices, including honour based abuse and forced marriage).

GY concluded by acknowledging that more could be done in respect of understanding and managing hidden demand in some of the newer and emerging areas, and assured KB that this area for improvement is being addressed.

PEEL: EFFICIENCY – USING RESOURCES TO MANAGE DEMAND

HMIC highlighted that Sussex Police *requires improvement* in the way it uses its resources to manage current demand. In particular, it was reported that "ambitious" changes to improve efficiency, as part of the Local Policing Programme (LPP), have "affected the Force's ability to manage current demand within its community teams".

A. How do you respond to HMIC's concerns regarding the impact that the changes are having on the workforce and the competing demands on their time?

B. What assurances can you provide that the changes introduced as part of the LPP will ensure that community teams have sufficient resources to provide the kind of effective, proactive policing needed for crime prevention and problem-solving?

C. Do you agree that the LPP "cut too deeply in some areas"?

GY reiterated that the LPP represented a significant transformational change to the current policing model which has protected and prioritised neighbourhood policing teams. The LPP also responds to changes to policing priorities and demands and will enable the Force to become more efficient and effective.

HMIC's concerns about the Force's ability to manage current demand within its community teams were understood. GY explained that more Police Community Support Officers (PCSOs) opted to take redundancy than originally anticipated which resulted in the Force being under establishment. Sussex Police is currently recruiting 32 PCSOs to reduce this deficit. 16 of these PCSOs will start in June 2017, and the remaining 16 PCSOs in the autumn of 2017.

Assurances were provided to KB that community teams do have sufficient resources to provide the effective, proactive policing needed for crime prevention and problem-solving. It was highlighted that, as part of the LPP, resources are being deployed to the areas where they are most needed, and that no corporate local knowledge has been lost. Comprehensive problem solving training has been delivered to all PCSOs and mobile devices provided to assist them in their new roles. KB was reassured that this second area for improvement was being addressed too.

Contradictions in the report were also highlighted, including praise for the plans to develop the LPP and commendations for the ability of the Force to understand and match resources to demand. The exclusion of the savings, in excess of £50m, made by Sussex Police since 2010 was also not recognised by HMIC in the report. In conclusion, GY stated that he did not agree that the LPP had cut too deeply in some areas. All of these points have been challenged with HMIC.

PEEL: EFFICIENCY – PLANNING FOR FUTURE DEMAND

The inspection report confirmed that Sussex Police is *good* at planning for demand in the future, and that these plans have been based on “realistic and prudent assumptions about future income, costs and benefits”. However, the report also acknowledged that there is a “lack of clarity over future workforce numbers”, and that “the Force is still planning to achieve savings in excess of those required”.

- A. Do you think that the planned level of savings remain appropriate?**
- B. Are the reductions to the workforce putting unnecessary pressures on neighbourhood policing?**

The final police grant settlement for 2016/17 was published in February 2016 and confirmed that Sussex Police would be required to make efficiency savings of approximately £35m by 2020. This was an improvement on the expected settlement but Sussex Police still plan to make savings of £42m over these four years.

GY reiterated that the planned levels of savings made remain appropriate, and made a commitment to reinvest any additional savings to strengthen local policing and modernise police services.

Part of this plan is to invest in 100 new police officers and staff in specialist teams as set out below:

Community Priority Crime Teams – to investigate local crime problems, dismantle organised gangs and remove repeat offenders and provide a reassuring community presence.

Expert Youth Teams – to target and support those younger people most at risk of committing crimes or becoming a victim.

Specialist Firearms Officers – for counter terrorism deterrence and response.

Public Protection Investigators – to provide appropriate response and more capacity to deal with the increased reports of sexual offences and child protection cases.

Further information regarding these investment areas is available [here](#).

GY stated that he was confident that the reductions to the workforce were not putting unnecessary pressures on neighbourhood policing. Assurances were provided that workloads were being considered, assessed and reviewed, where necessary. Any current pressures that are being placed on these neighbourhood policing teams are deemed to be necessary.

IMcC promoted the Sussex Police precept 2017/18 consultation. Further information about the proposed rise, how this would be used, and a link to the consultation is available [here](#).

JOINT FORCE VETTING UNIT

From 1 September 2016, a Joint Force Vetting Unit (JFVU) took over responsibility for the vetting across Sussex and Surrey Police. The JFVU is centrally managed by Sussex Police and was introduced to improve the timeliness of vetting and reduce costs by 20% ahead of 2019/20. However, higher volumes of work, combined with increased levels of recruitment have resulted in significant delays to vetting completion times.

A. How effective has the introduction of the JFVU been?

B. Can you provide me with a progress update in respect of the delays and the plans in place to improve these?

BO'R highlighted the important role that the JFVU performs in terms of vetting all police officers and staff from Sussex and Surrey Police. The JFVU was introduced to harmonise vetting processes across Sussex and Surrey, eliminate security risks across both force areas, to protect vulnerable people, and improve public confidence. It was also emphasised that vetting levels are dependent on the roles undertaken by individuals and not the positions or ranks individuals hold within the either organisation.

It was recognised that the JFVU is still in its infancy and the size, configuration, and processes used within the unit are still being adjusted and amended. However, BO'R acknowledged that vetting completion times, which were expected to take four weeks and are currently taking 9 weeks, are not delivering against the expected levels of performance at present. It was also recognised that further improvements to this critical process can be made. KB agreed to revisit the JFVU and vetting completion times at another PAM next year.

Contrary to discussions at the meeting, the JFVU is not responsible for processing requests for criminal Disclosure and Barring Service (DBS) records checks, deciding whether it is appropriate for a person to be placed on or removed from a barred list, and placing or removing people from the DBS children's barred list and adults' barred list for England, Wales and Northern Ireland. Further information about the DBS disclosure service is available [here](#).

ACTION: KB to revisit the JFVU and vetting completion times at a PAM in 2017.