

## **PERFORMANCE & ACCOUNTABILITY MEETING**

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**DATE:** 15 February 2019

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

**PRESENT:** Police & Crime Commissioner – Katy Bourne (KB)  
Chief Executive Officer – Mark Streater (MS)  
Deputy Chief Constable – Jo Shiner (JS)  
Assistant Chief Constable – Nick May (NM)  
Communications Manager – Natalie McFall  
Senior Communications Manager – Mandy Jameson  
Head of Performance – Graham Kane (minutes)

### **POLICING PRECEPT DECISION**

**Following a public consultation, I have again been given public support to increase the policing part of the Council Tax for 2019/20. This will add an extra £24 a year per Band D property, a move which received 'unanimous' support from the Police & Crime Panel earlier this month.**

**A. The additional investment means that by 2023 there will be 250 more police officers, 50 more specialist police staff and 100 more Police Community Support Officers (PCSOs) than there were in March 2018 – a total increase of 400 individuals. When will recruitment open for these roles and what do the plans look like for this recruit across 2019/20 and beyond?**

**B. How will the Sussex Police 2018/22 Transformation Strategy be revised now that this recommendation has been supported?**

JS welcomed the decision taken by KB (and ratified by the Sussex Police & Crime Panel) to increase the policing part of the Council Tax for 2019/20 by £2 per month, per Band D property. This puts the Force in a much stronger position to meet the increased and more complex demand and to continue to protect the residents of Sussex.

It was emphasised that the plans for this additional recruitment are well advanced and that phased recruitment will take place across the four year period to March 2023. This will include 12 PCSOs beginning their training in March 2019 with an additional 168 police officers and 126 PCSOs recruited throughout 2019/20. Police staff recruitment is also expected to open in the next few weeks to recruit for the areas of child protection, public protection and the contact centre. The Force is continuing to monitor attrition rates and adapt and amend recruitment plans, accordingly. JS concluded by expressing her excitement at being able to deliver increased and better resourced policing services in Sussex.

The Deputy Chief Constable confirmed that the **Transformation Strategy** has been and will continue to be revised to ensure that it remains agile and fit for purpose. The themes within this Strategy remain unchanged: strengthen local policing, improve public contact and modernise policing by investing in technology. The three priority areas for Sussex Police also remain consistent: keep communities safe and feeling safe; identify and protect vulnerable people and prevent and respond to harm.

## **PROCEEDS OF CRIME ACT**

**The aim of the Proceeds of Crime Act (POCA) 2002 is to deny criminals the use of their assets, recover the proceeds of crime and disrupt and deter further criminality.**

**A. For the benefit of the viewers, can you explain how the proceeds of crime are recovered?**

**B. How much compensation is provided to victims and how is this decided?**

**C. What is the level of outstanding confiscation orders in Sussex?**

**D. What support does Sussex Police receive from other police forces in the South East region in respect of asset recovery?**

NM explained that the primary process for recovering the proceeds of crime consists of two key aspects: restraint and confiscation.

At the early stages of each criminal investigation, Sussex Police will identify the assets (both property and vehicles) that the Force will need to seize. At this point, a Financial Investigator will apply to the courts for a restraint order. This prevents those making money through criminality from being able to hide, sell, dispose, disperse or move these assets on.

A criminal trial will then take place and, if a criminal conviction is secured, a confiscation order can then be granted. A confiscation order is a criminal action set against the level of benefit gained through criminality. The amount for each confiscation order is calculated by adding up the total assets and cash seized and providing this to the judge to make a final decision regarding the amount. If these orders are not settled within set timescales, the judge can add further time onto any custodial sentences imposed.

This approach has evolved in recent years to allow police force areas to target better any 'ill-gotten gains' and demonstrates a further commitment to relentlessly pursue criminals and their assets. It was also emphasised that cash forfeiture orders are separate civil actions that can run alongside a criminal investigation where there is insufficient evidence to secure a criminal conviction. Compensation orders can be granted to victims of crime (including fraud cases) too based on the facts that are presented to the judge by the law enforcement agencies.

The Assistant Chief Constable confirmed that the level of outstanding confiscation orders in Sussex currently amounts to just under £1 million. Assurances were provided to KB that the Financial Investigators within Sussex Police continue to regularly revisit all outstanding confiscation orders. This includes reassessing assets, bank activity and other intelligence to ascertain whether individuals are living 'beyond their means' and building cases against them, accordingly.

A joint Sussex and Surrey Police Economic Crime Unit (ECU) exists to protect individuals from the impact of financial crime, investigate offences and prosecute offenders. The South East Regional Organised Crime Unit (SEROUCU) and National Crime Agency (NCA) also provide tactical and strategic advice and assistance to support the ECU.

In 2017/18, Sussex Police recovered a total of £3.359 million. In 2018/19 to date (1 April 2018 to 31 January 2019), the Force has recovered a total of £2.991 million, including an award of £1.310 million following a recent investigation into an illegal steroid-producing laboratory in Bognor Regis, West Sussex.

It was also emphasised that whilst the proceeds of crime recovered through POCA can vary each year, according to the length of time it can take to carry out an investigation, make a charge and get a case to criminal trial, the process is about causing significant harm and disruption to criminality rather than simply income generation.

All of the money received through POCA is sent to central Government for reallocation. This is broadly apportioned between Her Majesty's Treasury and the three law enforcement agencies on a 50/50 basis to strengthen their capacity to tackle this criminality. This 50% allocation is then split into thirds, as follows:

- One third to the agency responsible for the collection of the monies – Her Majesty's Courts and Tribunals Service;
- One third to the prosecuting authority – Crown Prosecution Service (CPS); and
- One third to the Financial Investigators – Sussex Police.

## **OPERATION RIBBON – RESULTS**

**'Operation Ribbon', the dedicated Sussex Police response to reports of domestic abuse over the Christmas and New Year period, has now been evaluated.**

- A. How effective was the 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. What was the arrest rate for domestic abuse offences over the period of the campaign? How does this compare to the arrest rate for these offences across the year?**
- D. How were Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) used to provide protective measures for victims as part of this campaign?**
- E. How was Clare's Law used to support the campaign?**
- F. How will the learning from this campaign be used to support the other initiatives the Force has planned throughout the rest of the calendar year to ensure that vulnerable victims can be fully supported and their offenders brought to justice?**

NM confirmed that Operation Ribbon ran for three weeks between 10 December and 31 December 2018. This is the dedicated Sussex Police campaign to improve the response to domestic abuse and to understand better the scope, scale and significance of domestic abuse within the communities of Sussex.

The campaign focussed on communications, including social media and engagement, and aimed to inform, educate and encourage reports of domestic abuse. It was reported that the campaign reached 3.4 million individuals through social media – primarily through Twitter and Facebook – and that 74% of this engagement was either positive or neutral. In addition, Sussex Police produced a video, **The Visit**, which focussed on children and the impact domestic abuse can have on them which attracted more than 90,000 views. The Assistant Chief Constable reflected that this had been the most successful Operation Ribbon campaign in the seven consecutive years it has been run by the Force.

It was recognised that Sussex Police received good support from the courts and other partners, including the CPS, throughout the period of the campaign. This included regular two-way discussions between frontline staff and the CPS regarding charging decisions, including challenges from the Force about the thresholds for charging, where appropriate.

An arrest rate of 46% was recorded for domestic abuse in December 2018. This was slightly higher than the month before and compared favourably to the arrest rate of 49% in December 2017 when Operation Ribbon was previously run. It was also recognised that more work is required to look at making arrests at the most appropriate time, particularly in respect of protecting victims from harm.

A combination of 12 DVPNs and DVPOs were authorised by the Force and ratified by the Magistrates' Court across December 2018 to provide protective measures for victims as part of this campaign. It was also highlighted that Sussex Police is increasingly using protective bail conditions to safeguard victims of domestic abuse if the threshold for a charge is not met.

It was emphasised that Clare's Law – otherwise known as the Domestic Violence Disclosure Scheme (DVDS) – was used as part of the campaign. The DVDS provides individuals or a third party with the opportunity to request specific information about another individual for the purposes of protecting a potential victim from domestic violence. Sussex Police promoted the DVDS via the Force website and through the provision of leaflets in General Practitioner (GP) surgeries and Citizens Advice Bureau (CAB) locations.

An application can be made under the Scheme by either telephoning 101 or attending a local police station and asking to make a DVDS application. An application can also be made by completing a copy of the Minimum Standards Form and emailing it to: [101@sussex.pnn.police.uk](mailto:101@sussex.pnn.police.uk). Further information about the process for the DVDS can be viewed [here](#).

It was highlighted that 26 applications were made as part of the DVDS in November 2018, with a further 25 applications made in December 2018. This represented an increase in requests for both of these months compared to an average month in the rest of 2018. It was highlighted that a total of 77 disclosures were made in the calendar year under the 'right to ask' and 'right to know' elements of the Scheme, with a further 28 applications still being assessed.

NM explained that the learning from this campaign will be used to support other initiatives the Force has planned throughout the rest of the calendar year to ensure that vulnerable victims can be fully supported and their offenders brought to justice. The 250 Domestic Abuse Mentors, trained to an enhanced level throughout the Force, will continue to support other officers and staff in this work by embedding further the learning from the Domestic Abuse Matters' awareness training.

**ACTION: KB would like to know what the bail rate was for domestic abuse offences in December 2018, in comparison to the use of DVPNs and DVPOs.**

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

**The ongoing average wait times for the non-emergency 101 number continue to remain a concern to me.**

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

**B. What impact is the continued increase in 'non-voice' demand having on the ability of the Force to answer telephone calls?**

**C. How will the additional funds raised by an increase in the policing precept in 2019/20 be used to improve public contact?**

JS explained that non-emergency call handling times remain a primary area of focus for Sussex Police. It is essential that members of the public have the confidence to contact the Force by whatever medium is most convenient to them, as and when they need to.

The Deputy Chief Constable reminded individuals of the process when contact is made to the Force Contact Command and Control Centre (FCCCC). All telephone calls are answered within seconds by the Switchboard before they are triaged in line with the Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE) decision-making model. At this point, if the call is not an emergency and it cannot be resolved immediately, it is transferred to the non-emergency number for response. It is at this stage of the process that members of the public are currently experiencing delays.

It was highlighted that in January 2019, it took an average of 13 minutes and 45 seconds to answer the 27,959 calls that were offered to the 101 number. This represented a significant improvement from the average wait time of 20 minutes and 23 seconds recorded for the 30,436 calls in October 2018. It was, however, acknowledged that whilst the Force is in a stronger position compared to last year, significant work is required to improve performance and trends in this area further still.

It was recognised that an ongoing business case is currently being developed to transform public contact with the Force and to provide the best possible service to members of the public and other emergency service partners. This transformation programme seeks to maximise the confirmed precept investment in this area and is evidence-based, including feedback received from the public. This work is nearing completion and will be presented to a future Chief Officer Meeting (COM).

The Force has been focussing on people, processes and available technology to implement quick changes to improve the efficiency and effectiveness of the FCCCC. This has included introducing new technology to enable call handlers to switch between taking 999 and 101 calls, according to need and demand. Sussex Police has also implemented changes to the tenure of all new police staff in the FCCCC in an attempt to improve the retention of staff in the department.

The Deputy Chief Constable recognised that there has been a significant shift in demand from telephone calls to 'non-voice' demand, including a combination of emails and webforms. It is anticipated that approximately 40% of individuals who report online have previously tried to contact the Force through 101. This shift in demand is contributing to a reduction in the number of non-emergency calls received by Sussex Police, although it is acknowledged that this shift in demand is still taking individuals away from answering telephone calls in order to respond to this contact type.

JS reiterated the importance of recruiting the "right people" in the FCCCC. It was highlighted that 48 out of 200 applicants were recruited as part of the most recent campaign. The low success rate of 24% is because of the length of time it takes to train these individuals and the cost of delivering this training is expensive if these members of staff then go on to leave their new roles shortly afterwards.

It was emphasised that a further 20 individuals have now completed their training and are taking calls independently in the contact centre, with another 18 individuals scheduled to commence their training next week. The Deputy Chief Constable concluded by stating that Sussex Police anticipate that recruitment will reopen again in this area in May 2019.

It was also highlighted that Assistant Chief Constable Nev Kemp from Surrey Police will shortly carry out a 'peer review' of the transformation programme and the processes in place in the FCCCC in Sussex to understand better how the Force can improve its performance. It was emphasised that Surrey Police has been through a similar transformation in recent years and are well-placed to provide advice, support and guidance as a 'critical-friend'.

KB was reassured by the progress that has been made by the Force in this area but recognised that further improvements and work is required in this area. The Commissioner agreed to revisit non-emergency call handling times again at the Performance & Accountability Meeting in May 2019.

## **RESPONSE TIMES**

**At October's PAM, it was recognised that response times to graded calls had deteriorated in the past year, something that remains a concern to me and the public relying on this emergency response.**

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

**B. How is the Force continuing to monitor, review and improve these response times?**

NM stated that Sussex Police do not use the nationally set grade 1 and 2 response time targets. Instead, the Force use the 15 minute and 60 minute targets as a guide because they do not want to drive perverse incentives and would like police officers to drive safely, effectively and progressively.

It was highlighted that across the month of January 2019, Sussex Police responded to all grade 1 calls in an average of 15 minutes and 30 seconds. This was significantly higher for grade 2 calls across the month at an average of 2 hours and 57 minutes. The Assistant Chief Constable recognised that these times were broadly in line with other police force areas in England and Wales but admitted that he would like to see these improve from the current levels recorded.

It was also emphasised that the increase in the demand of complex calls received by the Force continues to have an impact on police response times. This is systematic to the increased time commitment that is being experienced by police officers responding to more complex calls. The time spent at each deployment has a significant impact on the availability of police resources to respond to other calls received too.

NM explained that deployments to reports of anti-social behaviour can take an average of 2 hours and 30 minutes to respond to, compared to low or medium-risk missing person deployments that could take an average of seven hours. This time could increase further still if individuals are high-risk or if medical treatment is required.

The Deputy Chief Constable confirmed that monitoring, reviewing and improving these response times remains an ongoing challenge for the Force. Sussex Police is seeking to maximise the use of Mobile Data Terminals (MDTs) to ensure that all frontline police officers and staff have access to the information they need, as and when they need it, without the requirement to return to a fixed terminal at a police station. It was acknowledged that this approach requires regular updates and improvements to existing software and apps.

The Force is also looking at developing a 'deployment profile' to assist them improving response times. This work will involve looking at appropriate crewing levels for response vehicles (single or double crewed) and the deployment to calls based on 'hotspots' at various times of the day and night.



## **HMICFRS AND HMIP – UNANNOUNCED INSPECTION OF POLICE CUSTODY IN SUSSEX**

**In March 2017, Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) and Her Majesty’s Inspectorate of Prisons (HMIP) carried out a joint inspection of police custody suites in Sussex.**

**A. The inspection report made five recommendations and 29 highlighted areas for improvement. What progress has been made by the Force in response to these?**

**B. I am fully supportive of the proposed amendments to the Police and Criminal Evidence (PACE) regulations relating to female dignity in police custody. For the benefit of the viewers, please can you outline what these changes are and, if approved, how well prepared is the Force to respond to these?**

**C. Sussex Police plans to re-open Hastings custody centre once essential work to make the centre safe is completed. This position, together with the operational decision taken last year to close the custody centre in Chichester, means that the Force currently has four centres in use: Brighton; Crawley; Eastbourne and Worthing. What impact has the reduction in the Force’s available custody estate had on police officers, staff, detainees and visitors?**

**D. The number of detainees in Sussex has reduced by more than half in the last 10 years, a reduction seen by police forces across England and Wales. What do you attribute this reduction to?**

JS confirmed that Sussex Police was in a good position following the publication of the **HMICFRS and HMIP inspection report** in March 2017. It was highlighted that the Force has discharged four of the five recommendations and 25 of the 29 areas highlighted for improvement.

The one recommendation that remains outstanding is 8.3 – *“measures should be put in place immediately that allow all use of force to be scrutinised, to demonstrate that the application is justified and proportionate.”* It was highlighted that the technology in place in police custody does not currently allow for this information to be collected and that this remains work in progress.

The four outstanding areas for improvement relate to an existing Private Finance Initiative (PFI) contract that is in place between Sussex Police and Tascor. This contract, and the terms within it, is currently being renegotiated, including female detainees being automatically asked about access to female officers and offered (appropriate) hygiene products during booking in (8.7) and the obscuring of all CCTV camera monitors (8.8).

The Deputy Chief Constable confirmed that work has started to modernise Hastings custody centre – this is expected to be reopened early in summer 2019. It was also highlighted that the four available custody centres in Sussex has had no detrimental impact on the service levels provided to those detained in the county. In particular, a pilot has also been operating in Hastings using custody vans to transport those arrested in the district to Eastbourne custody centre. This approach has removed the requirement for response officers to transport individuals themselves and means that they are able to be redeployed to further reports locally, in a much timelier manner.

It was explained that there have been year-on-year reductions in the number of arrests made in England and Wales since 2007/08. This trend has been replicated in Sussex with a 55% reduction in the number of arrests made in Sussex since 2010/11. Part of the reductions in the number of arrests made in Sussex are attributed to the Force doing all it can to reduce the criminalisation of children and young people too.