

PERFORMANCE & ACCOUNTABILITY MEETING

DATE: 19 July 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 – Dave Miller (DM)
Communications Manager – Natalie McFall (audio recording)
Head of Performance – Graham Kane (retrospective minutes)

POLICE OFFICER AND PCSO RECRUITMENT UPDATE

Earlier this year, I asked local people to help fund 250 more police officers, 100 more Police Community Support Officers (PCSOs) and 50 more specialist police staff – a total increase of 400 officers and staff compared to last year.

A. How is this recruitment progressing?

B. What is Sussex Police doing to ensure that serving police officers, staff and PCSOs understand the increases that the Force is working to achieve?

JS confirmed that recruitment is progressing "really well" and stated that the Force is "on track" to achieve the additional police officers, PCSOs and specialist staff by March 2023. Sussex Police had an intake of 72 police officers in July 2019 who will be posted to the policing divisions in October for tutoring ahead of them achieving Independent Patrol in January 2020. Further intakes of 24 and 72 are planned in December 2019 and March 2020, respectively. Another 13 individuals have been recruited through the 'Police Now – National Graduate Leadership Programme' and will be in Force from early September 2019.

The Deputy Chief Constable reflected positively on the most recent police officer recruitment campaign that opened in June 2019. A total of 1,073 applications were received from a diverse range of applicants including: more than 40% from female applicants; approximately 10% identifying themselves as bisexual, gay or lesbian and circa 6% of candidates declaring their ethnicity as Black, Asian and Minority Ethnic.

In respect of PCSOs, JS confirmed that an intake of 18 started earlier this month and these individuals are anticipated to be posted to the policing divisions by the end of October 2019. Further intakes of 36 PCSOs are planned for September 2019, January and March 2020. These intakes will ensure that the Force is at its establishment of 296 PCSOs by 31 March 2020. It was also highlighted that PCSO recruitment would open again in August 2019 and anyone who is interested was encouraged to apply.

The Deputy Chief Constable explained that 22 Contact Handlers joined Sussex Police in May 2019, with an additional intake of 22 planned for September 2019. Further intakes are also planned for November 2019 and February 2020, with recruitment set to open again for these in September 2019. Sussex Police is continuing to recruit into the 50 specialist police staff roles to ensure that the Force is at establishment by March 2023.

JS confirmed that by 31 March 2020, Sussex Police will have an additional 150 police officers and 89 PCSOs in post, after taking those leaving or retiring into account. It was emphasised that this information is communicated regularly to all serving police officers, staff and PCSOs, although the difficulties understanding accurately the increases in numbers was acknowledged. The Deputy Chief Constable concluded by agreeing to look at how this information could be communicated better within the organisation.

KB was pleased with the progress made by the Force and commended the work of Adrian Rutherford, Director of People Services for Surrey and Sussex Police, and his team.

OPERATION DRAGONFLY – SUMMER DRINK-AND-DRUG-DRIVE CAMPAIGN 2019

'Operation Dragonfly', the dedicated Sussex Police summer drink-and-drug-drive campaign, took place between 24 June and 7 July 2019.

A. How have you reflected on this latest campaign?

B. What other initiatives does the Force have planned to improve road safety throughout the rest of calendar year?

C. Following the 17 spectators who were injured a crash at a 'car meet' in Stevenage last night. What are the challenges for Sussex Police in this respect?

DM confirmed that between 24 June and 7 July 2019 Sussex Police made more than 83 arrests for drink-and-drug-driving offences in Sussex as part of the two-week campaign. The arrests were generated through a combination of proactive police patrols, road traffic collisions and intelligence reports received from members of the public. The total number of arrests is expected to increase further still as additional reports are finalised.

It was highlighted that approximately 50 of these 83 individuals were arrested for drink-driving offences, with more than 30 individuals arrested for drug-driving offences. Early indications suggest that there has been an increase in the number of individuals arrested for drug-related offences after providing positive readings using the drug-wipe tests. Further information about these arrests can be viewed through the following link:

<https://news.sussex.police.uk/news/83-arrests-made-in-summer-crackdown-on-drink-and-drug-drivers-376347>

The Deputy Chief Constable confirmed that the summer campaign incorporated an innovative media campaign that used a combination of television and radio interviews, together with the use of "poignant" posters in an attempt to prevent individuals from drink-and-drug-driving in Sussex. The overall effectiveness of the campaign will be evaluated once all of the data and reports have been received. This will involve looking at the activity undertaken in respect of awareness raising and enforcement and considering what impact both of these had on the success of the wider campaign.

DM outlined a commitment for Sussex Police to work closer with the Sussex Safer Roads Partnership (SSRP) and the Community Speed Watch volunteers to deliver a more "coherent" response to police enforcement activity and to promote long-term changes to driver attitudes and behaviours. Sussex Police and the SSRP continue to focus their efforts and resources on the areas of greatest risk to reduce the number of individuals Killed or Seriously Injured (KSI) on the roads of Sussex.

Operation Dragonfly is a campaign that Sussex Police run twice a year during the summer and winter, in collaboration with the SSRP. It was emphasised that tackling drink-and-drug-driving remains an ongoing priority for the Force throughout the rest of the calendar year, using a combination of marked and un-marked police vehicles.

Members of the public with specific concerns about anti-social driving on the roads were again encouraged to report these to Sussex Police through Operation Crackdown (www.operationcrackdown.co.uk). This enables Sussex Police and the SSRP to develop intelligence regarding repeat offenders, vehicles, times and locations which can then be used to plan, target and deploy police resources. If it is known that someone is drink-or-drug-driving, members of the public should call 999 immediately. Individuals can also contact the independent charity Crimestoppers anonymously on 0800 555111.

The Deputy Chief Constable confirmed that historically there have been specific locations throughout Sussex where organised 'car meets' have taken place. Reassurance was provided to KB that any anti-social or dangerous driving that may be connected to any such events will continue to be policed by the Force, in partnership with other agencies.

KB agreed to revisit this area at a future Performance & Accountability Meeting (PAM) once all of the data and figures from the campaign period have been finalised.

HOME OFFICE – FRONT LINE REVIEW

The Home Office published the Front Line Review last week. This is a report from the review inviting police officers, staff and PCSOs in operational roles in England and Wales to share their ideas for change and improvement in policing.

A. What is your reaction to the findings and what will Sussex Police be doing to support officers, staff and PCSOs in Sussex?

B. What is Force's position in respect of the Policing Education Qualifications Framework that has been under the spotlight in recent weeks?

C. How have you reflected on yesterday's Home Office publication of the police workforce statistics?

The Deputy Chief Constable welcomed the publication, conclusions and recommendations of the Front Line Review which demonstrated that policing can be a "really tough job". JS also described those individuals who work day-in-day-out to deliver frontline policing as "nothing short of heroes".

It was highlighted that a number of police officers, staff and PCSOs from Sussex Police engaged with the Review and that none of the issues subsequently identified came as any surprise to the Force. JS was encouraged that the Review demonstrated that the Government understands the challenges that are faced by frontline officers and the three main commitments to take positive action to address these, including:

- ✓ *Promoting the health and wellbeing initiatives available to the workforce;*
- ✓ *Removing some of the pressures placed on front-line officers and staff by ensuring that these are, instead, picked up by the "best-placed" partner agencies; and*
- ✓ *Improving the lack of consistency around promotion, recruitment and supervision.*

The Deputy Chief Constable confirmed that Sussex Police is already looking to change and improve performance in these areas locally. There is a significant and well-developed health and wellbeing offering for the workforce including: Backup Buddy – a mobile support app that provides 24/7 advice on how to tackle the mental health challenges of policing – which has already been adopted by six other police forces (with a number of other areas set to introduce the app too); a Mental Health Advocate Scheme – ensuring that more than 70 individuals are trained to provide peer-to-peer support – and a comprehensive defuse and screening programme (offered to individuals who work in vulnerable roles or after individuals are exposed to trauma).

JS explained that the Policing Education Qualifications Framework – a requirement for all new police officers to study for a degree – is due to be implemented by the College of Policing next year. KB requested a briefing about the proposed Framework.

The Home Office publication of the police workforce statistics as at 31 March 2019 was also welcomed by the Deputy Chief Constable as being a "really positive story for Sussex". This included significant increases to the number of police officers (+3%), staff (+8%) and PCSOs (+7%) over and above the position for the South East Region (Hampshire; Kent; Surrey and Thames Valley) and the other 42 police force areas in England and Wales. A total of 96% of officers are also 'available for duty' in Sussex which compares favourably with the national average.

The 37% reduction in the number of Special Constables was attributed to the Force being closed for recruitment at present. Instead, Sussex Police is focussing on recruiting, training and tutoring the additional police officers, PCSOs and specialist staff made possible by increases to the precept in recent years. KB agreed to look at Special Constables, Police Cadets and the extended police family in more detail at a future PAM.

ACTION: KB requested a briefing about the College of Policing proposals to introduce a Policing Education Qualifications Framework next year.

NSPCC – CHILD SEXUAL EXPLOITATION

Last month, the National Society for the Prevention of Cruelty to Children (NSPCC) released figures which showed that 22 cyber-related sex crimes against children were recorded on average each day during 2018/19 throughout England and Wales.

- A. What are the key challenges for Sussex Police in terms of tackling child sexual exploitation and how is the Force responding to these?**
- B. How many child sexual offences were recorded in Sussex across 2018/19 and, of those reported, how many of those were cyber-related?**
- C. What training is provided to police officers and staff in the investigation of CSE, online abuse and grooming offences?**
- D. How is the Force working with partners in this area to raise awareness, tackle the threat and encourage further reporting in Sussex?**

JS confirmed that Sussex Police is taking the threat, risk and harm posed by Child Sexual Exploitation (CSE) "incredibly seriously" and forms a key part of the Force's control strategy which directs police action, activity and resource in this area.

It was emphasised that CSE is a "really challenging" and complex area for Sussex Police. This is because the children involved often do not even know that they are victims of CSE because of their age, vulnerability and the different forms the exploitation can take. These individuals may also not have access to anyone that they can trust in order to be able to report this to the police. This is particularly pertinent if it is those individuals that they are closest to who are breaching this trust.

This presents significant challenges for the Force in terms of generating trust and confidence for individuals to come forward and report these offences in the first instance, particularly if they are embarrassed or intimidated. It was highlighted that, historically, Sussex Police has been better at recognising CSE when girls and young females have been involved as opposed to boys and young men. The Force is working hard with partner agencies to raise awareness of these offences and to reduce the under-reporting amongst male victims of CSE by increasing their confidence to come forward and report these.

The Deputy Chief Constable explained that Sussex Police is tackling CSE by working closely with partners through the existing child protection structures. This includes introducing a 'most trusted professional', to work with the young people once they have been identified as vulnerable. It was also recognised that a police officer will not always be the individual that these young people feel most comfortable talking to. This could, instead, be a: key worker; medical professional; teacher or any other professional that they have had an interaction with. The decision as to who the most trusted professional should be in each instance is made through the Multi Agency Safeguarding Hubs (MASHs) and the Local Safeguarding Children Board (LSCBs), taking the individual circumstances of each case into account.

JS confirmed that the main focus for Sussex Police is to identify the children and young people that are victims of CSE in the first place, helping them to understand that they are victims, working out who is the most trusted professional to put in place alongside them, assessing the perpetrators on a multi-agency level and, most importantly, to safeguard and protect these individuals from further harm.

There were 1,926 sexual offences reported against children under the age of 18 between 1 April 2018 and 31 March 2019, of which 58 of these offences involved an element of cyber-crime. This represented a 53% increase from the 38 cyber-related sexual offences recorded in 2017/18. It was emphasised that the vast majority of the cyber-crime related offences related to grooming online with a view to meeting for a sexual purpose.

JS was reassured that although these figures still appear to be low, they are in line with the figures recorded by other police force areas nationally and the continued increase in reporting is providing the Force with a better indication of the underlying issues relating to CSE in Sussex.

The Deputy Chief Constable also explained that Sussex Police provide a significant amount of training to police officers and staff at all levels of the organisation in terms of identifying, recognising and investigating CSE and online abuse. The investigation of all serious sexual offences is now carried out by specialist Safeguarding Investigation Units (SIUs) and the Complex Abuse Unit, to develop further the co-ordinated response that exists for all investigations into sexual offences.

It is recognised that children can become victims of abuse on the internet through online games, social networking sites and apps such as Facebook, Instagram and Snapchat, which they can access through devices including tablets, mobile phones and games consoles. There are a number of charities, groups and organisations that provide further information, support and advice on ways to report online child abuse. These can be viewed through the following link: <https://beta.sussex.police.uk/advice/advice-and-information/caa/child-abuse/online-child-abuse/>

JS stated that improvements in recording procedures have enabled the Force to develop an accurate picture of activity in this area but recognised that there is more that Sussex Police can do to protect victims of CSE. The Force's performance in respect of CSE is monitored and reviewed through the Police Effectiveness, Efficiency and Legitimacy (PEEL) Board, together with other boards that consider vulnerability and child protection.

The Deputy Chief Constable also confirmed that Sussex Police will always take "positive action" around any information that is received in respect of offences against a child, young person or offences of CSE. The Force is working with partners in this area to raise awareness, tackle the threat and encourage further reporting of CSE in Sussex through the MASHs and LSCBs by identifying the most appropriate responsible agency.

JS concluded by encouraging anyone with any information, intelligence or suspicions that CSE might be taking place in Sussex to report this to the Force. This can be reported by telephone to 101, by email to 101@sussex.pnn.police.uk or online through the following link: www.sussex.police.uk/ro/report/

101 – NON-EMERGENCY CALL HANDLING TIMES

Members of the public are justifiably interested in how Sussex Police are investing in and improving the 101 service and the non-emergency call handling times.

- A. Can you provide some idea of the volume, demand and nature of the calls and online queries coming into the Force?**
- B. How are the investment and recruitment plans progressing within the Force Contact Command and Control Department?**
- C. What difference can the public expect to notice?**
- D. How is call demand and user satisfaction measured in the Force Contact Command and Control Centre?**

DM acknowledged that Sussex Police is still "not where they want to be" in respect of non-emergency call handling times. It was, however, recognised that a number of measures have been put in place that are starting to contribute towards improvements in non-emergency call handling time performance.

It was highlighted that there has been a 24% increase in 'non-voice' demand (including emails, webforms and online reports) to the Force Contact Command and Control Department (FCCCD) over the past three years. Part of this demand is attributed to the Single Online Home platform which was launched in Sussex in December 2018.

DM confirmed that the increase in non-voice demand is offset against a reduction in the number of 101 calls received by the Force. The Assistant Chief Constable also reminded members of the public that all telephone calls, emails, webforms and online reports received by the FCCCD are responded to by the same individuals who have the ability to 'flex' resources between the different systems according to demand, as appropriate.

Across the month of June 2019, it took an average of 12 minutes to answer the 29,869 calls that were offered to the non-emergency number. This represented a deterioration from the average wait time of 10 minutes and 13 seconds recorded for the 28,216 calls in May 2019 and was attributed to an increase in non-emergency call demand, together with a number of policing operations across Sussex and Surrey. Non-emergency call handling times have improved across the month of July 2019 to date, contributing to reduced average waiting times and reductions in the number of abandoned calls.

It was emphasised that 43% of all abandoned calls take place in the first 60 seconds. The automated message from the Chief Constable, providing members of the public with options to make their reports through a different medium, is recognised to be contributing to the aforementioned shift to non-voice demand. It was again reiterated that the Force is unable to ascertain whether a report has subsequently been made online after an initial telephone call has been abandoned.

DM provided members of the public with reassurance that whilst the number of 999 emergency calls received by Sussex Police has increased, these calls continue to be prioritised by the Force and answered quickly and consistently.

These recent improvements in performance were credited to the investment and recruitment that has been made in the FCCCD following the additional funds raised by the increase to the precept in 2019/20 and more effective triaging and resolution by the Switchboard at the initial point of contact, together with changes to internal processes and procedures. As a result of this, members of the public are expected to notice a positive difference in average waiting times for non-emergency calls, rather than emergency calls or non-voice demand, which are both expected to continue as before.

It was also emphasised that QueueBuster was introduced in Sussex last week. This system has been partially implemented within the FCCCD and means that members of the public are now offered a call-back service, instead of holding the line, if they have been waiting for more than four minutes. This approach is already demonstrating some "promising" results and is expected to reduce waiting times and the number of repeat calls further as it is fully introduced across the Department.

In addition, the Deputy Chief Constable confirmed that Sussex Police will be launching a 'Making the right call' campaign over the summer months to provide members of the public with advice about what to contact the Force about, to reduce any unnecessary demand on the FCCCD for non-police-related matters, at a time of the year when demand is recognised to increased on a seasonal basis. KB asked whether this campaign could promote the best times of the day or night for the public to contact the non-emergency number, outside of fluctuations and peaks in demand.

It was highlighted that call demand is monitored and measured on a daily basis, looking back at performance over the previous 24 hours, to assist the Force in predicting demand for the coming weeks, to ensure that the appropriate resources are in place to meet this anticipated demand. The Corporate Development Department is responsible for surveying members of the public about their experience from the initial point of contact with Sussex Police, to the end point. This feedback is then passed back to the FCCCD for action, as appropriate, to improve the service provided to members of the public.

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

JOINT FIREARMS & EXPLOSIVES LICENSING UNIT

In March 2019, a Joint Firearms & Explosives Licensing Unit (FELU) took over responsibility for granting and renewing firearm and shotgun licences across Sussex and Surrey.

A. What was the rationale for introducing a Joint FELU?

B. What impact has the introduction of the Joint FELU had on performance in this area?

C. Do you anticipate an increase to the workload of the Joint FELU over the next three years and, if so, how is the Force planning to respond to this?

DM confirmed that a Joint Firearms & Explosives Licensing Unit (FELU) took over responsibility for granting and renewing firearm and shotgun licences across Sussex and Surrey in March 2019. The Joint FELU is centrally managed by Sussex Police in Lewes and the rationale for this change was to realise efficiency savings and to streamline the work for both police force areas in this respect.

The Assistant Chief Constable recognised that the Joint FELU represented a more efficient and effective approach to managing the process for granting and renewing licences. This includes access to a greater number of Firearm Enquiry Officers (FEOs) and Firearm Registration Officers (FROs) who specialise in this area. These individuals are supported in this work by officers from the Tactical Firearms Unit who assist the Joint FELU with the fieldwork and visits that need to be carried out when they are not deployed on operational duty or in training.

It was highlighted that the Joint FELU took an average of 41 days to grant firearm and shotgun licences in Sussex last year. This has increased slightly to an average of 43 days across 2019 to date but is still considered to be a reasonable amount of time, taking into account the thorough and in-depth background checks that are required within the police and with partner agencies. A small increase was also apparent for renewal times which have increased from 36 days to 40 days for firearms and from 37 days to 38 days for shotguns. It was, however, emphasised that performance in this area compares favourably with other police force areas in England and Wales.

For Surrey, it took an average of 81 days and 65 days to grant firearm and shotgun licences, respectively, in the rolling year period to April 2019. This reduced to an average of 52 days for firearm licence renewals and 47 days for shotgun licence renewals. This performance in Surrey is attributed to the internal restructure for the Joint FELU and measures are being put in place to improve performance through the recruitment of additional FEOs.

An amendment to the legislation in 1995 in respect of firearm and shotgun licence renewal times (changing from three years to five years) has created an increase in demand across certain years. This is because there is a fluctuation in the number of renewal certificates required, with two of the five years being 'less busy' and three of the five years being 'busier'. It was anticipated that over several 'cycles' of renewals that this disparity would level out and, whilst this has happened to some extent, there is no parity yet. The Joint FELU is just about to enter the busier three year period.

DM concluded by stating that Sussex Police understands the need for rural and farming communities to have access to these weapons and highlighted the importance of providing a good service in this area. To ensuring the smooth-running of the renewal process, the Force makes contact with each individual licence holder 16 weeks in advance of that licence being due to expire to remind them of the steps that they need to take.

KB agreed to revisit this area at a future PAM to receive a further progress update.

ANTI-SOCIAL BEHAVIOUR

My team has recently carried out focus groups in Uckfield, Bognor and Midhurst, together with a focus group comprising of 10 parish councils from across Sussex. At each meeting, concerns were expressed about the levels of anti-social behaviour (ASB) within local communities, especially with regards to children and young people offending.

- A. How is the Force working with partners to tackle ASB throughout Sussex?**
B. Which tools are being used to deal with persistent offenders?
C. What is working well for Sussex Police in terms of tackling ASB and how will success be demonstrated during the targeted ASB week of action between 22 and 28 July 2019?
D. I am delighted to hear that my REBOOT programme has already accepted 231 young people at risk of serious violence in its first three months. I am, however, concerned that 48 young people who were referred into REBOOT were not accepted into the programme for reasons of: offence too serious (17%); too many offences (7%) and other statutory agencies involved (11%). What measures are in place for those young people who do not meet the criteria for REBOOT to ensure that the Prevention Teams still collaborate with local partners to identify and manage those at risk of serious violence?

JS began by reiterating the importance of Sussex Police "not alienating young people" in their entirety in relation to ASB because there are a number of really good young people in Sussex. This targeted policing activity applies to a "minority" of young people, together with those individuals over the age of 18 who are choosing to be anti-social.

The Deputy Chief Constable confirmed that the Force is working really hard with partners to tackle ASB throughout Sussex. This includes partnership working with the 13 Community Safety Partnerships and the Joint Action Groups within to ensure that resources are being focussed and targeted on the same priorities and issues, rather than competing with each other or doing opposing things.

The important work of the multi-agency ASB working groups and the Multi-Agency Risk-Assessment Conferences (MARACs), in respect of the street community in Sussex, were referenced to understand better the local issues. The Force has also realised multi-agency links between serious organised crime groups and ASB, in respect of the anti-social use of some addresses and locations, including cuckooing, for example.

It was highlighted that Sussex Police has become better at recognising that problem solving is more effective and has been shown to demonstrate the greatest results if the most appropriate agencies are brought together to address the individuals and locations involved or through the provision of diversionary activities. JS also made the point that the task in hand in respect of ASB and the negative impact that this can have on individuals and communities where ASB is taking place should not be underestimated.

The Deputy Chief Constable explained that "the measurement around ASB is imperfect" in respect of both the incident measurement and the crime recording (and the specific categories included within). It was emphasised that these variances are apparent in police force areas throughout England and Wales too. It was recognised that it is important for the Force to look at each incident and crime reported, together with the information and intelligence made available through police and multi-agency meetings, to try and understand better what impact that is likely to have on local communities and to resolve that in the most appropriate manner.

It was explained that ASB is monitored through various district, divisional and Forcwide performance meetings, including the PEEL Board. This is also an area of policing that was recently taken to the Strategic Independent Advisory Group meeting to consult and seek feedback on the individual measures included within the 'basket of measures' for ASB in Sussex.

The Force has sought to replicate any 'best practice' that has been demonstrated in this area through policing operations (including Operation Asteroid, Blitz and Minster) across the rest of the Sussex. This has included the proactive use of high-visibility patrols and utilisation of the range of powers available to Sussex Police. This approach should contribute to a more consistent approach being demonstrated across each of the policing districts.

At the same time, the Deputy Chief Constable highlighted that it is important to recognise that the Force's response to ASB will, at times, have to have a local and bespoke response because of the solutions that will either be available or appropriate and the partner agencies that are present and represented in different areas. The increase in the number of PCSOs is also expected to have a "significant impact" in respect of tackling ASB in Sussex (see Police Officer and PCSO Recruitment Update on page 1 for further information).

JS provided KB with assurances that Sussex Police are able to identify any targeted or repeat victims of ASB. This includes adopting a similar approach to the one taken for stalking and harassment by not taking everything at 'face value' and, instead, looking closer at the individual incidents and crimes that are reported to the Force, identifying whether these are cumulative offences and understanding better the threat, risk and harm that is being caused to victims. It was acknowledged that training police officers and staff appropriately to identify and recognise any 'hidden' implications remains fundamental to safeguarding vulnerable victims of ASB.

It was confirmed that REBOOT is now fully embedded throughout the Force and is starting to deliver tangible outcomes. It was, however, emphasised that not every young person will be suitable for the programme for a number of different reasons. The relative infancy of REBOOT in Sussex was offered as a reason for the number of young people who were not accepted into the programme. The Deputy Chief Constable also explained that the availability of REBOOT should start to contribute to young people being referred to the programme sooner which should prevent and deter them from committing crime. This should, in turn, ensure that these young people do not have the opportunities to commit crimes that would put them beyond the reach of the programme, resulting a reduced need to reject them from participating.

Any individuals rejected from the programme would have, instead, been managed in a more robust manner by the Prevention Teams, including charges to court and remands to young offender institutions, particularly where the crimes relate to serious violence. Other disposals are also available to the police and partner agencies through the Youth Offending Service and Integrated Offender Management. The Deputy Chief Constable concluded by recognising the "hugely positive" contribution that the REBOOT programme is already having in Sussex.