

## **PERFORMANCE & ACCOUNTABILITY MEETING**

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**DATE:** 26 January 2018

**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)  
Temporary Deputy Chief Constable – Laurence Taylor (LT)  
Correspondence and Administration Officer – Louise Gilbert  
Digital Content Officer – Natalie McFall (observing)  
Head of Performance – Graham Kane (minutes)

### **OPERATION DRAGONFLY – CHRISTMAS DRINK-AND-DRUG-DRIVE CAMPAIGN 2017 – RESULTS**

**As discussed at last month's PAM, "Operation Dragonfly", the dedicated Sussex Police drink-and-drug-drive campaign in the lead up to the Christmas and New Year celebrations, took place in December 2017.**

**A. Can you provide me with the total number of drivers who were breathalysed or tested for substances and subsequently arrested for drink-or-drug-driving offences?**

**B. How have you reflected on this latest campaign?**

**C. What other initiatives does the Force have planned to target the 'fatal four': excessive speed, not wearing a seatbelt, using mobile phones when driving and drink-and-drug-driving throughout the rest of the calendar year?**

*LT confirmed that between 1 December and 31 December 2017, Sussex Police made more than 200 arrests for drink-and-drug-driving offences as part of Operation Dragonfly. The Road Policing Unit led on this campaign which was supported by the rest of the Force.*

*Over the course of December 2017, Sussex Police stopped and breathalysed over 3,500 motorists, of which 140 individuals were arrested for drink-driving. Over the same period, 105 individuals were stopped and tested for substances using the drug-wipe test, of which 55 individuals provided positive readings and were arrested for drug-driving. The age demographics of those individuals arrested for drink-and-drug driving ranged from 21 to 71 years of age.*

*LT reflected on the latest Operation Dragonfly campaign as a success because a number of dangerous drivers were removed from the roads of Sussex. Members of the public with specific concerns about individuals they suspect of drink-or-drug-driving were again reminded to report these to Sussex Police by text to 65999 or through Operation Crackdown ([www.operationcrackdown.co.uk](http://www.operationcrackdown.co.uk)). Individuals can also contact the independent charity Crimestoppers anonymously on 0800 555111. If it is known that someone is drink-or-drug-driving, members of the public should call 999 immediately.*

*The Force has a number of other initiatives planned to target the 'fatal four' throughout the rest of the calendar year, including support for the week-long enforcement campaign, led by the National Police Chiefs' Council, which ran between 22 January and 28 January 2018, to target those using mobile phones and other distractions when driving. Other campaigns scheduled in 2018 include: not wearing a seatbelt (March), excessive speed (April and August), Operation Dragonfly – summer drink-and-drug-drive campaign (June and July), and those using mobile phones and other distractions again (September).*

GY concluded by stating that Sussex Police continue to take this area of work really seriously. In particular, it was emphasised that 67,000 individuals were caught causing danger on the roads of Sussex in 2017 and that the Force will again work with partners throughout 2018 to proactively remove dangerous drivers from the roads of Sussex.

## **OPERATION RIBBON – RESULTS**

**“Operation Ribbon”, the dedicated Sussex Police response to reports of domestic abuse over the Christmas and New Year period, was highlighted at last month’s PAM.**

- A. How effective was this Operation in tackling domestic abuse in Sussex?**
- B. How supportive have the courts and other partners been in terms of progressing prosecutions in a swift and timely manner?**
- C. How will the learning from this campaign be used to inform the Force’s response to domestic abuse now that the festive period has concluded?**
- D. It was recently reported that only 43% of all data requested from police forces under Clare’s Law in England and Wales was disclosed in 2016/17, and that the disclosure rates vary enormously by individual police force area. The new licence to practise ensures that officers have the skills they need to tackle this type of abuse so what action is Sussex Police taking to ensure that they are fully, and consistently, implementing “Clare’s Law”?**
- E. How many times has Clare’s Law been used in Sussex?**

*LT reiterated that Operation Ribbon has run for six consecutive years now because, historically, the number of reported domestic abuse crimes increases over the Christmas and New Year period. The Operation comprises of two distinct elements: a social media campaign and an operational response.*

*The purpose of the social media campaign was to raise awareness of domestic abuse and the hidden victims, including children, who are exposed to abusive behaviour. Sussex Police launched “The Visit” video as part of Operation Ribbon to assist with this awareness raising. The video can be viewed [here](#) and was watched over 258,000 times between 8 and 31 December 2017.*

*In terms of the operational response, a total of 85 domestic abuse crimes were recorded across the Christmas and New Year period, of which 51 arrests were made by Sussex Police in response to these crimes, which equated to 60%. It was emphasised that Sussex Police will always look to make an arrest where the threshold for this is met. KB requested the comparative performance information in respect of domestic abuse serials recorded across the period of the campaign for the past three years.*

*In addition, enhanced multi-agency activity was demonstrated across the period through 76 joint visits to high-risk victims carried out with detectives from the Specialist Safeguarding Investigations Unit (SIU) and Independent Domestic Violence Advisors (IDVAs). The purpose of these welfare visits was to review safety plans, provide safety equipment to newly identified victims, and identify ongoing safeguarding opportunities.*

*The Transforming Summary Justice initiative was adopted by all criminal justice agencies from June 2015. The aim was to reform the way that criminal cases are handled in the Magistrates’ Courts, and to create a swifter system with reduced delays and fewer hearings.*

*In the month of December 2017, it was highlighted that the conviction rate for domestic abuse crimes in Sussex was 84%, against a national average of 77%. Sussex was also above the national average for ‘guilty pleas’ across the same month with 75% recorded locally, in comparison to 67% for England and Wales.*

*The Force has developed good relationships with the courts, other partners in the criminal justice system and third parties and confirmed that progressing prosecutions in a swift and timely manner remains a priority for all through criminal justice boards.*

*LT confirmed that a full report analysing and evaluating the overall effectiveness of Operation Ribbon is currently being developed and is expected to be available by April 2018. KB requested a copy of the finished report.*

*It was also highlighted that Clare's Law – otherwise known as the Domestic Abuse Disclosure Scheme (DADS) – was introduced across England and Wales on 8 March 2014 to provide individuals or a third party with the opportunity to request specific information about an individual for the purposes of protecting a potential victim from domestic violence. This consists of two elements: 'right to ask' and 'right to know'.*

*Anyone can make an application about an individual who is in an intimate relationship with another person and where there is a concern that the individual may harm the other person. This also extends to any concerned third party, including a parent, neighbour or friend and not just the potential victim.*

*It was also emphasised that a third party making an application would not necessarily receive the information about the individual concerned. It may be more appropriate for someone else to receive the information, such as the victim or another person who is best placed to protect the potential victim.*

*All requests for information are considered by Sussex Police and if any information is held by the Force this will be shared with the most appropriate individual. Sussex Police has received a total of 603 applications to date (of which 412 relate to 'right to know' and 191 relate to 'right to ask' applications) and has made 314 disclosures (225 relating to 'right to know' and 89 relating to 'right to ask'). This equates to 52% of all data requested from the Force under Clare's Law being disclosed, in comparison to the 43% average for other police force areas in England and Wales. It was also highlighted that these application and disclosure figures are in line with the national averages.*

*Information and guidance around disclosures is provided to all police officers and staff and these are monitored through the Public Protection Team. It was also highlighted that the Force will have approximately 290 domestic abuse mentors in post by the end of February 2018, from within the existing workforce, to support and embed the learning from the Domestic Abuse Matters' awareness training and further promotion of Clare's Law.*

**ACTION: KB requested comparative performance information in respect of the domestic abuse serials recorded, conviction rates and guilty pleas for Sussex across the period of the campaign for the past three years.**

**ACTION: KB requested a copy of the finished Operation Ribbon evaluation report.**

## **PEEL: LEGITIMACY – TREATING PEOPLE IT SERVES WITH FAIRNESS AND RESPECT**

**Last month, Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published their findings for Sussex Police in the ‘Legitimacy’ strand of its annual inspection 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 the legitimacy with which it keeps people safe and reduces crime.**

**The inspection report recognised that Sussex Police and its workforce have a “good” understanding of the importance of treating people fairly and with respect (pages 10 and 18).**

- A. The report highlighted that the Force does not yet fully comply with the national recording standards in respect of the use of force. Is this still the case?**
- B. What measures have you put in place to ensure that every stop and search is justified and is likely to have a positive outcome in reducing crime?**
- C. What scrutiny and accountability measures are in place to ensure that the use of stop and search in Sussex is reasonable, effective and legitimate?**
- D. HMICFRS also recognised that Sussex Police could improve their external scrutiny of its use of stop and search powers. How do you propose to respond to this challenge?**

*LT confirmed that whilst Sussex Police does not yet fully comply with the national recording standards in respect of the use of force, the position has improved since the HMICFRS inspection last year and the Force is now 80% compliant. This will be rectified by a software update to Niche, a crime recording system used by Sussex Police and 25 other police force areas, which is scheduled to take place in July 2018. In the meantime, a short-term Mobile Data Terminal (MDT) solution has been identified and will ensure that the Force is fully compliant by 1 April 2018, ahead of the planned update to the existing software. This approach was agreed by the Legitimacy Board.*

*It is recognised that stop and search is an important tactic to prevent and detect crime. The powers are subject to a huge amount of internal scrutiny, including supervisory reviews of the searches recorded, dip-checks of the grounds recorded for the stops on each of three policing divisions, and reviews of the searches carried out by police officers that are captured through Body Worn Video (BWV).*

*Sussex Police also started an informing campaign in October 2017 to try and get police officers to use the powers of stop and search more frequently. The initial data available from this campaign is very encouraging and the Force demonstrated a 67% increase in the number of stop and searches carried out in December (696) in comparison to those carried out in September (416). This equated to an additional 280 stop and searches.*

*The Force is also considering introducing some new stop and search training based on a new innovative accelerated learning technique that has been trialled by Surrey Police. In addition, it was emphasised that 84% of all police officers and staff throughout the Force have completed training in respect of unconscious bias. A stop and search ‘Rewind’ video has also been produced to provide young people with an explanation as to what they can expect if they are ever subjected to a stop and search. This video can be viewed [here](#).*

*HMICFRS recognised that Sussex Police could improve its external scrutiny of stop and search powers. As a result of this area for improvement being identified, the Force has established a Stop and Search Scrutiny Panel, consisting of members of the public who represent the diverse communities in Sussex. The inaugural meeting of this Panel took place earlier this week and looked at the grounds for searches; outcomes following the searches; any disproportionality of those stopped and searched; and reviewed the BWV available for these stop and searches.*

*In addition, a new basket of measures has been developed to look at the total number of searches carried out, positive outcome rates and disproportionality rates for Black and Minority Ethnic individuals.*

*The national Legitimacy report identified a cause of concern in respect of the use of stop and search powers and made two specific recommendations for all police force areas in England and Wales in respect of publishing data relating to stop and search and providing training to all officers using these powers.*

*GY confirmed that Sussex Police already publish data, information and analysis on the use of stop and search powers by the Force on an annual basis. This information can be viewed [here](#). This information is also made available to the Independent Advisory Group and the Stop and Search Scrutiny Panel. The Chief Constable also stated that he was confident as he could be that all officers who use stop and search powers will have completed unconscious bias training and Authorised Professional Practice from the College of Policing in respect of stop and search by July 2018.*

## **PEEL: LEGITIMACY – ENSURING WORKFORCE BEHAVES ETHICALLY AND LAWFULLY**

The inspection report confirmed that Sussex Police is 'good' at ensuring that its workforce behaves ethically and within the law.

**A. The report highlighted that the "Force provides clear, useful and accessible information about how to make a complaint on its website" but recognised that more could be done to make it easier for members of the public to make a complaint outside of this forum. How will this feedback be used to improve the information made available in police stations and other public places, particularly in respect of different languages?**

**B. It was reported that a "mixed picture" exists in terms of the extent to which complaints are handled and investigated, and the way complainants are kept updated. What processes does the Force have in place to ensure that the statutory Independent Office for Police Conduct (IOPC) guidance is complied with in respect of complaints?**

**C. For the benefit of the viewers, what is the process for identifying potential discrimination and ensuring that those which meet the mandatory criteria for referral to the IOPC?**

*LT acknowledged that the observation made by HMICFRS that Sussex Police could make it easier for members of the public to make a complaint by improving the information made available in police stations and other public places, and in different languages, was useful.*

*It was emphasised that every police station and front office in Sussex has a poster available in a number of different languages setting out exactly how members of the public can make a complaint and receive support in this process. The Force is also carrying out a benchmarking exercise with other police forces to ascertain exactly what information is made available to members of the public in their areas.*

*It was highlighted that all complaints against police officers and staff are now dealt with by the Professional Standards Department (PSD) within Sussex Police. Police officer complaints have always been dealt with by PSD but complaints against police staff were previously investigated by the Human Resources Department. This combined response now ensures that a more consistent approach exists.*

*To support the Force with this change, additional investigators have been recruited into PSD with Professional Investigation Programme (PIP) level 2 training accreditation. Further training from Weightmans solicitors has also been provided to assist these individuals in this role.*

*Other processes that the Force has in place to ensure that the statutory IOPC guidance is complied with in respect of complaints includes the reviewing of all outstanding complaints every 28 days. As part of this approach, individuals are proactively kept updated with regards to progress made in respect of their complaints. It was also highlighted that complaints which are dealt with through Local Resolution take an average of 40 days to conclude and complaints that are dealt with through a full investigation take an average of 69 days to reach a conclusion.*

*All police officers and staff working within PSD attend an IOPC training course to inform them of the correct process for identifying potential discrimination and to ensure that those which meet the mandatory criteria are referred to the IOPC. LT explained that Sussex Police must refer complaints and recordable conduct matters to the IOPC that include allegations of conduct which constitutes either: serious assault, serious sexual offence, serious corruption, and criminal offence or behaviour which is aggravated by discriminatory behaviour. It was also emphasised that further scrutiny is carried out in this area through weekly Command Team meetings and quarterly Governance and Integrity meetings with KB and the Office of the Sussex Police & Crime Commissioner.*

## **PEEL: LEGITIMACY – TREATING WORKFORCE WITH FAIRNESS AND RESPECT**

**HMICFRS highlighted that Sussex Police ‘requires improvement’ in the way it treats its workforce with fairness and respect.**

**A. The report raised concerns that “wellbeing in Sussex Police is not given the same level of priority as in the last legitimacy inspection in 2016”, including “reduced promotion of wellbeing” and “limited evidence of new wellbeing initiatives”. How will you use this feedback to prioritise wellbeing within the Force?**

**B. The report also highlighted that the workforce is feeling “stretched” managing an increased demand for services with fewer resources, now that the Local Policing Model has been fully implemented. How will you ensure that the wellbeing needs of staff are balanced with the increased demand for their services?**

**C. It was reported that some officers are finding it difficult to take annual leave and time-off-in-lieu because of the reduction in workforce numbers. What plans are in place to address this?**

**D. The Model has also extended the use of ‘remote supervision’. For the benefit of the viewers, what is remote supervision and what training has been provided to line managers to assist them with the identification of any problems faced by the people they manage remotely?**

*GY challenged the findings in the report that “wellbeing is not given the same level of priority as in the last inspection” and explained that an element of HMICFRS’s latest findings might relate to the timing of the inspection.*

*In particular, it was highlighted that Sussex Police invested in and introduced a number of new wellbeing initiatives in 2016, of which, some of these were immediately before the previous Legitimacy inspection. Whilst the Force has continued to invest in these initiatives, an element of the concerns raised in the report could be a specific consequence of the direct comparisons made to last year’s inspection.*

*The Chief Constable explained that Sussex Police has “not stood still” since 2016 and further work has been carried out in respect of wellbeing. This included making improvements to reduce the risk and improve knowledge and understanding of mental health issues in the workplace, introducing new guidance to support police officers and staff working with cancer, continuing to provide free wellbeing days where individuals can receive guidance and medical testing in respect of leading healthy lifestyles, together with the provision of financial support and advice. It was also highlighted that Sussex Police is supporting two charities in 2018: **UK Police Memorial** and the **Sussex Police Charitable Trust**.*

*The concerns that were raised by HMICFRS in the report in respect of the workforce feeling “stretched” were understood and were highlighted to be both physical and mental. The Force is consistently looking at staffing levels at Daily Management Meetings and continues to use the Investigations Framework to manage demand based on threat, risk and harm (see ‘Investigations Framework – Shoplifting’ on page 9).*

*GY acknowledged the fact that some officers are finding it difficult to take annual leave and time-off-in-lieu because of the reduction in workforce numbers and recognised the importance of officers and staff having an appropriate work-life balance. The Chief Constable explained that individuals should be able to have time off when they want it but also acknowledged that this can be challenging at peak operational times and for those individuals who have specific qualifications or skillsets, including those that are public order trained, for example. It was highlighted that flexibility and allowances are being made to enable these individuals to carry forward annual leave and time-off-in-lieu, outside of Force policy. Sussex Police continue to work with UNISON, Police Federation and the Police Superintendents’ Association regarding this area.*

*GY explained that 'remote supervision' is not a new concept to Sussex Police and provided assurances to KB that three areas of supervision exist to manage this process:*

- Operational – robust supervision is constantly in place to ensure that Sussex Police is able to provide a 24/7 response, 365 days a year;*
- Organisational – centralised supervision is in place to ensure that the right individuals are on duty, in the right places. This approach ensures that fair and consistent decision making takes place across the Force; and*
- Personal – day-to-day management and supervision is in place to look at welfare and identify continued professional development.*

*The Force has also introduced modern working practices by providing police officers and staff with tools to enable them to work remotely, including tablets, laptops and video conferencing.*

*KB concluded by commending all police officers and staff for their hard work and recognition for the legitimacy with which they keep people safe and reduce crime in Sussex.*

**ACTION: KB would like to know what the 12 recommendations were that the Institute of Employment Studies made to Sussex Police and Surrey Police following their review of the performance management approach used by both police force areas.**

## **INVESTIGATIONS FRAMEWORK – SHOPLIFTING**

**An Investigations Framework was launched by Sussex Police in September 2016 as part of the Local Policing Model. The Argus recently reported that Sussex Police will not investigate certain low-level crimes, including shoplifting, which do not meet the Force’s criteria for investigation.**

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

**B. How confident are you that all police officers understand how to use the Investigations Framework?**

**C. How effective has the three-month shoplifting pilot project in Hastings and Rother been at diverting shoplifters away from police custody?**

*LT explained that the Investigations Framework provides police officers and staff with 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 and 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 enables officers and staff to assess each case individually and prioritise 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 Investigations Framework acknowledges that the Force should not investigate all reported crimes. This process involves having open and honest discussions with victims of crime and includes highlighting where crimes are unlikely to be solved. It was also highlighted that there is no financial threshold for the investigation of crimes that are reported to Sussex Police.*

*The Investigations Framework is reviewed regularly through the Local Policing Board and has been subjected to three separate evaluations. The Framework was also part of a post-implementation review of the ‘Investigations’ strand of the Local Policing Model.*

*LT stated that he was confident that the Framework is being used appropriately by police officers and staff to manage increases in demand. The Investigations Framework does not determine the initial policing response and each report is still assessed on an individual basis.*

*It was emphasised that the three-month shoplifting pilot project in Hastings and Rother has now been extended to Eastbourne because there were not enough shoplifting offences recorded over this period to make a meaningful and informed judgement regarding its effectiveness. LT stated that initial findings from the project highlighted that the amount of time an individual is held in police custody could be significantly reduced where evidence of shoplifting exists (through CCTV, for example).*

*It was reiterated that shoplifting and any other crimes reported to Sussex Police will continue to be taken seriously. In 2017, there were 8,667 shoplifting offences recorded, of which 2,389 of these were solved. This equated to a solve rate of 28% which is significantly higher than the solve rate for other crimes in Sussex.*

*GY concluded by stating that Sussex remains a safe place to live and work and confirmed that the Force will continue to use the Investigations Framework to prioritise and focus on those crimes which cause the greatest threat, risk and harm.*

## **POLICING PRECEPT DECISION**

**Following a public consultation, I have again been given public support to increase the policing part of the Council Tax for 2018/19. This will add an extra £12 a year per Band D property, a move which received support from the Police & Crime Panel last week.**

**A. Ahead of the Panel meeting, you gave me assurances that police officer and staff posts would be safeguarded and sustained following changes to the precept funding. Now that this recommendation has been supported, the 'Sussex Police 2018/22 Transformation Strategy' is currently being produced. What is the specific focus of this Strategy?**

**B. What do the timelines look for the implementation of this Strategy?**

**C. How will the Local Policing Model be scaled-up as part of this process in terms of the repositioning and distribution of police officer and staff posts to meet increases in local demand?**

*GY began by thanking KB for the recommendation she had made to the Police & Crime Panel to increase the policing part of the Council Tax for 2018/19 and for obtaining their support at last week's meeting. The Chief Constable recognised that this was not an easy decision to make and explained that, anecdotally, all other Chief Constables are hoping for the same flexibility in their own police force areas.*

*In real terms, it was highlighted that the precept increase, together with the use of £17m of reserves, will reduce the funding gap for Sussex Police from £26.5m to between £2m and £3m by 2022. This approach will also enable the Force to preserve and protect 476 police officer and staff posts, sustain local policing and put resources into the areas the public say matter to them most.*

*The Local Policing Model encompasses three areas: prevention, response and investigation. The decision to increase the precept will see the Model reshaped, to identify further efficiencies and enhance and protect local policing resources. This will include a renewed focus on local policing by providing the Prevention Teams with greater capacity and capability to deliver more visible policing throughout Sussex. This approach should ensure that local people are able to see a tangible benefit from the increase that the Chief Constable has asked KB to levy upon them.*

*GY also stated that he wants to improve the experience that members of the public have when they contact Sussex Police, either by the non-emergency number 101 or through the website.*

*The Force remains committed to looking at a range of other opportunities to keep experienced police officers and staff in Sussex, whilst simultaneously investing in new recruits. In particular, it was highlighted that police officer recruitment will open again in Sussex on Monday, 12 February 2018.*