

# Public Document Pack

## Sussex Police and Crime Panel

Members are hereby requested to attend the meeting of the Sussex Police and Crime Panel, to be held at **10.30 am** on **Friday, 31 January 2020** at **County Hall, Lewes**.

### Tony Kershaw

Clerk to the Police and Crime Panel

23 January 2020

#### Webcasting Notice

Please note: This meeting will be filmed for live or subsequent broadcast via East Sussex County Council's website on the internet – at the start of the meeting the Chairman will confirm that the meeting is to be filmed. Generally the public gallery is not filmed. However, by entering the meeting room and using the public seating area you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. The webcast will be available via the link below: <http://www.eastsussex.public-i.tv/core/>.

#### Agenda

**Please note: The Commissioner has been unable to propose a policing precept at the time these papers were despatched due to the late announcement of the policing grant settlement. The announcement has been delayed this year due to December's General Election. The report will be published when available.**

10.30 am     1.     **Declarations of Interest**

Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt contact Democratic Services, West Sussex County Council, before the meeting.

10.35 am     2.     **Minutes** (Pages 5 - 14)

To confirm the minutes of the previous meeting on 27 September 2019 (cream paper).

10.40 am     3.     **Urgent Matters**

Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency.

10.40 am     4.     **Public and Panel Questions to the Commissioner** (Pages 15 - 18)

Written questions may be submitted by members of the public up to two weeks in advance of a meeting. The Chairman of the

Panel or the Commissioner will be invited to provide a response by noon of the day before the meeting. Questions, together with as many responses as possible, will be tabled at the meeting. Questions have been received from 3 correspondents.

The Panel is also asked to raise any issues or queries concerning crime and policing in Sussex with the Commissioner.

There will be one question per member only and one supplementary question; further supplementary questions allowable only where time permits. The Chairman will seek to group together questions in the same topic.

11.00 am      5.      **Final Report of the Precept Working Group** (Pages 19 - 22)

Report by the Chairman of the Working Group.

The attached report sets out the work of the Precept Working Group as it worked as a critical friend to the Commissioner in developing the proposed policing precept for 2020/21.

The Panel is asked to note the areas the Working Group was able to scrutinise, and consider these in conjunction with the Commissioner's policing precept proposal, presented under agenda item 6.

11.15 am      6.      **Proposed Precept 2020/21** (Pages 23 - 24)

Report by the Police and Crime Commissioner (to follow).

The Commissioner has been unable to propose a policing precept at the time these papers were dispatched due to the late announcement of the policing grant settlement. The announcement has been delayed this year due to December's general election.

Under Schedule 5 of The Police Reform and Social Responsibility Act 2011 the Panel is responsible for reviewing the Commissioner's proposed precept and making reports and recommendations.

12.30 pm      7.      **Sussex Police and Crime Commissioner Estates Strategy**  
(Pages 25 - 48)

Report by the Police and Crime Commissioner.

The report sets out the PCC's Estates Strategy, how it supports the Police and Crime Plan 2017-2021 and provides value for money for Sussex taxpayers.

1.15 pm      8.      **Quarterly Report of Complaints** (Pages 49 - 52)

Report by the Clerk to the Police and Crime Panel.

The report provides details of the correspondence received and the action taken.

The Panel is asked to consider the report and raise any issues or concerns.

1.20 pm      9.      **Reflection on London Gatwick visits**

Members are asked to reflect and provide feedback from the visit of the Panel to London Gatwick.

1.25 pm      10.      **Date of Next Meeting and Future Meeting Dates**

In the event the Panel vetoes the proposed precept under item 6 the next meeting of the Panel will take place on 17 February 2020, 10.30am at County Hall, Lewes (if required).

Otherwise, the next meeting of the Panel will take place on 26 June 2020, 10.30am at County Hall, Lewes.

Future meeting dates below:  
25 September 2020  
29 January 2021  
15 February 2021 (if required).

**To all members of the Sussex Police and Crime Panel**

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## Sussex Police and Crime Panel

27 September 2019 – At a meeting of the Panel held at 10.30 am at County Hall, Lewes.

Present:

Cllr Bill Bentley (Chairman)	East Sussex County Council	Susan Scholefield	Independent member
Cllr Dave Simmons	Adur District Council	Cllr Gill Yeates	Arun District Council
Cllr Roy Briscoe	Chichester District Council	Cllr Rebecca Whippy	Eastbourne Borough Council
Cllr Colin Fitzgerald	Hastings Borough Council	Cllr Jackie O'Quinn	Brighton and Hove City Council
Cllr Johnny Denis	Lewes District Council	Cllr Jay Brewerton	Rother District Council
Cllr Phillip Lunn	Wealden District Council	Cllr John Belsey	Mid Sussex District Council (substitute)
Cllr Val Turner	Worthing Borough Council		
Cllr Dee Simson	Brighton and Hove City Council		

Apologies were received from Cllr Carolyn Lambert (East Sussex County Council), Cllr Tricia Youtan (Horsham District Council), Peter Nightingale (Independent member), Cllr Christian Mitchell (West Sussex County Council), Cllr Norman Webster (Mid Sussex District Council), Cllr Brenda Smith (Crawley Borough Council), Cllr Michael Jones (substitute – Crawley Borough Council) Mark Streeter, Chief Executive and Monitoring Officer, Office of the Sussex Police & Crime Commissioner (OSPCC) and Mervin Dadd, Chief Communications and Insight Officer (OSPCC).

In the absence of the Vice-Chairman, Mrs Scholefield was elected to fulfil the role for this meeting.

### Part I

## 13. Declarations of Interest

13.1 In accordance with the code of conduct members of the Panel declared the personal interests contained in the table below.

Panel Member	Personal Interest
Bill Bentley	Lead Member for Communities and Safety Chairman East Sussex Safer Communities Civil Military Partnership Board
Jay Brewerton	Co-Chair of Safer Hastings and Rother Partnership

Roy Briscoe	Member of Joint Arun and Chichester Community Safety Partnership
Johnny Denis	Co-Chair of Lewes and Eastbourne Community Safety Partnership
Colin Fitzgerald	Employed by Solace Women's Aid Charity Co-Chair of Safer Hastings and Rother Partnership
Susan Scholefield	A serving Magistrate Chair of the Competition Appeal Tribunal and Competition Service Non-Executive Director of Surrey and Borders Partnership NHS Foundation Trust
Dave Simmons	Chairman of Adur and Worthing Safer Communities Partnership Sussex Partnership NHS Foundation Trust Council of Governors Member of Sussex Crimestoppers
Dee Simson	Member of Brighton and Hove Community Safety Partnership
Brenda Smith	Cabinet Member for Public Protection Chair of Safer Crawley Partnership
Val Turner	Member of Safer Communities Partnership, Adur and Worthing
Norman Webster	Member of Mid Sussex Community Safety Partnership Stakeholder Governor of Queen Victoria Hospital NHS Foundation Trust East Grinstead.
Rebecca Whippy	Co-Chair of Lewes and Eastbourne Community Safety Partnership
Gill Yeates	Member of Safer Arun Partnership Member of Joint Arun and Chichester Community Safety Partnership
Tricia Youtan	Member of Horsham Community Safety Partnership Cabinet Member for Community Safety at Horsham District Council

13.2 Cllr Simson also declared a personal interest in item 6 (Police and Crime Commissioner and Sussex Police Response to Tackling Serious Violence in Sussex) as a trustee of a youth project commissioned as part of the REBOOT programme.

## 14. Minutes

14.1 The Commissioner requested that minute 11.1, point 3, be amended to better reflect that body-worn cameras could enable victimless prosecutions.

14.2 Resolved – that, subject to the above amendment being made, the minutes of the last meeting held on 28 June 2019 be approved as a correct record and that they be signed by the Chairman.

## **15. South East Regional Integration Partnership – Section 22 Agreement**

15.1 The Panel considered a report by the Sussex Police and Crime Commissioner which was introduced by Katy Bourne, Sussex Police and Crime Commissioner. The Commissioner advised the Panel of the partnership's Terms of Reference, composition and accountability arrangements and described it as an ambitious regional programme. The following key points were highlighted:

- The SERIP was set up with partners and funded by the Police Transformation Fund. SERIP was designed to move policing in a more co-ordinated direction in support of the Policing Vision 2025, which considered 5 key areas.
- The desire was to improve the effectiveness of services through standardising process and technology and aligning key policing functions.
- The Section 22 Collaborative Agreement established the common relationship between the four policing areas in the South East region, however each force does have independence to adopt their own workstreams.
- The Partnership Board considers the overall strategic vision for SERIP and meets quarterly. SERIP meets every six weeks. Performance and progress is formally reported back to the Home Office.

15.2 The Panel asked questions which are summarised below:

- The Chairman asked how the governance of SERIP could feed into the Commissioners monthly Performance and Accountability Meetings (PAMs). The Commissioner advised there was a governance structure for SERIP in place and joint audit committees.
- Members considered the potential for public concern that the governance of SERIP made local policing feel further away and sought reassurance that effective scrutiny was in place particularly in view of the precept element of council tax. The Commissioner advised her role was to connect the public with the police and that PCCs and Chief Constables held the arrangements to account through various boards and bigger projects run by the Home Office.
- Members of the Panel asked how the Commissioner was assured that adequate vetting of prospective staff was being undertaken in the partner forces. The Commissioner advised that Sussex was her area of responsibility in respect of this, however there was a national level PCC who led on transparency and integrity. The Commissioner added that Sussex Police did various dip checks on cases and that public confidence in police was paramount.
- Members considered the strategic complexity of the collaboration agreement and questioned if one area didn't want to adopt a particular function how this was dealt with. The Commissioner advised a commitment had been made to align and deliver the best policing service,

however there were differing models of delivery. She added that 4 forces coming together was a complex arrangement however the Section 22 agreement demonstrated a joint commitment to underpin everything in the policing delivery plan.

- The Chairman considered if the partnership agreement was obtaining value for money and achieving savings. The Commissioner advised forecast savings were required to be reported back to the Home Office and that long-term efficiencies were being established that were not just financial savings.
- The Panel asked the Commissioner for examples of specific local progress or areas of promise. The Commissioner advised there were collaboration units across Surrey and Sussex and that Thames Valley and Hampshire had a historic relationship of collaboration. Examples included resource planning, forensics and dogs and the National Police Air Service.
- Members of the Panel asked if these efficiencies would result in redundancies, or if the collaboration might turn into a merger. The Commissioner advised a merger would be difficult for Surrey and Sussex due to the varying local precept levels. In any case, whilst there were regional conversations about efficiencies there were currently no plans for mergers.

15.3 The Vice-Chairman summarised the item and asked the Panel to reflect on their role as a critical friend on the specific actions of the Commissioner and how she be held to account for effective delivery of those actions.

15.4 Resolved – that the Panel:

- i. Asks the Commissioner to remain responsible for the interests of Sussex taxpayers and reflect on any specific actions she can take to uphold these in respect of local issues and concerns.

## **16. Public and Panel Questions to the Commissioner**

16.1 The Panel considered a tabled version of the written public questions with answers from the Commissioner (copy appended to the signed minutes). The Panel had no supplementary questions in respect of the public questions.

16.2 The Chairman invited questions from the Panel for the Commissioner. A summary of the main questions and responses were as follows:

- Members asked the Commissioner about the provision of custody suites under the 30 year Private Finance Initiative (PFI) agreement, the associated cost in 2018/19 of £11.6m and closure of the Chichester suite. Members asked if this was good value for money for Sussex residents. The Commissioner advised the PFI agreement was signed before she was in office and had 12 years remaining. The decision pre-dated her election in 2012, and she advised this wasn't a decision she would have likely made. Of 6 custody suites, Chichester was to be closed and significant improvement had been made to Hastings suite to bring it up to modern standards. The Commissioner invited members to visit the Hastings Custody suite. Iain McCulloch, Chief Finance Officer for the OSPCC advised they were actively looking to renegotiate the terms of the remaining

contract considering benchmarking and reviewing prices. News would hopefully be shared before the next precept announcement. He added that Chichester could be opened up at short notice if required. Costs followed detainees and mortgage payments were covered by the Home Office.

- Members considered the HMIC child protection review document and the number of caseloads and questioned if the voice of the child was being adequately heard. The Commissioner advised she had responded to the Chief HMI and this letter was available to view on her website. She would also revisit the report at a future PAM. Caseload numbers were an issue nationally that the Commissioner and Chief Constable were aware of and that with the precept uplift this would hopefully be addressed. The Commissioner further explained the issue of the voice of the child had been picked up by the Association of Police and Crime Commissioners and they were considering how to better display this for policing.
- Members of the Panel asked about the decrease in 101 call-waiting times and how this was achieved. The Commissioner advised a lot of work had gone into improving the 101 service. She explained she questioned the Chief Constable at the September PAM and heard that call handling times were improving owing to a queue buster system which offered a call-back service. There had also been greater recruitment in staff call-handlers and in July the average wait time was 8 minutes and 2 seconds. A "make the right call" campaign had also helped in order to educate the public about what to call about and this would continue to be managed.
- Members considered smaller or absent police stations in certain areas and subsequent feeling of a lack of visual policing. The Commissioner advised she was committed to not closing police stations wherever possible and moving them into areas where they were easy to access. She also cited the additional police officer uplift by 2023 for neighbourhood policing.
- Members of the Panel asked the Commissioner about night time economy in Brighton and Hove and the need for police in places at the times required. The Commissioner advised that as part of the Serious Violence Strategy there would be high visibility patrols, stop and search and knife sweeps and that she would feed the concerns back to the Divisional Commander for Brighton and Hove.
- A question was asked about a local issue of disabled people being prevented from safely using seafronts due to cyclists. The Commissioner and Chairman encouraged members to get to know their Divisional Commanders for local operational issues such as this one.
- The Panel noted the alarming statistics on speeding and the public worry surrounding this. They questioned if the Commissioner was expecting these figures to reduce. The Commissioner advised of Project EDWARD (European Day Without A Road Death) to raise awareness of road safety and better driving. The Commissioner explained she and the Chief Constable were clear about the priority of roads policing and that this was an area of focus in conjunction with work with Community Safety Partnerships.
- Members of the Panel asked the Commissioner if residents could expect a refund on their council tax following the government announcement to increase ranks by 20k over the next 3 years. The Commissioner advised no council tax rebate was planned and that the public were clear they would pay more for more police officers. The Commissioner welcomed the

new uplift and hoped that she would know soon what these numbers would mean for Sussex.

- Members of the Panel asked if Sussex Police was using facial recognition technology and the Commissioner's view on it. The Commissioner advised it was not currently used by local forces and there were many ethical and moral implications. The Commissioner felt conversations needed to be had with the public to gather views and plans were underway to do that. She added technology was moving quickly and that policing was likely to need to utilise data intelligence in the future.
- The Panel considered the fall in convictions of rape cases and asked if Sussex followed this national trend. The Commissioner advised Sussex did follow this trend and that the figures were disappointingly low. She added work was ongoing nationally with the Crown Prosecution Service (CPS) and local criminal justice board working groups. The government had announced an £85m investment into the CPS which was very welcome.

## **17. Police and Crime Commissioner and Sussex Police Response to Tackling Serious Violence in Sussex.**

17.1 The Panel considered a report by the Sussex Police & Crime Commissioner which was introduced by Katy Bourne, Sussex Police & Crime Commissioner. The Commissioner told the Panel that the £3.1m of grant funding to tackle serious violence in Sussex would be focussed on the following areas:

- County Lines and misuse of drugs
- Early intervention and Prevention (including REBOOT)
- Supporting communities and partnerships
- Effective law enforcement and criminal justice response.

17.2 The £3.1m of funding had been secured from areas of the Early Intervention Youth Fund (£891,616), Serious Violence Fund (£1.340m) and from the Home Office to create and support a Violence Reduction Unit (£880,000). Sergeant Chris Varrall, REBOOT Programme Manager, provided the Panel with a presentation on the REBOOT scheme (copy appended to the signed minutes). The following key points were highlighted:

- REBOOT is an intervention programme for young people at risk of the early indicators leading to serious violence or exploitation.
- The scheme put children and young people at the heart of the programme, working with them to make decisions.
- There were 9 non area specific coaches who helped developed strength based personal plans. The programme lasted for 3 months but could be enabled for up to 12 months.
- Of 549 referrals to the programme as at August 2019, 376 were accepted and were progressing through the 5 stages of REBOOT. No young person had to date reached stage 5 which would involve receiving a civil injunction.

17.3 Members of the Panel asked questions regarding the REBOOT scheme and wider Serious Violence Strategy. A summary of the main questions and responses were as follows:

- Members queried how the scheme could be sustained after the funding ended. The Commissioner advised she was working with Community Safety Partnerships (CSPs) and that this was a work in progress.
- The Panel considered the importance of the continuum of need and the effects of local government restructures of prevention and early help services that could lead to a potential loss of key work at levels 1 and 2 of the REBOOT scheme. The REBOOT programme manager advised the project was built to be standalone within the area of need whilst linking in with partners. He advised it could continue on its own in its current context and should be able to carry on if the existing partner platforms were to change.
- Members of the Panel were pleased to see that the scheme addressed mental health issues and considered how the programme planned to engage with partners outside of CSPs. Members also queried how data was being gathered in terms of hot spot areas and locations of offenders and as well as the location of the incident. The REBOOT programme manager advised the analyst team had created a formula which identified these things which could be shared with the Panel after the meeting.
- The Panel considered the data regarding 55 hospital admissions for assault by sharp objects and asked the Commissioner if the focus was too much on gang-related knife crime, as opposed to domestic abuse where this type of violence was common. The Commissioner advised the VRUs were in their infancy and that work to encourage greater partnership working with health partners was in progress in the cases of domestic violence and homicide.
- Members considered if the stages 1 to 5 of REBOOT gave offenders impunity to continue with anti-social behaviour or criminal damage without punishment. The Programme Manager advised that when intervention at stage 1 began, a flagging system was used to notify of any concerning behaviour. Of 376 young people, the majority had not gone on to continue with criminal activity of poor behaviour. This impactful data was required in order to access and secure future funding.
- Members of the Panel considered the wider involvement of a family in the scheme. The Programme Manager advised that families were supported along the journey and that it was being explored how best to deliver this with consistency going forward.
- The Panel asked for the percentage of Children Looked After (CLA) referred to or on the scheme. The Programme Manager advised there were currently no CLA within the scheme as there were existing arrangements for this cohort. He added that as part of planning for the future and sustainability how REBOOT engaged with CLA without interfering with existing mechanisms.
- The Panel asked if individual successes of the scheme were captured and shared in order to deter young people from crime and raise aspirations. The Programme Manager advised the benefits were being seen already and would help mould the project going forward through real examples and success stories on the website.

17.4 Resolved – that the Panel:

- i. Thanks the Commissioner and Programme Manager for their support and work in this critical area.
- ii. Requests that efforts are made by the Commissioner to ensure that the REBOOT scheme becomes a multi-year funded programme.

## **18. Quarterly Report of Complaints**

18.1 The Panel considered a report from the Clerk to the Panel, providing an update on complaints received in the last quarter.

18.2 Resolved – that the Panel notes the complaints against the Commissioner.

## **19. Working Group Appointments**

19.1 The Chairman called for volunteers to form the precept working group.

19.2 Resolved – that the Panel appoints the following members to the precept working group:

- Susan Scholefield (Chairman)
- Jackie O’Quinn
- Johnny Denis
- Roy Briscoe
- Dave Simmons
- Colin Fitzgerald
- Rebecca Whippy

19.3 The Chairman advised that following a member request, a single Task and Finish Group be established to consider estates and PFI agreements to be Chaired by Cllr Denis.

19.4 Resolved – that support officers to the Panel organise the single Task and Finish Group.

## **20. Reflection on London Gatwick visit**

20.1 The Chairman suggested that this item be deferred until all members had undertaken the London Gatwick Tour.

20.2 Resolved – that this item be deferred until the 31 January 2020 meeting of the Panel.

## **21. Date of Next Meeting**

21.1 The next meeting of the Panel would take place on 31 January 2020 at 10.30am at County Hall, Lewes.

The meeting ended at 12.39pm.

Chairman

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## Sussex Police and Crime Panel

31 January 2020

### Public Questions to the Commissioner and Panel

### Report by the Clerk to the Police and Crime Panel

The table below provides a schedule of the questions received prior to this meeting and where possible responses have been included. Responses will be tabled at the meeting that were not available at the time of despatch. Written Questions must be received 2 weeks before a meeting of the Panel and the Commissioner or Panel Chairman is invited to provide a response by noon of the day before the meeting.

Questions that relate to operational matters of Sussex Police will be passed to a relevant officer at Sussex Police for a response and a brief summary of the question will be provided below. For the current meeting two questions have been received for a response by the Commissioner.

Question	Response
An operational question about the potentially premature closure of investigations was received. The response from Sussex Police will be published on the website after the meeting.	
<p>The following is an extract from the Sussex Police &amp; Crime Panel meeting on 6th October 2017 (Written questions) in relation to enforcement of 20mph speed limits.</p> <p>"Sussex Police has confirmed that where drivers exceed 20mph speed limits through wilful offending, there is an expectation that officers enforce</p>	

<p>the limit and prosecute offenders accordingly.</p> <p>The Commissioner also acknowledges that safer roads and communities can be created by working together and sharing the roads responsibly. Road Safety and 20mph enforcement, in particular, is also a theme that the Commissioner has challenged the Chief Constable.”</p> <p>The Angmering Community Speedwatch Team has been requesting police enforcement support for over a year for some areas of Angmering where wilful offending and multiple offences by the same drivers has been evident.</p> <p>Given the Commissioner’s interest in Road Safety and 20mph enforcement, is there any evidence of police enforcement of 20mph zones in Sussex and will the Community Speedwatch Teams be better supported in 2020?</p> <p>Mr Cross of Angmering Community Speedwatch.</p>	
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<p>What is your five-year plan to reduce crime on our streets and protect our vulnerable younger generations falling victim to gang related crimes, such as drug use and violence, which tend to lead to other misbehaviour? Also how do you intend to protect our community from out of town criminals who steal, fly tip, drug deal and insight gang culture amongst other crimes?</p> <p>Mr Boyd, living and working in Arun and Adur Districts.</p>	
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No background papers.

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# SUSSEX POLICE & CRIME PANEL

## Sussex Police and Crime Panel

**31 January 2020**

## Precept Working Group – Final Report

## Report by the Chairman of the Working Group

### Summary

This report is intended to inform the Panel of the work of the Working Group looking at the process undertaken by the Commissioner in determining the proposed policing precept for 2020/21. It sets out the issues considered by the Group, and its recommendations

### Recommendation

The Group supports the precept rise equivalent to £5 on a band D property set out in the MTFs for 2020/21, particularly in light of the improvements in local policing that communities have begun to see the benefit of. The Panel is advised to consider carefully the level of public support for any proposal for an increase above this level, given the £24 rise in 2019/20.

### 1. Background

- 1.1 This Working Group was established by Sussex Police and Crime Panel at its meeting of 28 June 2013, to act as critical friend to the development of the Police and Crime Plan, and report its findings back to the Panel. At the January 2014 meeting, it was agreed that the Group would meet at the appropriate point during each year's cycle (while always reporting back to the Panel's precept meeting), and that the Group's terms of reference would expand to include consideration of budget and precept development.
- 1.2 During 2020/21 budget development cycle the Group met twice, on 10 December 2019, and on 7 January 2020. The Group heard evidence from Iain McCulloch (Commissioner's Chief Finance Officer) and Mervin Dadd (Chief Communications and Insight Officer), supported by staff from Sussex Police.

### 2. Discussion

- 2.1 It had been hoped that the details of the policing funding settlement would have been announced sufficiently ahead of the latter meeting to allow consideration of its implications. However, due to the dissolution of Parliament in the run up to the general election, the announcement was delayed, and such consideration was not possible. Discussion instead

centred around the assumption contained within the Medium Term Financial Strategy (MTFS), of an rise equivalent to £5 on a band D property for 2020/21 (equating to a 2.6% rise).

- 2.2 The Group was keen to understand how the £24 increase for 2019/20 had been spent, particularly in respect of the ambitious recruitment plans. These had been augmented in-year by the government's national recruitment campaign, Operation Uplift (albeit the final details remained to be finalised in the settlement). The Panel learned that Sussex Police's ability to implement Operation Uplift was due to the necessary recruitment and training infrastructure being already in place, to support delivery of the 2018/22 Transformation Strategy. This was in contrast with police forces in other parts of the country that had struggled to ramp up recruitment following years of stagnation in this area. Members felt that the positive impact of recruitment had already been felt in Sussex's communities, but expressed concern that the proportion of females and of black, Asian and minority ethnic individuals among the new intake remained lower than hoped for.
- 2.3 The Group considered a presentation on the MTFS (as approved in February 2019), and tested its underlying assumptions in respect of issues including employer pension contributions, PFI schemes, savings targets, the impact of inflation, and the various settlement scenarios that had been modelled (of which there were nine). The Strategy appeared sound, and no issues of concern were identified.
- 2.4 The Group considered the communications work undertaken by the Commissioner, the channels used, and the impact of the work – both in general terms, and as it related to precept options. The Group also heard about public feedback on a number of precept options. While the £5 increase had been viewed relatively favourably (when viewed against the ambitions set out in the 2018/22 Transformation Strategy), the public seemed somewhat less convinced on the merit of greater increases.
- 2.5 The Group was briefed on the work of Sussex Police's Corporate Development Department, including how data was gathered and interpreted to understand the various demands placed upon the organisation, and identify how resources should best be directed. The insight which emerged from the analysis of reported incidents revealed a picture of increasing complexity.

### 3. **Conclusion and Recommendation**

- 3.1 The Group regretted that a timely and structured process for scrutiny of the developing budget (culminating in consideration of the proposed precept) had once again not been possible, due to the delayed settlement announcement.
- 3.2 The Group had the opportunity to review progress in implementing the 2018/22 Transformation Strategy and, in respect of recruitment, found that good progress had been made in recruiting a significant number of officers in a relatively short period of time, placing the organisation in a

position of relative advantage, in comparison to many other forces, in Operation Uplift.

- 3.3 The Group considered that the public had welcomed the outcomes already delivered under the 2018/22 Transformation Strategy (specifically, those related to local policing), as funded by the precept rises clearly set out in the Medium Term Financial Strategy for each year of the Strategy's term. The public appetite for precept rises above these levels had not been fully tested. The precept rise assumed for 20/21 in the MTFS is £5 for a band D property.
- 3.4 It was briefly considered that an increase of £10 would fund additional Police Community Support Officers for rural areas, but the Group felt that the current aspirations were sufficient, funded through a £5 increase.

### **Recommendation**

- 3.5 The Group supports the precept rise equivalent to £5 on a band D property set out in the MTFS for 2020/21, particularly in light of the improvements in local policing that communities have begun to see the benefit of. The Panel is advised to consider carefully the level of public support for any proposal for an increase above this level, given the £24 rise in 2019/20.

### **Susan Scholefield**

Chairman, Precept Working Group

### **Contact:**

Ninesh Edwards  
(T) 0330 222 2542  
(E) [ninesh.edwards@westsussex.gov.uk](mailto:ninesh.edwards@westsussex.gov.uk)

**Appendices:** None

### **Working Group Members:**

Councillor Roy Briscoe  
Councillor Johnny Denis  
Councillor Jackie O'Quinn  
Mrs Susan Scholefield (Chairman)  
Councillor David Simmons  
Councillor Rebecca Whippy

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## **Sussex Police and Crime Panel**

**31 January 2020**

**Proposed Precept 2020/21**

**Report by The Clerk to Sussex Police and Crime Panel**

### **Focus for Scrutiny**

- The Panel is invited to review and make recommendations on the proposed precept for 2020/21, informed by the recommendations of the Precept Working Group.

### **1. Background**

- 1.1 Under the Police Reform and Social Responsibility Act 2011, the Panel has a duty to review the Commissioner's proposed precept for the next financial year, and make reports and recommendations, by 8 February.
- 1.2 The Panel has three options in respect of the proposed precept – to support, not support, or veto. The Panel may wish to include commentary as part of its recommendation, including a recommendation on what it feels the precept should be.
- 1.3 The power of veto is provided under Schedule 5. The veto can only be exercised with a two thirds or greater majority - i.e. 13 members or more voting in favour of a veto (the current Panel membership being 19). In the event of a veto, a provisional meeting date of Monday 17 February has been arranged for the Panel to meet to consider a revised precept and make reports to the Commissioner if required. The Panel does not have the power of veto over the revised precept.
- 1.4 Following the meeting, the Clerk, in consultation with the Chairman, will write to the Commissioner, setting out the Panel's recommendation. The letter will be published on the Panel's website.

**Tony Kershaw**

Clerk to Sussex Police and Crime Panel

### **Contact:**

Ninesh Edwards

(T) 0330 222 2542 (E) [ninesh.edwards@westsussex.gov.uk](mailto:ninesh.edwards@westsussex.gov.uk)

**Appendices:** Appendix 1 – Proposed Precept (to follow)

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## **SUSSEX POLICE & CRIME PANEL**

### **Sussex Police and Crime Panel**

**31 January 2020**

### **Estates Strategy**

### **Report by The Clerk to Sussex Police and Crime Panel**

#### **Focus for Scrutiny**

The Panel is asked to consider the extent to which the Strategy delivers value for money, while ensuring decisions are not made which may constrain Sussex Police's ability to meet future challenges (which may only emerge in the longer term).

#### **1. Background**

- 1.1 The Estates Strategy is being scrutinised following several questions on various elements of the Strategy from members at recent Panel meetings. The Strategy has not been scrutinised by the Panel before.

#### **Tony Kershaw**

Clerk to Sussex Police and Crime Panel

#### **Contact:**

Ninesh Edwards

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**Appendices:** Appendix 1 – Estates Strategy

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To:	The Sussex Police & Crime Panel
From:	The Sussex Police & Crime Commissioner
Subject:	Sussex Police & Crime Commissioner – Estates Strategy
Date:	31 January 2020

## **1.0 Introduction**

- 1.1 This report introduces the Sussex Police & Crime Commissioner's (PCC) Estates Strategy and sets out how it supports the Police & Crime Plan 2017/21 and provides value for money to Sussex taxpayers.

## **2.0 The Estate**

- 2.1 The PCC and Chief Constable (CC) must ensure that they work in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively.
- 2.2 The PCC has overall responsibility for all property (the Estate) and contracts. The Chief Constable is responsible for the direction and control of the Force and, therefore, has day-to-day management of all assets used by the Force.
- 2.3 The Estate consists of freehold and leasehold properties which total approximately 100,000 square metres. A list of the properties can be viewed in Appendix 1 and is also published on the PCC's website (please note that some properties have been redacted from the list due to security). Properties range from a beach hut on Brighton seafront to a former nuclear bunker in the Ashdown Forest, through to police stations, stores, workshops and telecommunication masts.
- 2.4 The freehold buildings and land were valued at £154 million as at 31 March 2019.
- 2.5 The net cost of running the estates and facilities is approximately £16.9 million per year. This is broken down as: maintenance £6 million, utilities £1.5 million, business rates £2.8 million, costs of 300 staff of £5.2 million and other expenditure of £1.4 million.
- 2.6 The Estate also generates annual income of £1.5 million from leases, rental income and recharging and recovery of costs.

## **3.0 The Estates Strategy**

- 3.1 The Estates Strategy sets out how the PCC can provide the Chief Constable with the Estate required to deliver the priorities in the Police & Crime Plan 2017/21, support the mission, vision and values of Sussex Police and to meet the requirements of the Strategic Policing Requirement within challenging financial boundaries.
- 3.2 Section 2 considers the internal and external factors affecting the Estate.

- 3.3 Section 3 sets out how the Estate will change to meet the needs of the organisation, communities and our partners.
- 3.4 Section 4 provides a link to the Medium Term Financial Strategy (MTFS) and explains how the Estates Strategy aims to make sure that the property used for policing is affordable, in the right place, is efficient and fit for purpose. A number of site disposals and subsequent capital receipts will facilitate investment in retained and redeveloped sites, primarily through the sale of under-utilised and/or inefficient buildings identified and better use of retained sites.
- 3.5 The current Estates Strategy is included in Appendix 2.

#### **4.0 Management of the Estate**

- 4.1 The Estates Board directs the delivery of the Strategy and management of the Estate. The Board meets monthly and is chaired by the PCC and her Chief Finance Officer, and includes the Sussex Police Executive Director of Commercial and Financial Services, Director of Estates and Facilities, Estates Manager and other key advisers.
- 4.2 A sample agenda setting out the topics covered in the January 2020 meeting is included in Appendix 3 to show the scope of the typical Board content.
- 4.3 The PCC has overall responsibility for property and contracts but, with consent from the PCC, the responsibility for carrying out the daily administration of property and contracts is carried out by the Chief Constable's Estates and Facilities Team in accordance with the Scheme of Governance and the Memorandum of Understanding.
- 4.4 The Director of Estates and Facilities leads and directs the Estates Team, Facilities Management Team and contractors to efficiently and effectively manage the land and premises and other fixed assets remaining in the PCC's ownership/control. This includes:
- office services;
  - asset and facilities management;
  - estate management (including the identification of savings, environmental issues, maintenance and improvements);
  - evidence and document stores;
  - project management (including the delivery of capital and revenue funded works) and the management of any contractual arrangements associated with these activities;
  - uniform stores.
- 4.5 The Estates Team deliver the professional services required to manage the requirements of the Strategy including: acquisitions; disposals; leases; property development; energy management; property taxes; telecommunication masts; health and safety and contract management, with access to legal services.

- 4.6 The Facilities Management Team are directly employed by Sussex Police. They ensure that the day-to-day operations of all police buildings; postal deliveries; minor maintenance and management of stores to ensure that these functions are working appropriately. They also operate the helpdesk to receive and action any enquiries and works received from police officers and staff.
- 4.7 Contractors discharge the day-to-day maintenance and compliance checks, cleaning and grounds maintenance.

## **5.0 Value for Money**

- 5.1 The existing systems of governance, processes and procedures help to ensure that day-to-day operations and decisions made on estate related matters secure value for money. These range from: policies on acquisitions and disposals, contract and tendering for works and services, benchmarking, efficiency plans and collaboration, amongst others.
- 5.2 Benchmarking of the costs of the Estate is undertaken to compare with other police forces. An annual national benchmarking exercise led by the Chartered Institute of Public Finance and Accountancy provides a high-level comparison of our costs, energy, waste and water usage with other forces of the benchmarking group. The reports highlight areas for further management review and analysis.
- 5.3 In order to ensure the efficient operation of the Sussex Police Estate, the PCC has embarked on a programme of improvements to deliver efficiencies in energy costs and maintenance, including: the installation of Light-Emitting Diode (LED) lighting; solar photovoltaics (PV) panels and closer monitoring of CO2 consumption. This has contributed to reductions in heating bills (by more than 8%), electricity bills (by more than 12%) and overall energy consumption (by more than 10%). This approach has also resulted in combined savings of approximately £200,000 across 2018/19. Further savings will be realised across 2019/20 as the solar PV installations fitted towards the end of 2018/19 start to generate sustainable electricity.
- 5.4 Collaboration with other Blue Light and public sector partners has resulted in the sharing of Sussex Police properties with partners and vice-versa. Some examples of this co-location include:
- Seaford Police Station is owned by the PCC but is shared with Seaford Town Council, South East Coast Ambulance Service, Tourist Information Office and Citizens Advice Bureau;
  - The vehicle workshop in Crawley Down is now fully functional and the PCC is working with the Surrey Fire & Rescue Service to provide further facilities in order to maintain their vehicle fleet;
  - The sharing of accommodation at Sussex Police Headquarters with East Sussex Fire & Rescue Service;
  - The £13m refurbishment to Brighton Police Station was completed on 16 January 2020. The Station now accommodates members of the Crown Prosecution Service (CPS) and will soon accommodate staff from the Multi-Agency Safeguarding Hub (MASH), Brighton & Hove Business Crime Reduction Partnership (BCRP) and Veritas;
  - The One Public Estate programme is an established national programme delivered in partnership by the Local Government Association and the Office of Government Property within the Cabinet Office. The PCC is

engaged in the Programme across Sussex and continues to work with other public sector bodies to identify where the better use of public land and property could deliver improved public services. Further information can be viewed through the following link:  
<https://www.local.gov.uk/topics/housing-planning-and-homelessness/one-public-estate>

- 5.5 In addition, the PCC has worked closely with the Joint Commercial Planning Manager for Sussex Police to obtain over £1.75 million through Section 106 agreements since 2017/18. A Section 106 agreement is an agreement between a developer and a local planning authority about measures that the developer must take to reduce their impact on the community. As at December 2019, a further £0.690 million applications submitted by the PCC were awaiting a decision.

## **6.0 Delivery Highlights 2019/20**

- 6.1 The £1.6 million refurbishment of Hastings custody suite, which is located within the Hastings Police Station, was completed in August 2019 and became fully operational on 2 September 2019. The improvements made, enhanced the safety of the detention facility and brought it up to date with the current Home Office standards. This included the installation of a new air handling system, state-of-the-art CCTV, disabled facilities and calming décor, as well as essential improvements to meet the latest fire safety regulations.
- 6.2 The completion of the refurbishments to Operations Command at Police Headquarters (HQ) in Lewes in December 2019 has enabled the co-location of teams and improved facilities for staff, together with freeing up the Polegate site for disposal.
- 6.3 The provision of two additional classrooms for police officer recruitment training was completed at Lewes HQ.
- 6.4 Changes to vehicular access and parking at Chichester Police Station were completed to enable the sale of the land adjacent.
- 6.5 The refurbishment of Steyning Police Station brought it up to standard and provided a better working environment for staff and officers.
- 6.6 Brighton Police Station now accommodates members of the Crown Prosecution Service, with staff from the Multi Agency Safeguarding Hub, Brighton & Hove Business Crime Reduction Partnership and Veritas due to move in shortly.
- 6.7 Custody cell refurbishment plans approved at Crawley Police Station;
- 6.8 Acquisition of alternative accommodation for Crowborough Police Station completed.

6.9 A number of other feasible initiatives are underway, including:

- a new Lewes Blue Light Hub;
- plans for Blue Light collaboration in Uckfield;
- the refurbishment of Crawley Police Station;
- the refurbishment of Haywards Heath Police Station;
- the refurbishment of Hammonds Drive, Eastbourne;
- the refurbishment of a number of other sites.

## **7.0 Revision to the Estates Strategy**

- 7.1 Policing continues to evolve as it responds to the environment in which it operates due to the ever-changing social, legal, political, economic and technological landscapes. As a result of this, the Strategy is reviewed on a regular basis to ensure it remains fit for purpose.
- 7.2 A review is currently under way to reassess the Estate to ensure it is sufficient for the anticipated additional uplift of police officers and staff brought about through continued investment locally and the Government's Operation Uplift (the pledge to recruit 20,000 additional police officers in England and Wales by 2023).
- 7.3 In addition, the PCC will also be considering how the Strategy can transform the existing publicly accessible estate to provide better community information, assurance and engagement.
- 7.4 A revised Strategy will be published later this year when more information is known in respect of the operational and financial implications of the Home Office police spending review.

**Iain McCulloch**  
**Chief Finance Officer**  
**Office of the Sussex Police & Crime Commissioner**

Appendices:

Appendix A – Sussex Police: Freehold and Leasehold Properties at January 2020

Appendix B – Sussex Police Estates Strategy 2018/22

Appendix C – PCC Estates Board Agenda (January 2020)

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Appendix 1

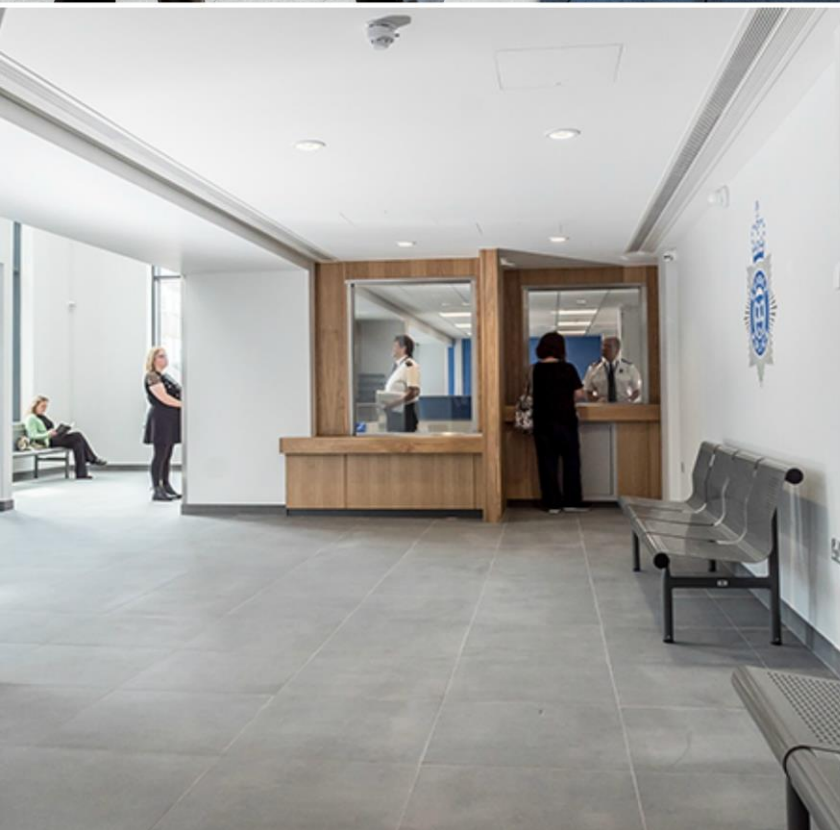
**Sussex Crime Commissioner Freehold and Leasehold Property as at 14 January 2020**

Location	SiteName	Total
<b>Arundel</b>	Arundel Police Station	1
<b>Battle</b>	Battle Police Station	1
<b>Bexhill</b>	Bexhill Police Station	1
<b>Bignor - Nr Arundel</b>	Burton Down Radio Mast	1
<b>Billingshurst</b>	Billingshurst Community Police Office	1
<b>Bognor Regis</b>	Bognor Regis Police Station	1
<b>Brighton</b>	Brighton Beach - Hut	1
	Brighton Custody Suite - PFI	1
	Brighton East - Crowhurst road	1
	Brighton Police Box - Woodingdean	1
	Brighton Police House	1
	Brighton Police Station	1
	Brighton Race Hill Radio Mast	1
<b>Burgess Hill</b>	Burgess Hill Police Station	1
<b>Camber</b>	Camber Police Office	1
<b>Chichester</b>	Chichester Custody Suite - PFI	1
	Chichester Land	1
	Chichester Police House	1
	Chichester Police Station	1
<b>Crawley</b>	Broadfield Community Police Office	1
	Crawley Police Station	1
<b>Crawley Down</b>	Crawley Down Workshop	1
<b>Crowborough</b>	Crowborough Police House	1
	Crowborough Police Station	1
	Kingstanding	1
<b>East Grinstead</b>	Chequer Mead	1
	East Grinstead Police Station	1
<b>Eastbourne</b>	Eastbourne 1 Grove Road	1
	Eastbourne Beachy Head Radio Mast	1
	Eastbourne Custody Suite - PFI	1
	Eastbourne Hammonds Drive Patrol Centre	1
	Eastbourne Land - Hammonds Drive	1
<b>Ferring Library</b>	Ferring Library	1
<b>Gatwick</b>	Gatwick Police Station	1
<b>Goring</b>	Goring Land	1
<b>Hailsham</b>	Hailsham Police Station	1
<b>Hastings</b>	Hastings Fairlight Radio Mast	1
	Hastings Police Station	1
<b>Haywards Heath</b>	Haywards Heath Police Station	1
<b>Heathfield</b>	Heathfield Police Station	1
<b>Horsham</b>	Horsham County Hall	1
	Horsham Police Station	1
	Southwater Police Office	1
<b>Hove</b>	Hove Town Hall - Police Community Office FIRST FLOOR OFFICE	1
<b>Lancing</b>	Lancing Police Hub	1

Agenda Item 7  
Appendix A

Location	SiteName	Total
	Lancing Police Station	1
<b>Lewes</b>	Beddingham Radio Mast	1
	Lewes Astley House	1
	Lewes Car Park	1
	Lewes Headquarters	1
	Lewes Land	1
	Lewes Police Station	1
	Phoenix Place Car Park	1
	Sackville House & Car Park	1
<b>Littlehampton</b>	Littlehampton Police Station	1
	Littlehampton Probation Office - East Street	1
<b>Midhurst</b>	Midhurst Police House	1
	Midhurst Police Station	1
<b>Newhaven</b>	Newhaven Saxon House	1
<b>Peacehaven</b>	Peacehaven Town Council	1
<b>Petworth</b>	Petworth Library	1
	Petworth Police House	1
	Petworth Police Station	1
<b>Polegate</b>	Polegate Traffic Base	1
<b>Portslade</b>	Portslade Town Hall	1
<b>Pulborough</b>	Pulborough Police Office	1
	Pulborough Police Station	1
<b>Rye</b>	Rye Police Station	1
<b>Seaford</b>	Seaford Police Station	1
<b>Selsey</b>	Selsey Exhibition Hall	1
<b>Shoreham</b>	Shoreham Police Station	1
<b>St Leonards-On-Sea</b>	St Leonards Community Office	1
<b>Steyning</b>	Steyning Police Station	1
<b>Storrington</b>	Storrington Police House	1
<b>Truleigh Hill</b>	Truleigh Hill Radio Mast	1
<b>Uckfield</b>	Uckfield Police Station	1
<b>West Hoathly</b>	West Hoathly Radio Mast	1
<b>Worthing</b>	Centenary House	1
	Worthing Custody Suite - PFI	1
	Worthing Land - Side of Centenary House	1
	Worthing Police Station	1
<b>Grand Total</b>		<b>81</b>

The list excludes sites of a sensitive operational nature.



**Version – 26 July 2018**



## **The Sussex Police & Crime Commissioner**

### **ESTATES STRATEGY 2018/19 to 2021/22**

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## 1 Introduction

- 1.1 The Strategy sets out how the PCC can provide the Chief Constable with the estate to deliver the priorities in the Police & Crime Plan 2017/21, support the mission, vision and values of Sussex Police and meet the requirements of the Strategic Policing Requirement within challenging financial boundaries.
- 1.2 This is the Estates Strategy (The Strategy) of the Police and Crime Commissioner for Sussex (PCC). It covers the period of four financial years from 2018/19 to 2021/22.
- 1.3 It is a refresh of the Estates Strategy 2013/17 that was approved in July 2013.
- 1.4 Since the adoption of the Strategy, a number of projects have been completed. We have refurbished six key sites, which has improved operational capacity, and adopted Future Workplace principles to enhance working spaces. We have moved into a number of new properties with public sector partners, thus improving the service we offer to the public. These co-locations have also facilitated the disposal of a number of properties that were under utilised or in a poor state of repair. Since adoption of the Strategy, over £10.8 million in capital receipts have been generated, and £2.2 million contributions to the cost savings required in the Serving Sussex efficiency programme.
- 1.5 Policing is always evolving as it responds to the environment in which it operates due to the ever changing social, legal, political, economic and technological landscapes. That is why this Strategy is reviewed on a regular basis to ensure it remains fit for purpose.

### **Vision for the future:**

- 1.6 In 2022, Sussex Police will be located in key bases across Sussex, giving geographical cover to respond to policing demands. There will be Police Stations in key strategic locations, to ensure resources can be deployed effectively across the whole of Sussex. There will be modern shared sites, occupied primarily with Blue Light and public sector partners, so our officers and staff can work in shared space, in the existing and growing communities they serve, and those communities can interact with Sussex Police in a way that serves their changing needs. All of this estate will provide modern space and facilities, for our officers and staff to work as efficiently as possible, in a shared inclusive environment for all.

## 2 Estates Provision Review

### Internal factors affecting the estate

- 2.1 The Police & Crime Plan 2017/21 shapes, develops and designs community safety priorities which reflect accurately the expectations of the public in Sussex. The four policing and crime objectives for this period are to strengthen local policing; work with local communities and partners to keep Sussex safe; protect our vulnerable, and help victims cope and recover from crime and abuse; and improve access to justice for victims and witnesses. The Estates Strategy 2018/22 helps achieve improvements in all of these priority areas. By providing the right estate in the right location, we can give a greater visibility to local policing and can work in the same buildings as partners, to increase multi agency working and share knowledge. An inclusive, well designed and well located estate provision will aid community, witness and victim access to policing and justice.
- 2.2 The Sussex Police Transformation Strategy 2018/22 sets out how Sussex Police will deliver operational policing in Sussex, each year, – in accordance with the Chief Constable's aims, against the priorities, objectives and budget set by the PCC – and takes into account regional and national responsibilities, and the needs of local communities. The strategic objectives of this Plan are underpinned by the Sussex Police objectives to:
- Keep communities safe and feeling safe;
  - Identify and protect vulnerable people;
  - Prevent and respond to harm.
- 2.3 The estate provision in Sussex is an enabler and facilitator for some of this strategic organisational change. As stated in the Transformation Strategy *'Ensuring our operational bases are in the best locations to meet future operational demands, our staff have increasingly worked from buildings shared with other agencies.'* By working with our partners, Sussex Police can ensure operational sites are in the right locations for public interaction, and partnership liaison. We can seize opportunities to rationalise our estate, reducing costs for not only our organisation, but also other public sector organisations, making efficiencies for all. Alongside this, by utilising new technology and online services, we can further maximise use of this space and enable our staff and officers to access information remotely, or on patrol, and ensure they work from the most suitable and convenient location to meet their needs.
- 2.4 With our own property, the Sussex Police Estates Strategy 2013-2018 earmarked a number of sites that would be 'relocated' as part of the estate change. In these instances, we would look to share new premises with partners, and dispose of property that was not in the right location, or was underutilised or in a poor state of repair. However, policing has changed significantly since some of these relocations were originally planned. We will therefore continue to work with partners, to deliver these relocated sites and maintain a presence for our local communities, but will ensure that these new spaces reflect future policing needs.
- 2.5 The Future Workplace programme was launched in 2012 to embed the principles of agile working in Sussex Police. Whilst this Future Workplaces

programme has been adopted Force wide, further opportunities are available to facilitate flexible working, and make better use of Sussex Police estate. With advances in technology, and use of Smart Phones by officers, we are able to provide enhanced facilities, such as an Online Property Index and Desk Booking apps, to provide our staff with the information they need to work in a flexible manner, and work out in the communities they serve.

- 2.6 This Strategy seeks to update our existing strategic estate proposals, as set out in the Estates Strategy 2013-2018, to ensure we provide an estate that reflects our current needs, without prejudicing those needs of the future.

### **External factors affecting the estate**

- 2.7 Sussex will see an increase in the building of new housing, business and community developments over the period of this Strategy, and as a result, Sussex Police will likely experience increased demand over coming years. Any population increase will have a significant impact on policing, with new and larger communities to police. Our estate will need to adapt to different working practices, and accommodate any increased workforce and equipment needed to police this future growth. Sussex Police will actively seek funding of this infrastructure through external mechanisms in the town planning system, including the Community Infrastructure Levy and Section 106, where it is needed solely due to population growth.
- 2.8 The Policing and Crime Act 2017 creates a formal statutory duty to collaborate with other emergency services where this is in the interests of efficiency and effectiveness, giving opportunities for ongoing horizon scanning on how we can share estate with these Blue Light partners. By working with these and other external partners, such as County, District and Local Councils, we share knowledge and experience further. This presents significant opportunities to share our properties, and associated running costs and services, in order to make savings and improve the service we offer to the public at large.
- 2.9 The PCC, with such a significant estate portfolio, is well placed to offer accommodation solutions to our partners where our needs remain, or to co-locate in partner owned property where our own needs reduce in the future. Project successes are already completed in line with joint working between partners, and our neighbouring force of Surrey Police, where we will look to collaborate on estate provision further, where this is financially beneficial to both organisations.
- 2.10 The financial context of Sussex Police is also changing, due to external factors. Over the last eight years, Sussex has had to make £88m of reductions and efficiencies to head towards balancing its books. Whilst the financial settlement offered the opportunity to raise further income from council tax there is still a requirement to find savings of £3m over the four years of the Medium Term Financial Strategy 2018/22 (MTFS). However, with this investment from additional council tax precept funding, the [Chief Constable through his Transformation Strategy 2018/22](#) will invest in an additional 200 police officers than we have today, and protect 500 posts planned for removal; both of which will affect estate provision.
- 2.11 Partnership working will also change as a result of external financial factors. Elements of operational policing may become regionalised, as we tackle new

and evolving threats, such as Counter Terrorism and Serious Organised Crime. This will affect how we work with national and regional agencies, and regional and neighbouring Police Forces.

- 2.12 Technology is also changing the way that policing is delivered, in terms of the crimes committed, and how they are solved; how the public and partners interact with the police; and in how the workforce operate. These technological changes can be utilised to ensure we provide the right services in the right properties, for the public and our workforce alike, and to ensure we maximise opportunities to work remotely out in local communities. With Sussex Police monitoring and assessing this change in technology, and utilising its benefits, we can provide a future estate that is used intelligently and appropriately.

### 3 How Will the Estate Change

- 3.1 A number of changes are proposed across the estate, and on a site specific basis, to meet the needs of the organisation, communities and our partners.

#### **Future Estate Needs**

- 3.2 Across the estate, changes are required to the working environment and facilities provided to employees, and to the public.
- **For officers:** this will include the provision of police bases across Sussex, to provide geographic cover for all communities they serve, and a local policing presence for those communities. These bases will include appropriate facilities to serve differing and specialist needs of teams.
  - **For staff:** we will facilitate new ways of working in any estate change, initially through the provision of flexible and shared spaces, to ensure flexible and mobile working becomes the norm. The equipment, technology, services, management and training will be provided to facilitate this. All modernised estate will offer opportunities for new work styles, inclusive to all staff and officers that we employ.
  - **For our communities:** we will ensure a publicly accessible policing presence is provided in communities, and that new ways of providing mobile policing, or working with partners to provide public services, are investigated. We will also work with partners to ensure high quality victim, witness and justice facilities are available across the County.
  - **For our partners:** we will offer the use of shared space and redevelopment of some sites, to encourage increased multi agency working and shared knowledge. This will create an appropriate balance between shared public presence and operational bases, reflecting the differing needs for different types of estate.

3.3 A number of change programmes and existing constraints have been identified across Sussex Police, resulting in specific estate needs over coming years.

Change	Estate need
Local Policing Programme	Revised working locations for local teams working in Investigation, Response and Prevention have been implemented, and will be reviewed over the Strategy period, in liaison with operational teams. Officers/staff of these teams will remain primarily located in Hastings; Eastbourne Crawley; Brighton; Worthing; and Chichester, with some additional teams working from more local bases, such as those in Rye, Bognor Regis, Lewes, Horsham, and Uckfield, as required.
Operations Command	Target Operating Model proposes increased collaboration between specialist teams. An increased estate footprint will be required, and could be located to reflect the collaboration of this unit between Sussex and Surrey Police, in addition to a retained presence in the south of Sussex, either centrally located to the South coast and/or divisionally across East/West Sussex. Additional training facilities may be required in the form of a new Firing Range, located to reflect Sussex/Surrey and regional need (subject to business case).
Specialist Crime Command	Further collaboration between Sussex and Surrey may to result in some capacity at a single location, with remaining provision in local bases, with a consistent model for delivery.
Joint Transport Service	There is a need to update workshop facilities across the estate, and the joint work of this service across Sussex/Surrey presents an opportunity to maximise use of the Crawley Down Vehicle Workshop, to provide centralised workshop and support use. A need remains for two remaining workshops (one east and one west) to the south of Sussex. These workshops services also provide future opportunities for collaboration between partners, on key sites.
Contact and Control	This is a vital service to consider in any estate change, to ensure that the specialist estate provision for this service is protected, including the need for contingency planning across key sites in Sussex.
Divisional needs	As estate change takes place, there is an opportunity to address existing challenges on some divisional sites. For example, through reconsideration of teams based at oversubscribed and under subscribed sites. We can also consider the location of policing services in relation to demand, to ensure appropriate teams are located at sites where demand is greatest.
Victim & Witness Provision	Programmes such as Video Enabled Justice, and Restorative Justice, require an estate footprint at various hubs across Sussex. These must retained, or replaced with associated services, in accordance with operational/public need.
Custody provision	Sussex Police also provide custody facilities at sites across Sussex. Whilst not all of these properties are owned by Sussex Police, floor space is available in each location that can be used for policing purposes. It is considered that this floor space be considered as part of the estate available, with a consistent model on how this space is used, to ensure Sussex Police make best use of resources.
Partnership potential	Opportunities include provision of redeveloped joint bases with Blue Light partners; a potential new type of public contact policing with public sector partners; and creation of a sale and lease back option on some Sussex Police estate. This will retain an appropriate scale of policing, but release land and capital for wider community and public sector benefits.

### Site Specific Changes

- 3.4 Following assessment of the above issues, there are significant opportunities to align the needs of various parts of the organisation. By doing so, we can deliver a co-ordinated and focused estate, located and designed to serve multiple uses across the Force; meet operational need; harness partnership opportunities; provide resilience for future change; and allow for business continuity.
- 3.5 The new Local Policing Model also identifies different tiers of policing that can be replicated in the estate we provide. By ensuring that each estate location reflects a national, regional, force or local need, all centred on the public, Sussex Police and its workforce, users and partners, have a clear understanding of the use of each asset, and what services and provision can be found there. A tiered approach to our estate also ensures that Sussex Police are able to direct funding and resources to these prioritised sites.
- 3.6 A tiered approach to the existing estate, based on the principles of the Strategy, would result in the following:
- 3.7 **Retained Estate:** We will be retaining a number of our current sites, where the buildings are in the right location to be accessible to the public, or for the delivery of effective operational policing.
- 3.8 This retained estate will be primarily owned by the PCC and occupied by Sussex Police, and will be the largest hubs, able to accommodate the largest numbers of officers and staff. These bases would act as the main hubs for core policing services, specialist services, and operational and support services.
- 3.9 Modern and efficient accommodation will be provided in these locations, with all associated supporting infrastructure. This will include adequate and specialist storage facilities; training, learning space, and meeting room facilities; parking for operational vehicles; facilities for Agile and Flexible working; enhanced welfare provision; and use of Travel Plans to assist our officers and staff travelling to and from work in these locations.
- 3.10 **Redeveloped Estate:** Where we retain sites as no suitable alternative for relocation exists, but the building is in a poor state of repair or underutilised, we will redevelop the site. We will improve the working environment, to ensure we make efficient and effective use of the space and create a modern fit for purpose environment. This will provide modern office accommodation for the co-location of teams, and to support agile working across the wider Force.
- 3.11 Where we retain and redevelop a site that is larger than required for our needs, we will look to offer under utilised space to partners, or redevelop the site for other uses, whilst still retaining an appropriately sized policing presence. This will ensure effective use of the property, benefits in partnership working, and a commercial income to contribute to the savings of the organisation.
- 3.12 **Relocated Estate:** Where buildings are not in the right location, and are under utilised and in a poor state of repair, we will look to relocate our

services in a better location in this area, ideally with partners. This will allow us to improve the service we provide for members of the community, and reduce costs. We are committed to provide an equal or better service to the public in these cases, before closure of any existing facility, even though buildings may not be replaced on a like for like basis.

## 4 Financial Overview

- 4.1 The Strategy proposes reassessment of estate needs, due to internal and external factors affecting the estate. A number of site disposals and subsequent capital receipts will facilitate investment in retained and redeveloped sites, primarily through the sale of under utilised and/or inefficient buildings identified, and better use of retained sites. We will also continue to ensure best value in the use of the receipts, through enhanced assessment of development potential of each site, prior to sale.
- 4.2 The overall investment and income arising from this Strategy aligns with the PCC's Medium Term Financial Strategy (MTFS) 2018/22. In terms of capital investment, this Strategy proposes a capital spend, part financed by capital receipts over the same period. Further details can be found in the MTFS 2018/22 on the PCC website at this link <https://www.sussex-pcc.gov.uk/about/transparency/what-we-spend-how-we-spend-it/>

## 5 Conclusion

- 5.1 This Strategy sets out the estate needs of Sussex Police over coming years, based on the operational, community and partnership needs known at the start of the Strategy period. However, aspirations of the Force may change over the four year Strategy period, due to external factors affecting the Force, and the estate. As such, changing and aspirational estate proposals will be considered at the regular Estates Board meetings. The Estates Board is chaired by the PCCs Chief Finance Officer with the PCC, Sussex Police Director of Finance, Head of Estates & Facilities and other key advisers.

Appendix 3



**PCC Estates Board Agenda**

**Date:** Monday 20<sup>th</sup> January 2020 at 2:30pm-4:00pm

**Location:** PCCs Office, Sackville House, Lewes

**01. Apologies**

**02. Minutes of the last meeting and Actions**

**03. Papers for decision**

03a. Chichester Workshop Extension (Julian Salmon)

**04. Papers for discussion**

04a. Health & Safety Incident Report (Vaughan Williams)

**05. Estates Strategy Dashboard (paper)** (Julian Salmon)

**06. Estates Manager Update (paper)** (Scott Marlow)

06a. Sales Update

**07. Commercial Planning Manager Update (CIL/S106)** (Andy Taylor)

**08. Compliance Dashboard** (Vaughan Williams)

**09. AOB**

**Next Meeting:** Tuesday 25<sup>th</sup> February 2020

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# SUSSEX POLICE & CRIME PANEL

## Sussex Police and Crime Panel

**31 January 2020**

## Complaints about the Police and Crime Commissioner

## Report by The Clerk to Sussex Police and Crime Panel

### Focus for Scrutiny

That the Panel considers the complaints against the Commissioner, and any action that the Panel might take in respect of these.

### 1. Background

- 1.1 In accordance with the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2011, Sussex Police & Crime Panel (PCP) is responsible for the initial handling of complaints against Sussex Police and Crime Commissioner (PCC).
- 1.2 At its meeting of 26 November 2012 the Panel decided to delegate its initial handling duties to the Clerk to Sussex Police and Crime Panel, and to consider a report of the complaints received, quarterly.
- 1.3 Serious complaints (those alleging criminal conduct) are referred automatically to the Independent Office for Police Conduct (IOPC). A sub-committee meets to consider complaints against the PCC requiring informal resolution (those considered "non-serious").

### 2. Correspondence Received from 3 April 2019 to 13 September to 20 January 2020.

- 2.1 The Panel takes the view that all correspondence raising issues with policing in Sussex should be recorded, whether or not the issues fall within the Panel's statutory remit.
- 2.2 During the subject period, three people contacted the Panel to raise new matters (either directly, or via the IOPC).

### Complaints

- 2.3 During the subject period no one raised issues which constituted a serious complaint, as defined by the Regulations (see 1.3).

**Correspondence Recorded, but not Considered by the Clerk to be a Complaint within the Panel's Remit:**

- 2.3.1 Nothing received.

**Correspondence Recorded, and Considered by the Clerk to be a Non-Serious Complaint within the Panel's Remit:**

- 2.4 Nothing received.

**Serious Complaints (allegations of criminal conduct)**

- 2.4.1 As reported to the last meeting, a serious complaint was received alleging that the Commissioner knowingly assisted the Chief Constable in alleged criminal conduct the complainant claimed to have occurred, relating to events in 2002. The OSPCC advised the Clerk of its awareness of the historic allegations and its position and actions in response and rebuttal, as well as those of other agencies relating to the conduct of the complainant. Owing to the nature of the allegation however the complaint was referred to the Independent Office for Police Complaints on 17 July.
- 2.4.2 The IOPC wrote to the Panel on 2 October, finding "no substance to the complaint of criminal conduct that (the complainant) is alleging". The matter was referred back to the Panel, to be dealt with under Part 4 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. The complainant was informed of the IOPC's ruling at the same time.
- 2.4.3 The Clerk, in consultation with the Chairman, considering the significant amount of time and resource expended by both Sussex Police and the OSPCC, determined that the allegations had been subject to thorough investigation. It was furthermore noted that the handling of the allegations was appealed to the IOPC on several occasions, and that in every case the appeal was not upheld.
- 2.4.4 One avenue open to the Panel was to follow the process described in the Regulations as "informal resolution". Potential outcomes from this are that the Commissioner apologises, makes an improvement or change in procedures, or accepts that something went wrong but that no other action is appropriate. However, no aspect of the allegations and their consequent investigation would indicate that any of these potential outcomes would be appropriate or warranted. No learning for the Commissioner and/or her officers arising from the matters brought to light by the complaints and their investigation could be identified.
- 2.4.5 The Regulations permitting the Panel to handle the complaint in whatever manner it thinks fit, the Clerk, in consultation with the Chairman, decided to take no further action in relation to the complaint. This determination was communicated to the complainant on 9 October 2019.

3. **Resource Implications and Value for Money**

- 3.1 The cost of handling complaints is met from the funds provided by the Home Office for the operation and administration of Sussex Police and Crime Panel.

- 4. **Risk Management Implications**

- 4.1 It is important that residents can have confidence in the integrity of the system for handling complaints against the Sussex Police and Crime Commissioner and their Deputy (where one has been appointed).

- 5. **Other Considerations – Equality – Crime Reduction – Human Rights**

- 5.1 Not applicable

**Tony Kershaw**

Clerk to Sussex Police and Crime Panel

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