

## **PERFORMANCE & ACCOUNTABILITY MEETING**

**DATE:** 21 May 2021

**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 – Jo Shiner (JS)  
Deputy Chief Constable – Julia Chapman (JC)

Digital Content Officer – Sammi Carwardine (webcasting)  
Head of Performance – Graham Kane (minutes)

## **REASSURANCE TO SUSSEX COMMUNITIES – CORONAVIRUS**

**Earlier this week (17 May), another step on the ‘road map’ towards easing the lockdown in England was achieved when restrictions relating to social contact, gathering limits and the indoor economy were reduced further.**

- A. What impact, if any, has this and reopening of non-essential retail and hospitality venues had on Sussex Police? How is this being managed?**
- B. How is Sussex Police planning for the end of lockdown and the anticipated removal of all coronavirus restrictions in England by 21 June 2021?**
- C. How will the Force manage and respond to the increased demand that is anticipated at local beauty spots and through the night-time economy in Sussex during the summer months? Will additional resources be required? What impact is this likely to have on the workforce? And, how will this be managed?**
- D. How prepared is Sussex Police to support its mutual aid commitments to other police force areas in England and Wales to assist them with the policing of large-scale national and regional events across the summer months?**
- E. What is the total number of Fixed Penalty Notices (FPNs) issued by Sussex Police to date? Was there an increase in FPNs issued at the two previous stages the lockdown restrictions have been eased (29 March and 12 April)?**
- F. Last month (20 April), Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published the findings from their report into the ‘Policing in the pandemic: The police response to the coronavirus pandemic during 2020’. How have you reflected on the findings of this report?**
- G. On the same date, HMICFRS also published the findings from their report about ‘Custody services in a COVID-19 environment’. How have you reflected on the findings of this report? What changes were introduced by the Force to make the custody suites in Sussex as safe as possible for staff, detainees and visitors? And, what plans are in place to address the custody-specific recommendations set out in the report?**

*The Chief Constable began by thanking the vast majority of the members of the public for the “responsible decisions” that they have continued to make to support the lockdown restrictions in place. JS also thanked the frontline police officers and staff for continuing to police the pandemic in a consistent and professional manner and recognised the ongoing contribution of other emergency services partners in this work.*

*KB was reassured to understand that the reopening of non-essential retail and hospitality venues on 12 April 2021 has not contributed towards a significant increase in the demand on Sussex Police. As anticipated, the increased alcohol consumption has resulted in a change in the demand with noticeable increases recorded for large gatherings and house, garden and student parties. A small number of protests have continued to take place throughout the county too, with further demonstrations and activity scheduled. The Force is starting to see a return to “business as usual” in terms of the demand for policing services as more of the restrictions are removed.*

*KB was informed that Operation Titan is responsible for planning the policing response across the summer and autumn months, including the end of lockdown and the [anticipated] removal of all restrictions in England by 21 June 2021. It was highlighted that effective plans are in place to manage the capacity and capability of the Force at the key points during this period, matching resources to the planned increases in demand, in order to keep the communities of Sussex safe. [EDIT: Operation Titan is one strand of Operation Apollo – the joint Sussex and Surrey Police response to COVID-19].*

*The additional surge grant funding – made available by the Home Office last year – will assist the Force to provide dedicated policing patrols and visible enforcement of the remaining restrictions at identified 'hotspots' throughout Sussex as the progress against the 'road map' continues.*

*The Chief Constable encouraged individuals to take some personal responsibility for protecting themselves and others from becoming the victim(s) of crime at local beauty spots or at locations supporting the night time economy by adhering to all of the preventative measures taken previously to safeguard possessions, valuable items and avoid presenting criminals with opportunities to increase offending activity. Members of the public were also reminded to think about their own behaviour and to demonstrate respect for others by observing the Countryside Code, including consideration for livestock worrying. Further information can be viewed through the following link:*  
**<https://www.gov.uk/government/publications/the-countryside-code>**

*It was recognised that despite being under considerable pressure to deliver policing services against the backdrop of a global pandemic for the past 16 months, the workforce in Sussex has continued to remain dedicated, patient and committed to keeping members of the public safe. The demands placed on officers and staff are set to continue over the coming months with further rest days cancelled and increased levels of overtime introduced – with this managed, monitored and scrutinised by the Deputy Chief Constable at the Strategic Planning Board. Sussex Police is continuing to work closely with partners and other stakeholders – both at a strategic and tactical level – to prevent offending behaviour from occurring and, where this is apparent, reacting in a collective manner to respond to this as required.*

*The Chief Constable was "confident" that the Force will be able to discharge its mutual aid commitments to other police force areas in England and Wales across the coming months. Sussex Police has undertaken "meticulous planning and testing" around these arrangements at a local, regional and national level – both for pre-planned and spontaneous events. It was also highlighted that the Force has police officers trained to 150% of the required numbers to ensure that an element of contingency exists should requests for mutual aid be received from multiple forces simultaneously. This was understood to be a standard operating practice for all police force areas to adhere to.*

*Sussex Police issued a total of 2,718 FPNs between 27 March 2020 and 19 May 2021, including a number of FPNs issued for the participation in large gatherings and parties. The Force is starting to see a sustained reduction in the number of FPNs issued in Sussex as the restrictions continue to be eased further and previously prohibited activities are now permitted. The continued responsible behaviour demonstrated by most individuals was also recognised to be contributing positively towards these reduced numbers.*

*The Force is continuing to use the 4Es – engagement, explanation, encouragement and enforcement – in Sussex to support the policing response, with the enforcement stage of the process only used as a last resort if the desired action has not been achieved, the breach is clear and obvious or to target flagrant and persistent offenders ignoring the guidelines. KB was reassured to note that all enforcement activity undertaken by the Force is monitored, scrutinised and authorised on a daily basis through the Operation Apollo command structure. The Chief Constable remained confident that the scrutiny measures in place ensure that the powers available to the police are being used consistently, proportionately and fairly throughout Sussex.*

Sussex Police will continue to use the allocation of £291,846 – received from the additional £2 million funding made available by the Home Office – to enforce COVID-19 restrictions at the border and any breaches of quarantine restrictions that may be required for travellers returning to England from 'amber' or 'red' listed countries. The Force will continue to work closely with Gatwick Airport Limited and the other agencies responsible for monitoring compliance in the first instance to support the response that is provided in this area.

Further information about the number of FPNs issued by each police force area is anticipated to be made available shortly on the National Police Chiefs' Council (NPCC) website and will enable comparisons to be made across England and Wales. Further information can be viewed through the following link:

<https://news.npcc.police.uk/releases/update-on-coronavirus-fpns-issued-by-police>

The Chief Constable again reiterated that the 'road map' for easing the lockdown restrictions safely in England is evidence-led. This means that individuals need to wait for the key dates to arrive before they can start to increase their activities. Members of the public were reminded that they can continue to report any breaches of the measures and restrictions currently in place to Sussex Police directly either by telephone to 101, email to [101@sussex.pnn.police.uk](mailto:101@sussex.pnn.police.uk) or online through the following link:

<https://www.sussex.police.uk/tua/tell-us-about/c19/v7/tell-us-about-a-possible-breach-of-coronavirus-covid-19-measures/>

JS reflected positively on the 'Policing in the pandemic' inspection report. Sussex Police was one of 19 forces selected from a representative sample – based on size and geographical locations – who received a physical inspection visit. HMICFRS made five recommendations to assist all police forces in their continued response. The planning and implementation of the response to policing a pandemic that was demonstrated across all business areas in Sussex meant that the Force was well positioned to respond to each of the recommendations, with four out of the five recommendations already delivered.

The fifth recommendation, "to assess the sustainability of any temporary measures introduced during the pandemic that change the way a police force works" forms part of an ongoing 'Looking Forward' workstream – led by Adrian Rutherford, Director of People Services for Surrey and Sussex Police – to consider how the service can operate in the future. The progress made against this recommendation will be managed through the Operation Titan command structure and assessed as part of future inspection work.

KB concluded this question by highlighting the good practice specifically referred to within the report, including an acknowledgement of the work undertaken to provide training to frontline workers and volunteers to encourage them to be vigilant at spotting signs of abuse or neglect, together with the introduction of 'Wellbeing on Wednesday' – a forum to both inform staff and find out about their needs and concerns, including subjects such as sleep deprivation, financial worries and other targeted and practical wellbeing messages.

The Chief Constable explained that the custody service within Sussex Police has been fully engaged with Operation Apollo throughout and were acutely aware of the potential risks within the custody environment and the need to manage these effectively whilst continuing to deliver a policing service for members of the public.

Sussex Police reacted quickly to the demands of the pandemic by introducing and applying a comprehensive risk assessment for all officers, staff, detainees and visitors operating within police custody. The provision of proactive guidance, issuing of Personal Protective Equipment (PPE) and provision of protective screens between workstations provided some further mitigation against the spread of coronavirus, together with a "common sense" approach that was adopted towards some of the standard scenarios encountered within the custody environment.

*It was acknowledged that only a small number of individuals were recognised to have had or were suspected of having COVID-19 whilst detained in police custody in Sussex. KB was informed that the Force has worked through each of the five recommendations identified within the report and is well-positioned to address each of these within the timescales prescribed, including the task of summarising the advantages and disadvantages of using virtual remand hearings to improve the working arrangements for the criminal justice system.*

*It was acknowledged that the pandemic has created substantial pressures for all stakeholders involved in this area and the system as a whole. This is most apparent in respect of the significant backlog of outstanding cases that has been generated for the courts, for which a comprehensive action plan has been created with partners to assist and reduce.*

*Sussex Police has made significant investment in victim and witness care, including the provision of volunteers to support that function and the longer periods of interaction required with victims and witnesses, due to the increased waiting times for cases to progress through to trial. The Force is also working hard to manage the backlog of outstanding cases and balancing any new cases that are reported to the unit, whilst simultaneously trying to ensure that victims and witnesses remain engaged and supportive of the prosecutions.*

**ACTION: KB would like to know who within Sussex Police has been tasked with summarising the advantages and disadvantages of using virtual remand hearings, as set out within the HMICFRS [Custody services in a COVID-19 environment] report.**

## **OPERATION UPLIFT – POLICE OFFICER RECRUITMENT UPDATE**

**In October 2019, the Home Office announced a three-year investment to recruit 20,000 police officers in England and Wales [across 2020/21, 2021/22 and 2022/23].**

**A. How much has Sussex Police received in grant funding in each of the first two years of the three-year investment?**

**B. What was the target recruitment number of officers in Sussex for each financial year? And, was the target recruitment number achieved in 2020/21?**

**C. The Home Office confirmed that the grant per officer would be in excess of their salary costs to allow for investment in the enabling items required to support an officer. What was the grant per officer in 2021/22? Can you provide a breakdown of how and what the grant was spent on per officer? And, how does this compare to 2020/21?**

**D. Have you determined whether the uplift in police officer numbers will create other financial costs that are not included within the uplift grant? If so, what are these costs?**

*JC confirmed that Sussex Police had received grants of £8.6million and £8.4million in 2020/21 and 2021/22 respectively as part of the first two years of the three year investment period for Operation Uplift – the campaign to recruit 20,000 new police officers in England and Wales by the end of March 2022. [EDIT: The £8.4million received in 2021/22 included £400,000 for the recruitment of six officers within the South East Regional Organised Crime Unit].*

*In 2020/21, an additional 129 police officers were recruited in Sussex as part of Operation Uplift, together with a further 50 officers recruited from the increase to the police precept. All of these officers were recruited by Sussex Police before 31 March 2021 – achieving the target set for the Force.*

*The Deputy Chief Constable confirmed that an additional 121 police officers will be recruited during 2021/22 – as part of the second year of Operation Uplift – with a further 30 officers to be recruited from the increased precept. These figures will be offset by a reduction of 34 officer posts from Gatwick Airport following a review of the policing requirements and **will equate to a net increase of 117 additional police officers in Sussex during 2021/22**. KB was reassured to note that the Home Office has been informed about these changes to the establishment at Gatwick and that the baseline for the Force has been amended to reflect this.*

*Sussex Police will recruit 240 police officers before 31 March 2022 to deliver these planned increases in policing resources and to replace those officers leaving the organisation through retirement, resignation or as transferees throughout the year. This will be achieved through the combined recruitment of new student officers, together with re-joiners and transferees from other police force areas.*

*Last week, Sussex Police reopened the recruitment for police officers through the Police Constable Degree Apprenticeship (PCDA). It was highlighted that 302 applications had been received to date, with 214 of these being progressed to the next stage. JC confirmed that recruitment for the PCDA will remain open until 1 June 2021 and that recruitment for transferees remains open on a continuous basis. Further information about the processes for both entry methods can be viewed through the following link: <https://www.sussex.police.uk/police-forces/sussex-police/areas/careers/jobs/>*

*The Sussex allocation for the third [and final] year of Operation Uplift will be confirmed later during 2021/22. Sussex Police has already started to look at the recruitment and financial plans required to deliver the [anticipated] additional number of police officers made available through this programme in 2022/23.*

*In 2021/22, the grant per officer has been budgeted for £66,669. This comprises £53,901 for salary costs (including national insurance, pension and on-costs), £3,591 for enabling costs, £2,156 for technology costs (including personal issue body worn video and mobile data terminals), £970 for uniform costs and £6,051 for vehicle fleet costs (to ensure that there is sufficient access to vehicles throughout the Force). These costs represent a small increase from the grant per officer of £65,395 invested in 2020/21.*

*It was highlighted that the uplift in police officer numbers in Sussex will create other financial costs that are not included within the grant. These additional costs relate to the ongoing costs of police officers throughout their policing careers and include pay increments, further training, specialist equipment and changes in technology. The estates provision is another area that needs to be considered by the Force, with the requirement to accommodate any growth in police officer numbers within the footprint of the police estate.*

## **HMICFRS: DISPROPORTIONATE USE OF POLICE POWERS**

Earlier this year (26 February), HMICFRS published the findings from their report into the 'Disproportionate use of police powers' in England and Wales. It was recognised that "the police service must be able to show the public evidence that their use of the powers is fair, lawful and appropriate, or risk losing the trust of the communities they serve."

**A. The report highlighted that "35 years on from the introduction of stop and search legislation, no force fully understands the impact of the use of these powers. Disproportionality persists and no force can satisfactorily explain why." How do you respond to this statement? Is this accurate for Sussex?**

**B. In 2020/21, there were 8,643 stop and searches in Sussex, an increase of 442 more searches in comparison to the year before (+5.4%). What do you attribute the increase in the use of this power to in Sussex?**

**C. Was any disproportionality apparent in respect of the use of these stop and search powers? If so, what do you attribute this apparent disproportionality to?**

**D. What measures have you put in place to ensure that every stop and search is justified and likely to have a positive outcome in terms of reducing crime? And, what scrutiny and accountability arrangements are in place to ensure that the use of stop and search in Sussex is lawful, fair and appropriate?**

**F. The inspection report made 8 recommendations to the police service and other bodies, of which six recommendations were specifically relevant to Chief Constables. How will you ensure that these recommendations are progressed by the Force within the timelines prescribed?**

*The Deputy Chief Constable explained that stop and search is one of a number of different tactics used by the police service to prevent and detect crime and to keep communities safe from harm. A police officer has the power to stop and search an individual [or vehicle] if they have 'reasonable grounds' to do so without the requirement to arrest them first.*

*The reasonable grounds for conducting a search consist of a suspicion that an individual [or vehicle] is carrying controlled drugs, stolen property, offensive weapon(s) or dangerous instrument(s) that could be used to commit a crime or might have been used in incidents of serious violence, and searches for evidence or articles in connection with terrorism.*

*JC confirmed that a comprehensive quality assurance system is in place within Sussex Police to ensure that every stop and search carried out is lawful, ethical and proportionate. The Force works towards the national 'Best Use of Stop and Search Scheme' to ensure transparency, accountability and community engagement in the processes and data collected in order to build and maintain public trust and confidence in the police. All stop and search records in Sussex are assessed to ensure that they are justified and likely to have a positive outcome in reducing crime.*

*Sussex Police has an external Stop and Search Independent Scrutiny Panel that aims to improve the trust and confidence of communities by providing members of the public with the opportunity to quality assure the use of these powers in Sussex. The Panel looks at all stop and search records and considers whether any disproportionality exists in terms of the individuals stopped and searched, assesses the lawfulness of the reasonable grounds, geographic locations and frequencies of the searches, and reviews the use of body worn video (BWV) during the searches. The outcomes of the stop and search encounters, any [subsequent] complaints received by the Force and training needs identified are also considered by the Panel, with feedback – both positive and constructive – provided to individual officers and supervisors [retrospectively] to improve the local policing response. Further information can be viewed through the following link: [www.sussex.police.uk/police-forces/sussex-police/areas/au/about-us/stop-and-search/](http://www.sussex.police.uk/police-forces/sussex-police/areas/au/about-us/stop-and-search/)*

*The overall governance in this area is provided through a quarterly 'Legitimacy Board', chaired by Assistant Chief Constable Lisa Bell and attended by officers, staff and independent advisors. The Board provides an internal audit of the stop and search encounters by looking at the proportionality of the searches conducted, compliance against the legislation and supervisory measures in place around its use.*

*It was highlighted that the Force has improved its recording processes in respect of stop and searches and is now better able to measure how these discretionary powers are used in Sussex. In 2020, 88% of the stop and searches carried out in Sussex had reasonable grounds and were recognised to be 'good' by HMICFRS. This represented a year-on-year improvement from the 85% recorded by the Force in 2019 and compared favourably to the average of 82% recorded for all police forces in England and Wales. KB was pleased to understand that Sussex Police aspires to improve this position further still.*

*The Deputy Chief Constable explained that it was difficult to [directly] compare the number of stop and search encounters conducted in Sussex during 2020/21 with the year before because of the impact of COVID-19. There are a number of reasons that could be attributed to the 5% increase in the use of this power over this period and includes: a greater focus from the Force on the safety of communities during the national lockdown, increased mobile and foot patrols, and the smaller number of individuals moving around outside made it easier to identify individuals acting suspiciously – as a result of the stay at home measures that were in place. The delivery of targeted campaigns – Operation Sceptre (to reduce knife crime) and Operation Safety (to reduce serious violence) – together with the formation of the proactive Tactical Enforcement Units and Specialist Enforcement Unit during 2020/21 also contributed towards the additional 442 searches carried out in comparison to the year before.*

*JS recognised that disproportionality exists across society and reiterated an expectation that all searches carried out in Sussex should be lawful, ethical and proportionate. As described above, the external Scrutiny Panel and the internal Legitimacy Board are used to monitor the individual processes and the data collected around the searches. The use of stop and search is further considered at the Divisional Accountability Meetings on each of the three policing divisions and at monthly supervisor meetings [between Police Sergeants and Police Constables] to look at the quality of the grounds for each search, whether a 'receipt' is provided for every search carried out, the conduct of the searching officer and the use of BWV. A dedicated team at Sussex Police Headquarters is responsible for conducting a 'dip-sample' of all stop and search records too to provide a further layer of transparency and accountability.*

*It was also highlighted that Force has recruited two new individuals to further assist them in this important area. The first is an independent chair for an Ethics Committee that has been created within Sussex Police. This forum will consist of approximately 20 individuals – comprising two-thirds members of the public and one-third interested police officers and staff – and is anticipated to assist the Force with promoting the highest standards of conduct when considering any new policies, practices and moral and ethical dilemmas. The second individual is a non-executive advisor for the Chief Officer team who has been recruited to improve the diversity of thinking within the senior management team from the perspective of members of the public.*

*The Deputy Chief Constable concluded by confirming that Sussex Police will ensure that each of the HMICFRS recommendations will be addressed through the Legitimacy Board, with any outcomes delivered or risks identified reported into the Organisational Reassurance Board. KB was pleased to understand that most of the findings identified in the report were already established in Sussex and JC was confident that these recommendations would be addressed within the timescales, where this was not the position.*

## **REFLECTIONS ON PROTEST**

**On 30 March, HMICFRS published the findings from 'An inspection of the Metropolitan Police Service's policing of a vigil held in commemoration of Sarah Everard'.**

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

**B. At the PAM in March, it was explained that Sussex Police had internally reviewed the circumstances around the events of the Sarah Everard vigil in Brighton on 13 March and that a summary of the findings was anticipated to be made available shortly. What were the findings of this summary? What organisational learning was identified to improve the policing response, approach and style? Was any good/best practice identified? And, will any further independent scrutiny be apparent in respect of the policing response?**

**C. How many complaints were received by Sussex Police from members of the public about the policing response to the vigil? And, how were these complaints assessed, investigated and responded to?**

**D. What changes, if any, will be made to the policing response to protests in Sussex following the findings of the internal review and the publication of this inspection report?**

*The Chief Constable explained that Sussex Police was already reviewing and reflecting on its response to protests, gatherings and vigils following the publication of the HMICFRS report 'Getting the balance right? An inspection of how effectively the police deal with protests' in March 2021. This included the progression of a number of the recommendations identified within.*

*The findings from both reports have been considered by the Chief Officer lead and shared with all public order commanders across the Force. JS confirmed that Sussex Police is considered "experienced" and "well-practiced" at managing and responding to protests, gatherings and vigils. This includes setting strategies and delivering a policing response [and style] that is consistent with all available legislation in order to keep stakeholders safe and to maintain public trust and confidence in the police.*

*The Chief Constable recognised that this remains a "difficult area for policing to get right" and remained "incredibly proud" of the frontline policing that was demonstrated by police officers at the vigil in Brighton in March. This included recognition for the professional, patient and tolerant policing response that was demonstrated during challenging circumstances made even more complicated by the COVID-19 restrictions that were in place at the time and the [subsequent] impact this had on policing tactics. It was reiterated that the Force reacted quickly, agilely and effectively to all new information and intelligence that was received during the protest, whilst maintaining a proportionate, ethical and transparent response.*

*KB was reassured to note that Sussex Police continues to conduct a full debriefing exercise after every protest and/or public order event in the county to reflect on performance and to understand better where improvements could be made.*

*The internal review recognised some areas of good practice demonstrated as part of the policing response delivered in Sussex. This included the effective planning, briefing, command and control structure that was evident in challenging circumstances; the use of Protest Liaison Officers (PLOs) to manage interactions with the protestors whilst balancing the human rights of those in attendance to protest; the use of the 4Es – engagement, explanation, encouragement and enforcement – to positively influence the behaviour of those present; the empathetic policing approach and style demonstrated by officers in challenging circumstances, and the proactive approach that was taken to communicate the actions taken or actions planned to remove any 'surprises' for those in attendance.*

*The Chief Constable confirmed that the learning taken from policing this vigil and the publication of the HMICFRS reports has been used by Sussex Police to update the overarching strategy used for policing protests. This revised approach will be used by the Force to direct the approach and style of policing demonstrated in response to all further protest activity planned across the summer and autumn months to ensure that this remains consistent, balanced and fair.*

*KB sought reassurances from the JS that the positive actions and initiatives progressed by Sussex Police in the past 12-months in support of the commitment to tackle violence against women and girls and to improve the safety and/or perceptions of safety for individuals in Sussex would be better communicated by the Force. JS recognised that the police service [as a collective] needs to publicise the situations where positive outcomes have been delivered or achieved and where improvements have been made to the policing response more effectively moving forward.*

*Sussex Police received 15 complaints from members of the public about the policing response to the Sarah Everard vigil in Brighton on 13 March 2021. It was highlighted that 11 of these complaints related to one interaction with a single police officer – one from the complainant directly and 10 complaints from witnesses to the interaction. The Professional Standards Department (PSD) has assessed and investigated each of these complaints and is expected to finalise the outcomes for these shortly.*

*The other four complaints received were expressions of dissatisfaction about the policing response and were assessed by PSD as being suitable for service recovery by the Public Confidence Team. This work has already been successfully completed, with final responses sent back to each of the individuals.*

## **COLLABORATION WITH SURREY POLICE**

**At the PAM in December 2020, it was highlighted that Sussex Police had commissioned a review into the joint collaboration arrangements in place between Sussex Police and Surrey Police.**

- A. For the benefit of the viewers, what areas do Sussex and Surrey Police currently collaborate on?**
- B. What were the findings of this review? How will this information be used to identify strengths, weaknesses, opportunities and threats to maximise the effectiveness of this collaborated activity moving forward?**
- C. Following the conclusion of the review, is the funding formula that is used to share the costs of collaboration between both police forces still appropriate and proportionate to the resources and opportunities provided? If so, how frequently will this financial share be reviewed moving forward? If not, what is the new allocated share of costs between both police force areas?**
- D. What is the annual gross financial budget of the services that are collaborated in Sussex? And, what is that as a proportion of the gross expenditure?**
- E. Is there a written agreement between both police forces regarding how the financial aspects of collaboration should operate? When was that last reviewed and updated? And, by whom?**
- F. How frequently do both forces reconcile and pay any sums owing between them?**

*The Chief Constable confirmed that Sussex and Surrey Police currently collaborate in the areas of finance (including procurement, insurance and all commercial services), estates, transport, Specialist Crime Command, Operations Command, People Services and Information and Communications Technology (ICT). In 2020/21, the budget for collaborated services in Sussex was £70million – this equated to 22% of the total Force expenditure for the financial year.*

*In July 2020, HMICFRS published the findings from their Police Efficiency, Effectiveness and Legitimacy (PEEL) 'spotlight report' into police-to-police collaboration in England and Wales. The report focused on the purpose and objectives of collaboration and can be viewed through the following link:*

**<https://www.sussex-pcc.gov.uk/performance/hmicfrs-inspection-reports/hmic-inspection-reports/hmicfrs-police-to-police-collaboration/>**

*Although the collaboration between Sussex and Surrey Police was not reviewed as part of the inspection, both forces considered that it would be good practice to review their collaboration activity against this report. The review is yet to be finalised, although it will document the objectives, benefits and challenges of collaboration.*

*JS explained that the funding formula used to share the costs of collaboration between both police forces is still considered to be appropriate and that no amendment to this is required at this time. It was emphasised that the open communication that exists between the two forces provides regular opportunities to discuss this matter further should any new or existing areas of collaboration be identified that might require a different weighting of the ratios.*

*This approach is supported by the two separate reviews of the collaboration arrangements between both police force areas undertaken previously. The first – a financial review by external consultants in 2018 – recognised that the advantages of maintaining a 45/55 split between Surrey and Sussex Police for the costs of collaboration was simple, consistent and easy to apply. The second – a further review carried out by external auditors in 2020 – concurred that the apportionment ratio remained appropriate and proportionate to the resources and opportunities provided to both forces and no amendment was considered to be required.*

*The financial aspects of collaboration between both forces are contained within the Section 22 Agreement that was signed by both [then] Chief Constables and the Police & Crime Commissioners for Surrey [then] and Sussex in April 2014. [EDIT: The Agreement is made pursuant to Section 22A of the Police Act 1996 (as amended) which enables chief officers of police and local policing bodies as defined in that Act and other parties to make an agreement about the discharge of functions by officers and staff where it is in the interests of the efficiency or effectiveness of their own and other police force areas].*

*KB was reassured to note that any sums owed between the two forces are reconciled, processed and settled on a monthly basis. This represents an improved working practice from the quarterly processing of payments used previously. Further information about the processes used in Sussex and Surrey can be viewed through the following link:*  
<https://www.sussex-pcc.gov.uk/about/transparency/how-we-work/>

*The Chief Constable concluded by informing the Commissioner that a joint event between the Chief Officer teams in Sussex and Surrey Police would be meeting to consider the findings from the collaboration review when it is anticipated to be made available circa. July/August 2021. KB requested that input is also sought from the Office of the Police & Crime Commissioners for Sussex and Surrey at this forum.*

**ACTION: JS agreed to share the date of the joint Chief Officer collaboration event with KB.**

**NEXT UP:**

The next PAM is on Friday, 18 June 2021 at 13:00. Further information can be viewed on my website through the following link:  
[www.sussex-pcc.gov.uk/get-involved/watch-live/](http://www.sussex-pcc.gov.uk/get-involved/watch-live/)