

PERFORMANCE & ACCOUNTABILITY MEETING

DATE: 18 October 2019

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

PRESENT: Police & Crime Commissioner – Katy Bourne OBE (KB)
Chief Executive Officer – Mark Streater (MS)
Chief Constable – Giles York (GY)
Deputy Chief Constable – Jo Shiner (JS)
Digital Content Manager– Sammi Carwardine (audio recording)
Head of Performance – Graham Kane (minutes)

HMICFRS – NATIONAL CHILD PROTECTION POST-INSPECTION REVIEW

Last month, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) published a *National Child Protection Post-Inspection Review* which found that the Force had invested time and effort into improving its child protection services in the past 12 months.

A. How have you reflected on the findings of the report?

B. HMICFRS confirmed that the Force "has taken steps to address the recommendations made after the 2018 inspection to improve the protection of children in Sussex" and that "the overall response Sussex Police now provides to children in need of help and protection is much more effective" (pages 4 and 5). What areas have these improvements been made in?

C. The report also recognised that the Force now needs to become "more consistent" in its practice of recording safeguarding activity or associated plans in order to understand better how children who need help and support are affected by its practices (page 18). What is the Force doing to improve how information is recorded?

D. How is Sussex Police continuing to develop the partnership safeguarding arrangements in place throughout Sussex?

GY "welcomed the report" which confirmed that "the way Sussex Police manages child protection cases has improved over the past 12 months". The post inspection review took place in June 2019 and was a follow-up to the Child Protection Inspection that was conducted in Sussex the year before (between 25 June and 6 July 2018).

HMICFRS identified three key areas of improvement made by the Force: police officer and staff awareness and training; recording of accurate information and working with partners.

- ✓ **Police officer and staff awareness and training** – improving officer and staff awareness of the importance of drawing together all information from police systems and making officers and staff think more broadly about how children are vulnerable and their safeguarding responsibilities;
- ✓ **Recording of accurate information** – putting in place an audit regime to understand better the quality of the work that officers and staff undertake in child protection, exploitation and neglect investigations; and
- ✓ **Working with safeguarding partners** – improving the consistency of sharing information with partners in a timely, lawful and proportionate manner.

It was emphasised that the Force has been liaising with national and regional groups to improve the effectiveness of how information is recorded and shared. This has involved developing new forms, guidance, templates and processes that are now being used throughout the Force. The existence of three upper-tier local authority areas in Sussex (Brighton & Hove, East Sussex and West Sussex) presents the Force with a challenge in respect of consistency because it can be difficult to align processes and procedures with existing structures, individuals and relationships that may have been developed.

The Force is trying to make information available to all frontline police officers and staff in a "fast-time" manner to ensure that they have access to the information they need, as and when they need it. This approach also ensures that officers and staff are ready for any call or report they attend.

It is recognised that the volumes of reports relating to child protection are increasing in Sussex through a combination of improved trust and confidence in the police and officers and staff making better quality observations that generate more referrals to social services. GY explained that the Force is continuing to develop the safeguarding arrangements in place with partner agencies throughout Sussex. This includes assessing and developing safeguarding plans with partners and sharing consistent information in an efficient and effective manner.

The Chief Constable recognised that whilst long-term solutions have been put in place, further work is required to ensure that these changes are fully embedded across the Force. The implementation of an action plan should contribute towards Sussex Police improving the quality of its investigations in this important area too.

KB referred to the Ofsted inspection report into the children's services provided by West Sussex County Council (published in May 2019) that adjudged the local authority to be "inadequate". GY provided assurances to the Commissioner that the Divisional Commander for West Sussex Division and the Head of Public Protection for Sussex Police have put in place measures to ensure that the response provided to safeguarding children in Sussex remains consistent throughout the county.

The Chief Constable concluded by explaining that Sussex Police use the findings identified by serious case reviews from police force areas in England and Wales to improve the Force's overall response to safeguarding children. The mistakes and learning identified by these individual reviews is considered and managed through the Organisational Reassurance Board (chaired by the Deputy Chief Constable).

OPERATION TREBOR: DRONE DISRUPTION AT GATWICK AIRPORT

Last month, Sussex Police confirmed that “there are no further realistic lines of enquiry at this time” and, ten months on, I would like to understand better the lessons learnt.

- A. Can you outline the key policing challenges for Sussex Police?**
- B. Can you describe how the Force worked with the Airport, Government and other police force areas during this Operation?**
- C. What was the scope and scale of the police investigation?**
- D. How was the need to keep members of the public, the Airport and representatives of the media informed and updated balanced against the requirements of the criminal investigation?**
- E. What lessons have been learnt from this incident and how have these been shared with other police forces, partner agencies and the aviation industry?**
- F. What was the total cost of the policing operation and investigation?**
- G. Are you confident that Gatwick Airport Limited has effective contingency plans in place and that Sussex Police has the capability and capacity to respond to any further drone disruption at the Airport?**

GY explained that Operation Trebor was the Sussex Police response and criminal investigation into the unprecedented illegal drone incursions at London Gatwick Airport in December 2018. The incident was a serious and deliberate criminal act designed to endanger airport operations and the safety of the travelling public.

This incident was unprecedented anywhere in the world and led to the Airport being closed for 30 hours, disrupted 1,000 flights and caused massive disturbance to more than 140,000 passengers. The key policing challenges for Sussex Police were: maintaining public safety; conducting a challenging criminal investigation and resourcing the serious incident appropriately.

The scale of the disruption and significant investigation required more than 800 police officers to be deployed from 7 other police force areas in England and Wales, requested through mutual aid. The logistics of organising and arranging these additional policing resources was complex and was set against a backdrop of a busy Christmas period.

The Chief Constable confirmed that whilst Sussex Police had “tried and tested plans in place” to mitigate the threat from drones, the wider police service and Government were still at the early stages of assessing counter-drone technology domestically, with limited drone mitigation systems available, both nationally and internationally. This provided further challenges to the Force in terms of locating the pilots using the drones.

Sussex Police has well-established working relationships with Gatwick Airport Limited (GAL) and these were critical during the policing operation. The co-location of both parties, together with joint risk assessments and increased situational awareness, ensured that effective communication was in place throughout. It was highlighted that the multi-agency response to this incident included drafting in technical equipment from the military and private sector partners to provide tactical options to prevent further incursions – all within 12 hours of the incident occurring.

An established network of Police Airport Commanders was also used as part of Operation Trebor to draw on expertise and obtain further drone mitigation equipment available from other airports across the network. Specialists from Government agencies and departments worked closely with Sussex Police to provide expertise and tactical advice too.

The complexity of this incident demanded a thorough criminal investigation that was led by Sussex Police, with support from specialists across policing, Government, military and the private sector.

The investigation involved 1,200 house-to-house enquiries and the detailed searches of 25 potential take off and landing zones around the Airport. In total, 222 witness statements were taken, containing 129 reports of separate sightings, of which 109 were considered to be from credible witnesses (used to working in an airport environment). The Force also undertook a significant investigation into the vast amount of technical data collated during the investigation, with support from national experts. It was highlighted that 96 'persons of interest' were identified, researched and eliminated as part of the investigation.

Through corroborated witness statements, it was established that at least two drones were in operation during the period of the incursion and those responsible appeared to have detailed knowledge of the Airport. Witness accounts also demonstrated that the incursion activity happened in 'groupings' across the three days and on 12 separate occasions, varying in length from between 7 and 45 minutes. It was also emphasised that on six of these occasions, witnesses clearly saw two drones operating simultaneously.

The Chief Constable stated that whilst the police investigation has now concluded, this position would be reassessed should any new information or evidence come to light that would assist the Force in identifying those responsible.

GY went on to explain that keeping members of the public, the Airport and representatives from the media informed and updated remained a priority for Sussex Police. This approach was taken to provide reassurance around public safety, ensure that accurate and timely information was made available and to make regular appeals for information to support the investigation.

With a policing operation of this scale, affecting many thousands of people, it was vital to provide updates on a regular basis through the media and other channels. Assurances were provided to KB that the release of any information is always balanced against maintaining the integrity of the investigation – this is the position taken for all criminal investigations. The Chief Constable also confirmed that Sussex Police did not release the details of any individuals arrested in this instance. It was emphasised that the scale of demand for information, together with the speed the incident moved at, were two particular challenges for the Force throughout the Operation.

GY confirmed that a number of lessons were learnt from this incident to enhance counter drone measures in place and improve safety for the travelling public. This learning has been shared throughout the United Kingdom (UK) and across the world.

The untested nature of the incident exposed gaps in the range of counter drone measures available at the time. It was also acknowledged that managing the threat of illegal drone activity requires a multi-agency response from the police, Government and private sector and that all of these partners would have benefited from a national police counter drone response plan.

The UK Airport Commanders group were briefed throughout the incident and at regular intervals in the proceeding months – further briefings are also planned for international partners moving forward.

The drone response plan at Gatwick Airport has been reviewed and improved, alongside the enhancement of drone mitigation and detection equipment. In addition, police officers and staff have received training to develop their knowledge of drones and to improve the response provided.

The Commissioner reiterated that nobody was killed or injured and that passenger and public safety remained a key priority for Sussex Police throughout the Operation, over and above all other considerations. This approach was taken to prevent potentially more catastrophic consequences that the incident could have had on the Airport and wider civil aviation.

The total cost of the Operation Trebor was £790,208, with the majority of this cost relating to the operational policing response. The mutual aid received from the 7 police force areas, comprised of additional police officer shifts, ensured that frontline policing services in Sussex remained unaffected. It was highlighted that a national policing model for airports exists in England and Wales, with a well-established funding formula in place.

KB confirmed that she has written to the Policing Minister asking whether he would consider funding the total cost of this extraordinary operation. The Commissioner has received a response back explaining that the application is under consideration and will be reviewed in October, although it is possible that this claim could be deferred for a decision until later in this financial year because of overall pressures on the Special Grant budget in 2019/20.

The Chief Constable provided the Commissioner with assurances that the learning extracted from the Operation has been used to review, revise and improve the drone response plan in place. Sussex Police continues to test these plans with partners on a regular basis to ensure that officers and staff are aware of their responsibilities.

This approach, together with further investment in drone detection, tracking and mitigation technology by GAL has significantly improved the capability and capacity of both parties to mitigate, respond to and investigate any future threats of incursions at the Airport. The Force and Airport continue to work closely with the Home Office, National Counter Drone Group and Centre for the Protection of National Infrastructure (CPNI) to monitor this position.

GY concluded by stating that Sussex Police remain committed to ensuring that they are at the forefront of responding to illegal drone incursions.

OPERATION MERRYWOOD: REASSURANCE TO SUSSEX COMMUNITIES (BREXIT)

The UK is scheduled to leave the European Union (EU) at the end of this month.

- A. How is Sussex Police preparing for the immediate consequences of leaving?
B. What work has the Force undertaken to monitor community tensions and the number of hate crimes recorded following the Referendum result in 2016?
C. Hate Crime Awareness Week 2019 took place this week to raise awareness of hate crime, to remember those we have lost and support those who need ongoing support. How did Sussex Police support this week and what is the Force doing with partners to raise awareness of hate crime in Sussex?**

JS confirmed that Sussex Police has been proactively planning for a 'no-deal' exit from the EU for a number of months now and explained that the multi-agency approach taken in respect of this planning should provide reassurance to members of the public.

It was emphasised that it will be the role of the police service to deliver core policing responsibilities during that time, including the protection of life and property and the prevention and detection of crime. It was also highlighted that Sussex Police will not always be the primary agency for delivering some of the other more immediate consequences of leaving, including the enforcement of traffic regulations under prescribed conditions.

The Deputy Chief Constable explained that the Local Resilience Forum (LRF) has been leading on the response in Sussex. The LRF is a multi-agency partnership that has statutory responsibilities under the Civil Contingencies Act 2004, to prepare, respond to and recover from emergencies and major incidents. The LRF consists of members from: emergency services; National Health Service; Public Health England; local authorities; Environment Agency; military and other Government representatives, with support from the voluntary sector too. Reassurance was provided to KB that all agencies have been fully engaged in the planning processes.

JS explained that a small dedicated team of police officers and staff exists within the Operations Department of Sussex Police to develop a response in liaison with local, regional and national partners. This work has taken into account a number of planning assumptions that have been made in respect of the potential consequential impact that could be realised by the ports inside and outside of Sussex, including Dover, Newhaven and Southampton, together with the airports at Gatwick and Heathrow.

It was also emphasised that the planning response focuses on the Strategic Road Network (the motorways and 'A' roads in England and Wales) and the potential for protests, increased community tensions and any other demand that might be placed on the police service during that time. The Force has developed bespoke plans that have been exercised and tested in preparation for Brexit, together with ensuring that internal business continuity plans have been updated.

It was highlighted that a local, regional and national structure is in place to provide a clear flow of information, intelligence and actions about leaving the EU and it is through these channels that local representations have been made in respect of Sussex. All mutual aid requests that are requested from Sussex Police will be professionally balanced on a local, regional and national basis.

It was emphasised that Sussex Police has been monitoring community tensions "really closely" on a daily basis (through the LRF) since the result was first announced in 2016. The Force has seen a very small number of reports about community tensions that were specifically attributed to Brexit. It was highlighted that a proactive approach has been apparent for the small increase in the number of recorded hate crimes in Sussex. These reports have either been dealt with positively by the Force locally or through a process of escalation, if the offences are thought to be part of a series or because of the seriousness of the offence.

JS confirmed that she was confident that where hate crime is being reported it is being taken extremely seriously by the Force with all available lines of enquiry being pursued as part of the investigative process, whilst respecting the wishes of the victim.

It was highlighted that there have been increases in the recorded numbers of hate crime in Sussex across the rolling year period 1 October 2018 to 30 September 2019, in comparison to the same period a year earlier. Whilst these numbers are still relatively low, the increases were apparent across all of the five hate crime strands, as follows:

<i>Hate Crime</i>	<i>Recorded Crime 1 October 2017 to 30 September 2018</i>	<i>Recorded Crime 1 October 2018 to 30 September 2019</i>	<i>Difference</i>	<i>% Difference</i>
<i>Disability</i>	216	325	+ 109	+ 50%
<i>Gender</i>	77	89	+ 12	+ 16%
<i>Homophobic</i>	371	479	+ 108	+ 29%
<i>Racist</i>	1,391	1,629	+ 238	+ 17%
<i>Religious</i>	170	271	+ 101	+ 59%
<i>Total</i>	2,225	2,793	+ 568	+ 26%

The Deputy Chief Constable was not concerned by the increase in recorded hate crimes and was, instead, encouraged that members of the public have the trust and confidence to report these offences to Sussex Police (either directly or separately through a third party). Hate crime is regularly monitored, reviewed and scrutinised at the Police Effectiveness, Efficiency and Legitimacy (PEEL) Board and reported on at the Independent Advisory Group (IAG).

It was highlighted that Sussex Police is doing a "significant amount of work" with those who are subjected to hate crime to improve their confidence to report these offences to the Force. This has ensured that Sussex Police remains in line with the number of hate crimes recorded by their Most Similar Group (MSG) of eight forces (Avon & Somerset, Essex, Hampshire, Hertfordshire, Leicestershire, Staffordshire and Thames Valley). This victim-focussed approach also seeks to identify any good practice that is being used by other police force areas with a view to replicating this locally in Sussex.

OPERATION MAGPIE – BURGLARY

Daylight saving time ends at 02:00 on Sunday, 27 October 2019 and, traditionally, this is a time of the year when there is an increase in the number of burglary crimes. Operation Magpie will be relaunched by Sussex Police later this month to coincide with this.

A. For the benefit of the viewers, what is Operation Magpie?

B. How will this campaign be used to raise awareness of the steps members of the public can take to keep their homes secure in the darker evenings?

C. Can you provide me with an update regarding Force performance?

JS confirmed that Operation Magpie is the Sussex Police response to burglary crimes. The crime prevention initiative is run twice a year to raise awareness of the significant impact that burglaries can have on victims, encourage members of the public to protect their homes from the threat of intruders and to proactively target the offenders responsible and to detect these crimes.

The 'Keep a light on' campaign will be launched on 28 October and will run for a week until 3 November 2019. The campaign will focus on 'home security' by encouraging members of the public to leave a light or radio on (to make it look like someone is home), property marking and target hardening. Vulnerable members of the public, repeat victims of burglary and rural communities will also be targeted with practical crime prevention advice throughout the campaign. A high-profile social media campaign will be used to promote and support the initiative through a range of different channels.

It was highlighted that the number of recorded residential burglaries in Sussex increased by 6% from the rolling year period 8 October 2018 to 7 October 2019, in comparison to the same period a year earlier. This equated to an additional 255 crimes recorded, with these increases apparent across each of the three policing divisions, as follows:

<i>Division</i>	<i>Recorded Crime 8 October 2017 to 7 October 2018</i>	<i>Recorded Crime 8 October 2018 to 7 October 2019</i>	<i>Difference</i>	<i>% Difference</i>
<i>Brighton & Hove</i>	<i>802</i>	<i>967</i>	<i>+ 165</i>	<i>+ 21%</i>
<i>East Sussex</i>	<i>1,570</i>	<i>1,573</i>	<i>+ 3</i>	<i>+ 0.2%</i>
<i>West Sussex</i>	<i>2,085</i>	<i>2,160</i>	<i>+ 75</i>	<i>+ 4%</i>
<i>Force</i>	<i>4,463</i>	<i>4,718</i>	<i>+ 255</i>	<i>+ 6%</i>

The Deputy Chief Constable acknowledged the increase in residential burglary crimes in Sussex and confirmed that these were in line with the increases recorded throughout the rest of England and Wales. It was emphasised that the risk of being burgled in Sussex continues to remain low, with the Force positioned 7 out of 43 police forces (and top of their MSG) in terms of the risk of burglary, per 1,000 population.

However, in terms of the solved rates for residential burglary crimes, there has been a 29% reduction in the number of crimes solved across the current rolling year period, in comparison to 2017/18 – this equates to 83 fewer solved crimes. It was also recognised that Sussex Police is positioned 32 out of 43 police forces (and 7th out of the MSG) in terms of the solved rate for residential burglary.

The Deputy Chief Constable confirmed that Sussex Police is still attending more than 80% of all burglaries reported to them. This provides the Force with opportunities to identify and gather evidence to catch those responsible, with a clear and understandable rationale existing for those offences not attended.

KB asked the Deputy Chief Constable for her reflections on the low solved rate for burglaries in Sussex. JS confirmed that she would like to see an immediate improvement in the solved rate for these crimes, including understanding better the complexities around solving these crimes and identifying good practice from other police force areas that could be introduced in Sussex. It was highlighted that Sussex Police has had some noticeable successes in terms of maximising the number of searches carried out on the premises of known offenders in order to recover property and to reunite items back to their lawful owners. The importance of preventing burglaries from occurring in the first place was reiterated again.

As part of the wider discussions, it was emphasised that the new classification of police recorded burglary (introduced in April 2017) which divided burglary offences into two categories (residential and business and community) has made it more difficult for the Force to break this down into buildings or parts of buildings that are contained within the boundary of, or form part of, a dwelling, including the dwelling itself. It was recognised that whilst this could be achieved it would be difficult to break down the offences into the sub-categories included within – an approach that was made easier under the previous and more simplistic definition. KB asked Sussex Police to look into this area again in terms of producing further thematic reports for this particular crime area.

Sussex Police remain fully focussed and committed to preventing and detecting residential burglaries but acknowledged that there is still work to do. It was also emphasised that this area will be discussed again at the next PEEL Board meeting.

KB agreed to revisit this area at a future Performance & Accountability Meeting (PAM).

EMPOWERING COMMUNITIES INCLUSION & NEIGHBOURHOOD MANAGEMENT SYSTEM

The Empowering Communities Inclusion and Neighbourhood management System (ECINS) facilitates real-time information sharing between partners across Sussex and is an initiative I have committed to jointly fund with Sussex Police until March 2021.

A. For the benefit of the viewers, how is ECINS currently being used by Sussex Police and partners?

B. How effective are the arrangements around ECINS to ensure that the information contained within the system is passed swiftly and securely to partner agencies?

C. What plans are in place to expand the use of ECINS in Sussex?

D. Are there plans to form a multi-agency ECINS Board to assist with this work?

E. What is Sussex Police doing to encourage police officers and staff to use this information sharing tool as part of their new initiatives to tackle serious violence?

GY explained that ECINS enables partner agencies from across Sussex to share and access real-time information through a single platform. ECINS has been adopted by all local authorities in Sussex, including housing, prisons, adult social care and Victim Support and is embedded into Sussex Police processes. ECINS enables partners to view and access 'live' updates as soon as these are made available on the system.

ECINS is currently being used in response to anti-social behaviour, hate crime and restorative justice. It was highlighted that Sussex Police need to exploit ECINS fully before any plans can be developed to expand the use of this system into the areas of Integrated Offender Management, serious violence, county lines, child exploitation or missing people.

It was highlighted that whilst the Force has been working with ECINS for a number of years now, the use of this platform has reduced in recent years as individuals have moved into different roles and taken their knowledge and experience with them. The Chief Constable made a renewed commitment to maximise the effectiveness of ECINS usage in Sussex by raising the profile of the system to all police officers and staff.

GY confirmed that the greatest challenge for all ECINS users is the fact that the information is already available on other systems. The platform requires users to extract and copy the relevant information contained within their own systems before uploading this into ECINS for other partner agencies to share and access – this process involves an element of "double keying".

The Chief Constable recognised the significant investment that has been made in the Prevention strand of local policing and emphasised that this growth is expected to continue moving forward. The importance of changing the way that individuals can engage with the system was also highlighted. Sussex Police is currently in the process of understanding better how officers and staff use the system to ensure that these good practices can be shared with all new recruits as part of their initial training.

GY concluded by reiterating the importance of sharing information with partners in a timely, lawful and proportionate manner. It was emphasised that ECINS has the ability to limit the access that is provided to certain agencies too.