

PERFORMANCE & ACCOUNTABILITY MEETING – 15.9.2017

DATE: 15 September 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)
Assistant Chief Constable – Laurence Taylor (LT)
Digital Content Officer – Sammi Carwardine
Head of Performance – Graham Kane (minutes)

Staff Officer to Chief Constable – Detective Inspector Mark O’Brien (observing)
Media Relations Manager – Jill Pedersen (observing)

LOCAL POLICING PROGRAMME

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The Local Policing Programme (LPP) is your four-year plan for how local policing will be delivered across Sussex in respect of crime prevention, response and investigation.

A. Is the LPP working?

B. While I recognise the need to modernise neighbourhood policing and the ambition of the LPP, I agree with the findings of the HMIC ‘Effectiveness’ report published in March that Sussex Police still need to better explain and demonstrate how the new model will continue to support local communities. How are you seeking to understand what impact the introduction of the LPP is having on local communities?

C. A number of changes to roles and new models of working have been introduced as part of the LPP. What analysis has been carried out to look at the overall effectiveness of the LPP, particularly in respect of police visibility?

D. How has the introduction of mobile technology supported the Force in the implementation of the LPP?

E. How is the Force continuing to involve, engage and work with members of the public and partners in the rollout of the LPP?

GY began by explaining that he is both pleased and confident with the way that the LPP model is working in Sussex. It was reiterated that the LPP encompasses three areas: prevention, response and investigation.

- **Prevention** – Local resources deployed in crime prevention, with trained police officers and Police Community Support Officers (PCSOs), working closely with partners, providing problem-solving activities tailored to local needs and demands. A strong focus on targeted work is also provided in the most vulnerable areas.
- **Response** – Flexible emergency response delivered from hubs, linked to custody centres, but not restricted by geography or policing districts. Vehicles will use standby locations, similar to the ambulance service, to ensure rapid and county-wide coverage. Access to officer skills, availability and location will mean controllers will send the most appropriate officer to incidents, first time. Officers will be equipped with mobile devices meaning that, unless an arrest has been made at the scene, they will not need to return to a police station and can return quickly back to their response role. It was also highlighted that there are still as many response officers in place than there were before the implementation of the LPP began.

- **Investigation** – Clear and robust investigative principles and standards are applied by the Investigations and Resolution Centre to ensure that those calls for assistance that require further investigation are dealt with effectively by officers and staff with enhanced skills.

Each stage of the LPP is being evaluated post-implementation on an individual basis against predetermined evaluation criteria to test whether individual elements are working. The success of the LPP will ultimately be measured against the delivery of local policing outcomes. The ability of the Force to meet national standards to improve accountability and transparency, maximise the use of available resources and reduce costs will also be used to measure success.

LT acknowledged that visible policing provides members of the public with reassurance and explained that the provision of police stations and hubs provide a permanent policing presence in local communities. KB reiterated that, whilst there are no plans to reinstate any police stations or hubs that has been closed previously, no police facilities with public facing receptions have or will be removed until a suitable local alternative is identified.

LT recognised that engagement in respect of the LPP needs to be ongoing and constant. Divisional and District Commanders and their respective teams have been tasked with engaging with local communities to explain how the model is working to staff, partners and members of the public in Sussex. This will include maintaining traditional methods of contact and communication, preparing briefing packs for partners and setting out expectations and perceptions for working smarter with these partners at collaborative meetings. KB would like to know what new police officers and PCSOs are being trained on in respect of their engagement with businesses.

GY explained that the Force is responsive to feedback and messages received from members of the public through the **Sussex Police People's Voice** and **Your Voice Counts** functions. He acknowledged that members of the public want to see police visibility in their communities and to be able to make contact with Sussex Police by telephone. The Force has recognised that these preferences exist and is now improving police visibility through targeted and intelligence-led patrols to understand better where impact is greatest. This has included maintaining a visible policing presence at train stations, airports and public events, and continued investment in mobile technology to enable front-line officers to spend more of their time out on patrol instead of in police stations.

It was acknowledged that police officers and staff within Sussex Police have already been through considerable change as part of the LPP to date. LT explained that he was confident that the overwhelming majority of these officers and staff understand the reasons behind the changes and are supportive of the approach being taken by the Force. Part of this process has included meeting with the Chief Inspectors and Inspectors for each of the policing districts to understand better the feedback and concerns that have been received from members of the public.

The Prevention strand of the LPP is set to go live on 6 November 2017. KB agreed to continue to monitor the progress made in both the implementation and delivery of the LPP to ensure that the Sussex Police response is both efficient and effective.

ACTION: KB would like to know how new police officers and PCSOs are being trained in respect of engaging with businesses.

RECORDED CRIME

Sussex Police has experienced an 11% increase in the number of recorded crimes across 2016/17 (1 September 2016 to 31 August 2017), in comparison to the same period in 2015/16. This equated to an additional 11,293 crimes recorded. Recorded increases were also apparent across each of the divisions.

- A. How are you responding to this increased demand on police officers and staff?
B. My office has received a number of concerns from residents, communities and businesses regarding the recorded number of anti-social behaviour crimes which has increased by 7% and 1,623 additional crimes across the same period. What work is the Force currently doing with partners to tackle anti-social behaviour?
C. How are you working with schools and other educational establishments to reduce crime, disorder and anti-social behaviour?**

GY provided some context to the 11% increase in the number of recorded crimes by explaining that Her Majesty's Inspectorate of Constabulary (HMIC) judged Sussex Police to be 'good' at recording crime, with 94.59% of all reported crimes recorded by the Force as part of their Crime Data Integrity inspection in 2016.

The increases in the number of recorded crimes in 2016/17 were partly attributed to an improvement in the accurate recording of crime by Sussex Police. These increases also reflect national trends too. The relatively low risk of being a victim of crime in Sussex was also highlighted, with the Force positioned 14 out of 43 police forces in England and Wales in terms of the risk per 1,000 population. Sussex Police is also positioned second out of their Most Similar Group (MSG) of eight police forces for risk of crime.

GY explained that the Force is responding to this increased demand on police officers and staff effectively despite having fewer resources available than in previous years by assessing and judging the required response based on threat, risk and harm.

LT confirmed that Sussex Police is well placed to identify, prioritise and respond to anti-social behaviour 'hotspots' by putting in place initiatives and diversionary activities to prevent this from occurring. It was acknowledged that Sussex Police and local authority partners both have a number of powers available to them to tackle anti-social behaviour. It was also recognised that whilst Sussex Police has a role to play, this remains a collective responsibility for all partners to tackle. It is only by working collaboratively that anti-social behaviour can be appropriately addressed.

It was highlighted that police officers are continuing to attend local partnership meetings to provide reassurance and progress updates in respect of the increases in recorded crimes and the changing approach to policing brought about by the LPP. LT also stated that he was confident that district commanders have regular contact with Members of Parliament regarding the issues that are affecting their constituencies.

Sussex Police currently has 20 Neighbourhood School Officer posts dedicated to working with schools and other educational establishments. These roles will be changed to Prevention Youth Officer (PYO) posts when the Prevention strand of the LPP goes live in November 2017. It was also emphasised that there will not be a reduction in the number of these posts as part of this change.

The PYOs will be experts in youth matters and will seek to develop and maintain relationships with schools and other educational establishments. The PYOs will specifically focus on secondary schools to deliver targeted inputs around specific priority areas to educate, set boundaries and change behaviour.

This approach seeks to reduce the unnecessary criminalisation of children and young people by diverting them away from the criminal justice system when the threshold for a policing intervention is not met. The PYOs will also work with primary schools, colleges and universities too, as well as forming long-standing relationships with children, young people and children's homes.

GY concluded by stating that Sussex Police is not the only agency responsible for working with schools and other educational establishments to reduce crime, disorder and anti-social behaviour, and reiterated that the Force needs to work in partnership with other partners to achieve this through joint-ownership.

INVESTIGATIONS FRAMEWORK

An Investigations Framework was launched by Sussex Police in September 2016 as part of the LPP.

A. For the benefit of the viewers, what is the Investigations Framework?

B. A post-implementation review of the Framework was completed in January 2017 to evaluate the success of the framework through a quantitative and qualitative based approach. What were the key findings of this review and how has the Framework been improved on the back of this?

GY explained that the Investigations Framework enables police officers and staff to focus on the crimes that cause the most harm. The Framework provides a consistent set of principles on which decisions about investigations can be made in a robust manner. The Framework has been built around the National Decision Model.

The Framework acknowledges that the Force should not investigate all reported crimes. This will involve having open and honest discussions with victims of crime and will include highlighting where crimes are unlikely to be solved.

The Framework aims to:

- *improve the quality of decision making;*
- *ensure investigations are efficient;*
- *increase the proportion of investigations conducted where victims are vulnerable; and*
- *to provide police officers and staff with the autonomy to make victim-focused decisions about what crimes to investigate.*

This approach will involve assessing each case individually and prioritising the crimes that cause the greatest harm to victims and communities, bringing the most prolific offenders to justice and assessing the viability of success for all lines of enquiry.

The evaluation from the first two post-implementation reviews into the Investigations Framework confirmed that investigations were now being finalised sooner by the Force. This included the average length of investigations reducing from 31 days to 21 days across the Force. It was also noted that some unintended consequences had been demonstrated too with fewer individuals now being arrested. This has contributed to an overall reduction in the number of crimes solved by Sussex Police.

A small number of subtle changes have been made to the Framework following the reviews earlier this year to ensure that the most appropriate crimes are still being prioritised by the Force. The third and final phase of the post-implementation review will take place at the end of September 2017.

101 – NON-EMERGENCY CALL HANDLING TIMES

In the last rolling year period to 6 September 2017, 75% of 101 calls were answered in 4 minutes, with an average wait time of 3 minutes 13 seconds for all non-emergency calls. 89% of 999 calls were answered within 10 seconds across the same period. This continues to remain a concern to me.

- A. Can you provide me with an update regarding performance in this area?**
- B. How is the threat, harm, risk, investigation, vulnerability and engagement (THRIVE) decision-making model being used to tailor the service provided to victims?**
- C. Is there any evidence to suggest that staff in the Contact and Command Centre are applying the THRIVE model to reduce or ration competing demands, rather than to tailor the service to the needs of victims?**

GY acknowledged the concern and frustration that the current average waiting times for all non-emergency calls are having on members of the public.

It was emphasised that 75% of all non-emergency calls have been answered within four minutes between April and September to date, with 53% of these calls answered within 60 seconds. The average wait time for all of these non-emergency calls is currently 3 minutes 12 seconds. Only one in 10 callers had to wait more than 10 seconds for an emergency call to be answered across the same period too.

It was highlighted that the Contact and Command Centre has good satisfaction levels once callers get through to the call handlers and that these performance levels have been maintained throughout a period of significant change for Sussex Police.

KB asked what the Force is doing to promote the best times of the day for members of the public to contact them. GY explained that this will be addressed as part of the contact campaign (see page 7 for further information).

Members of the public were also reminded that they can report crimes and incidents through the Sussex Police website (www.sussex.police.uk/contact-us/report-online/) and/or find answers to generic questions through the 'Ask the Police' website (www.askthe.police.uk/content/@1.htm).

GY explained that the Contact and Command Centre has sufficient resources to be able to respond to emergency calls in a timely and effective manner. The provision of additional resources would enable a greater number of non-emergency calls to be answered in a more efficient manner. The importance of using all available and existing resources to best effect was highlighted to KB. This includes ensuring that all staff within the Contact and Command Centre receive up-to-date THRIVE training to enable them to apply the decision making model appropriately.

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

INVESTIGATIONS AND RESOLUTION CENTRE

The Investigations and Resolution Centre was introduced in Sussex in October 2015 as part of the LPP and was fully operational by June 2016. The Centre endeavours to resolve incidents and crimes at the earliest opportunity and reduce the number of prearranged appointments.

- A. What does success look like for the Investigation and Resolution Centre?**
- B. How many fewer appointments have been created as part of this change?**
- C. How is the Centre contributing to an improvement in the service levels provided to members of the public and how is this measured?**

LT explained that the Investigations and Resolution Centre was introduced to deal with non-time critical incidents which have no immediate threat, risk or harm. It was emphasised that more than 90% of all incidents referred to the Centre are resolved at source and do not require any further deployment by frontline officers. This approach is contributing to an improvement in the overall service levels provided to members of the public.

It was highlighted that 42,000 fewer prearranged appointments each year have been created as part of this change. This has resulted in a reduction to the demand placed on Neighbourhood Policing Teams and the subsequent number of deployments. This approach has also enabled the Force to reduce overall establishment and strength numbers as part of the LPP.

LT reiterated that any incidents that are unable to be resolved by the Investigations and Resolution Centre are still referred to the most appropriate team for deployment and face-to-face contact. The collation of an investigations pack for each of these incidents assists police officers with this handover process.

Satisfaction levels in the Investigations and Resolution Centre are monitored through bespoke surveys. It was highlighted that approximately 76% of all users are currently satisfied with the overall level of service they have received from the Centre. This is in line with the satisfaction levels across other areas of policing.

The current increases in the number of recorded crimes by Sussex Police and the additional demand this is creating for policing services is having a detrimental impact on the potential for the Investigations and Resolution Centre to save an even greater number of prearranged appointments. KB concluded by expressing her "frustration" that the Centre has not been able to generate greater levels of savings.

CONTACT CAMPAIGN

There are many ways members of the public can access Sussex Police. Last month the Force launched a contact campaign, including the production of a contact card, bespoke to each policing district, which set out each of the different ways individuals can make contact.

A. For the benefit of the viewers, what are the different ways that individuals can use to make contact with the Force?

B. How has the contact campaign been received by members of the public?

C. What other stakeholder engagement initiatives does Sussex Police have planned?

LT explained that the contact campaign was launched by Sussex Police on 1 August 2017. It was highlighted that members of the public can make contact with Sussex Police through the following methods:

- *call 999 in an emergency when a life is threatened and there is imminent danger (for example, when a crime is happening);*
- *call 101 when you do not require an urgent response;*
- *report any number of things, including crimes, online. It is quick and convenient for you and available 24/7;*
- *contact your local prevention team by email or phone for matters in your community;*
- *visit your local police station; and*
- *text 65999 or TypeTalk on 18000 if you are hard of hearing or speech-impaired.*

To date, the contact campaign has been viewed 177,400 times on Twitter, of which over 2,000 individuals clicked-through to the Sussex Police website. There has been a further 30,000 views on Facebook, of which another 2,500 individuals clicked through to the website.

The contact card will be made available at local events and policing activities at community locations and police stations. Members of the public will also be able to download the contact cards on the Force website [here](#).