



## Resourcing for Policing Operations Policy (Surrey and Sussex) (1167/2026)

### Abstract

This policy details how Surrey Police and Sussex Police will resource policing operations (both pre-planned and spontaneous).

### Policy

#### 1. Introduction

1.1 This policy is required in order to provide a fair, equitable and transparent process for the effective and practical resourcing for specific policing operations (both pre-planned and spontaneous) within the Surrey Police and Sussex Police areas, whilst minimising the impact on the resources required to maintain day to day core policing activity across policing areas.

#### 2. Scope

2.1 This policy and supporting procedures provide the details, parameters and conditions for resourcing operations and events whilst maintaining resilience in normal policing activity. It makes reference to leave entitlements which are dealt with more thoroughly via existing individual Force policies. Refer to the Leave (Police Officers and Police Staff) Policy (Surrey and Sussex) (477).

#### 3. Policy Statement

3.1 Operations Command (OC) is committed to taking a consistent, equitable, lawful and fair approach to the provision of police officers and police staff for police operations, whilst minimising the impact on the resources necessary to be able to deliver the requirements of day to day core policing and other operational activity.

It should enable police officers and police staff to achieve a work / life balance whilst ensuring that the operational requirements for both Surrey Police and Sussex Police (hereafter referred to as the Forces) are fully met and maintained.

### Procedure

#### 1. Operations

1.1 Pre-planned operations that are due to occur in either Force area will be assessed by the Operations Command (OC) Operational Planning Inspector or designate and categorised in accordance with the Operation Descriptors

1.2 Together with an appropriate command threat assessment and direction, the category given will define what scale of planning and resourcing is required, who will lead the planning and whether the operation will be funded from centralised or Divisional policing budgets.

1.3 Any difference of opinion regarding the categorisation of an operation will be considered by the OC Head of Planning and Resourcing or Force Gold Commander in the event of a spontaneous incident.

1.4 The ratification for categorisation and the identity of the Strategic and Tactical Commanders for Category A and B operations will be completed at the Command Oversight Board (COB).

## **2. Resourcing**

2.1 It is recognised that resourcing is likely to be achieved through one of four methods:

**1) Operations that can be resourced entirely from the force in which the operation is to take place.** This should be the majority of operations and will not need any specific authority other than the agreement of the respective Gold Commander. Allocation formulas in both Forces will ensure resources are drawn from policing divisions and departments on an equitable basis.

**2) Operations that require the support of specialist resources that exist within the OC 'shared space' (e.g., dogs and Roads Policing Unit (RPU)).** These will not need any specific authority other than the agreement of the respective Gold Commander. These resources will be drawn from OC whilst maintaining operational effectiveness.

**3) Operations that will require a level of resource from Divisional / Departmental policing resources in the 'other force'.** In these circumstances a formal request should be made to the Assistant Chief Constable (ACC) (OC), who will consider and agree, where appropriate, the request having consulted with their ACC counterpart. Wherever possible this should be completed at least 3 months in advance of the operation. In these circumstances the ACC will consider applying necessary parameters regarding where and in what order to draw resources from Divisions / Departments. This will avoid inappropriate use of resources such as those held within Public Protection Investigation teams and the Criminal Investigations Department (CID).

**4) Operations that from the outset clearly require Mutual Aid arrangements to be implemented.**

2.2 It is acknowledged that in accordance with Police Regulations the expected start / finish times on days that an officer is required to perform a duty (Constables, Sergeants, and part-time members of the Inspecting ranks) should be published at least 90 days in advance.

2.3 However, it is also acknowledged that at times it will be necessary to alter these times due to unexpected changes in operational commitments or requirements. Where it is necessary to make changes to start / finish times then the Duties and Resourcing team will endeavour to give as much notice as possible in the circumstances to the individuals affected.

2.4 Once the category and method for resourcing have been identified, with ACC (OC) agreement if necessary, and the operation's Strategic Commander (Gold) has approved the resourcing levels, Operations Planning will send a formal resource requirement to the Duties and Resourcing team.

2.5 It will be the responsibility of the Duties and Resourcing Manager or designate to identify and allocate the police officers and police staff required, whilst maintaining the agreed resilience within policing divisions and departments.

2.6 In support of this process:

- Consideration will be given by tactical commanders, at the earliest opportunity, to identify the necessary personnel for known pre-planned Category A, B and C Operations. Following agreement from the Operation's Strategic Commander (Gold) and with ACC authority, if necessary, the personnel will be identified, notified and their duties amended as soon as practicable as outlined in 2.3 above and in order to comply with regulations and legislation.
- Divisional and Departmental Commanders will be expected to maintain sufficient resource levels through robust abstraction management to enable the release of resources to support the resourcing of Category A and B operations / events. A timeline document identifying all Category A and B operations / events is published by Operational Planning every two weeks and will assist in identifying when operational resourcing requests are likely to be made.
- Divisional and Departmental Commanders, including Strategic Leads, should ensure they consider in advance any initiatives or operations they are planning, or specific dates likely to create increased demand and ensure effective liaison is in place with Operational Planning and Resourcing to ensure the appropriate planning and resourcing can take place. This should minimise the need to resort to restrictions on leave / time off / rest days or other officer and staff restriction. It is fully recognised that changes in resourcing levels may be necessary nearer to the event where there is changing information, intelligence, and threats.
- The Duties and Resourcing Manager will ensure that personnel are allocated equitably to the operation from across divisions, departments, and other areas. This process will be supported through agreed resource allocation formulas.
- In particular, where specific specialist skills are not necessarily required, non-divisional departments may be required to provide officers and staff in support of each operation, including those officers who perform 'back-office functions and Learning and Professional Development roles'. Drawing such personnel will be considered in the resourcing of all policing operations and where necessary ACC direction in the respective force area will be provided.

- Officers / staff who are on adjusted duties will be considered for deployment in support of any operations. In such cases a suitable risk assessment will take place.
- This will help minimise some of the frequent disruption to those 'front line officers' and make a significant contribution to promoting a consistent, equitable, lawful, and fair managerial approach to addressing requests for personnel to support police operations.

2.7 When resourcing an operation, the Duties and Resourcing team will ensure that Divisions and Departments still have sufficient officers and staff available to maintain their day to day core responsibilities including during times of a major or critical incident. Chief Officer oversight and direction may be necessary in some circumstances.

2.8 This should be achieved through maintaining agreed appropriate staffing levels and effective management of annual leave and other absences levels across all areas of business. It is desirable that this is managed consistently across all divisions and departments through an appropriate written agreement (Service Level Agreement) with the Duties and Resourcing Manager.

2.9 Divisions and departments will deliver the core policing activities as identified within the Business Continuity Management Policy (BCM) (Surrey and Sussex) (1057) namely;

- Receive and respond to emergency calls.
- Investigation of serious crime.
- Respond to and manage critical / major incidents.
- Support criminal justice process and prisoner handling.
- Maintain public confidence.
- Deliver Major Incident Response and Recovery Arrangements (MIRRA).
- Warning and informing the public in relation to any incident or occurrence where the public may be at risk or where there is a clear need for the police to provide the public with information.

2.10 The Duties and Resourcing team will always endeavour to resource operations from normal duty strength as far in advance as possible. However, if this is not possible, it is the responsibility of the Duties and Resourcing Manager or designate, in liaison with Operational Planning, to deploy personnel to the operation in the most cost-efficient way and in accordance with Police Regulations and policy.

### **3. Collaborative Arrangements and Cross Charging**

3.1 The sharing of officers between the Forces is closely monitored by the ACC for Operations. Officers from non-collaborated areas of the business (those not included in the S22a collaboration agreement) may be deployed into the other force area for operations both spontaneous and pre-planned in support of the resourcing options outlined in 2.1.

3.2 Officers deploying on operations in the other force area should either:

- i) claim on the designated code for that operation for their force (i.e., Surrey officers working Pride have a designated Surrey Pride code to claim against, Sussex officers working the Derby have a designated Sussex Derby code to claim against), or
- ii) for smaller operations, both forces have a minor operations code which officers should claim against.

#### **4. Mutual Aid**

4.1 Should insufficient resources be able to be provided from either method 1, 2 or 3 in section 2.1 above, it will be the decision of the operation's strategic commander (Gold), with the appropriate ACC agreement, to seek Mutual Aid in accordance with national arrangements.

4.2 The use of Mutual Aid may also be considered to support the rest and welfare of local officers during periods of sustained or prolonged deployment. Such requests will be made from OC (Operations Planning) to the South East Region Information and Co-ordinating Centre (SERICC) and if necessary the National Police Co-ordinating Centre (NPoCC). The co-ordination of any Mutual Aid requests will be overseen by the OC Operations Planning Inspector or designate.

#### **5. Management of Rest Day, Non-Working days, Annual Leave for Officers and Staff including Restrictions, Cancelling and Re-rostering of Rest Days, Planning Leave and Protected Rest Days**

##### **5.1 Police Officers**

To allow for the resourcing of operations in the most efficient and cost-effective manner there will be times when police officer rest days will have to be re-rostered or cancelled. The re-rostering or cancelling and subsequent reinstating of rest days should be carried out as far in advance as possible and in accordance with Police Regulations. Such occasions should be kept to a minimum and wherever possible used as a last resort.

This would include the principle that where at least 90 days' notice could be given, changing duty times would be considered for officers and staff already working before resorting to re-rostering or cancelling rest days / non-working days.

The re-rostering or cancelling of rest days with less than 90 days' notice, as detailed in the resourcing section, should only be for operations or events that could not have reasonably been foreseen or where there are operational reasons necessitating a change in the resourcing requirement.

##### **5.2 Police Staff (Sussex)**

Sussex Police are committed to effective resource planning and whilst appropriate planning will take place to avoid unnecessary changes being made to published working patterns it will be necessary at times, due to operational requirements, to ensure staffing levels and service provision is maintained. The underlying principle is that the Force and the public should not be at risk due to the operational impact of insufficient resources.

As with any working pattern there is a need to balance organisational demands and individual needs, and there is an expectation that a reasonable level of flexibility will be given in hours and days of work by both the organisation and the individuals. Such flexibility is not intended to replace appropriate planning, both by the organisation and individuals, or intended to be one-sided.

Flexibility is needed to account for irregular, often unforeseen situations, such as an individual needing to leave early at short notice, or the organisation needing to cover operational requirements. In such situations consideration will be given to balancing organisational need with the need of individuals'.

#### More than 90 days' notice

Rest day patterns for those contracted to work unsocial hours, will be published 90 days in advance. If due to operational requirements the organisation needs to change individuals' rest days with more than 90 days' notice, the following will apply:

1. In the first instance staff shown as being "on duty" will be used to provide cover with changes to rostered shifts.
2. Volunteers will be sought to have their rest day re-rostered.
3. Rest days will be re-rostered as necessary.

The underlying principle of these terms is that where events are foreseeable and can be planned in advanced, it is reasonable for staff to have their rostered duties / rest days confirmed with 90 days' notice.

#### Less than 90 days' notice

Where operations or events arise from exigencies of duty and as such could not have reasonably been foreseen; or where there are operational reasons necessitating a change in the resourcing requirement that could not be reasonably anticipated, with less than 90 days' notice the following will apply:

1. In the first instance staff shown as being "on duty" will be used to provide cover for the event, with changes to rostered shifts.
2. Overtime to extend shift times for those shown "on duty" if appropriate.
3. Volunteers for rest day working (compensated in line with force policy and the contractual arrangements that currently stand).
4. Requirement to work rest days (compensated in line with force policy and the contractual arrangements that currently stand).

Consideration should always be given to an individual's personal circumstances, but the operational needs of the organisation will take priority.

Police staff may be asked to work beyond their normal hours due to exigencies of duty. Any requirements will be made with regard to personal circumstances and accommodated where possible. However, if the need to work additional hours cannot be reasonably avoided, police staff will be expected to comply with requests of this nature unless specified within individual contracts.

Further guidance within Unsocial Hours Policy: Remuneration for working Unsocial Hours (Shifts and Weekends), Overtime, Temporary Duty and Public (Bank) Holidays - Police Staff (426).

### **5.3 Police Staff (Surrey)**

Rest days are defined as a day that police staff are not required to work within the working week, Sunday to Saturday. Any member of Surrey police staff can be required to work on a day that is scheduled as a rest day if there is a significant event provided, they are notified as soon as practicable and with a minimum of 28 days' notice or 3 months for a planned annual (e.g., The Derby) or significant (e.g., The Olympics, Magna Carta) event.

There may be operational needs, including spontaneous events for police staff to work beyond their normal hours. Any requirements will be made with regard to personal circumstances and accommodated where possible. However, if the need to work additional hours cannot be reasonably avoided, police staff will be expected to comply with requests of this nature unless specified within individual contracts.

### **5.4 Re-rostering or Cancelling Rest Days (Police Officers)**

Police Regulations state that 'where a rest day is cancelled with more than 15 clear days' notice (not including the day of notification and rest day being cancelled) then that officer will be entitled to another rest day (in lieu) which the date on which it has been placed must be notified to them within 4 days of being notified that the rest day has been cancelled'.

An officer who receives less than 15 clear days' notice of the requirement to work a rest day they shall receive an allowance at the appropriate rest day rate.

Where an officer has a rest day cancelled and re-rostered in accordance with Regulations, wherever possible that day should be moved to a like for like shift in terms of duration and taking into consideration appropriate staffing levels.

### **5.5 Recall from Annual Leave (Police Officers)**

Recalls from annual leave will only take place as a last resort and will be in accordance with Police Regulation 33 of the Police Regulations 2003.

### **5.6 Leave / Rest Day / Time Off Restrictions (Police Officers and Police Staff)**

There will be occasions where the implementation of leave / rest days / time off restrictions are necessary for all or some police officers and police staff to ensure the effective resourcing of a significant event or operation.

It is fully acknowledged that such restrictions are restrictive and impact on the work life balance of our workforce. Therefore, such restrictions will only be implemented when absolutely necessary, will be subject of regular review and lifted as soon as possible.

Leave / rest days / time off restrictions can be imposed separately in either Force with the authority of the respective ACC (Operations) or designate and in the case of 'shared space' resources across both forces with the authority of the ACC (OC) or in urgent cases the Chief Superintendent Head of OC.

Where such restrictions are necessary, the Duties and Resourcing Manager or designate (in consultation with the Operational Planning Inspector) will endeavour to seek the relevant ACC agreement to implement necessary restrictions at least six months in advance.

Any restrictions should be communicated to personnel at least 3 months in advance in compliance of Regulation 22 for police officers. Where possible, The Police Federation and UNISON should be notified prior to the restrictions being announced to officers and staff.

The implementation and lifting of these restrictions will be initiated by the Duties and Resourcing Manager or designate and communicated via routine orders or global messages and detailed on the respective Force intranet site.

Unless detailed otherwise in the specific restrictions, annual leave will be considered for approval in accordance with the current Force annual leave policies, if it forms a series of annual leave incorporating a whole set of shifts and rests days either side. However, as some officers have previously booked a block of leave only to cancel it once the restrictions have been lifted, in this instance any amendment to, or cancellation of a period of leave which is approved, will require authorisation from a Divisional or Departmental Chief Inspector or above.

Annual leave or other time off requests that do not fit the above criteria can still be authorised in 'exceptional circumstances'.

Any 'exceptional circumstances' requests should be submitted with an appropriate rationale for consideration via the respective Chief Inspector or Staff Manager equivalent to the Force Resource Manager inbox for Surrey and the Force Duties Planning Supervisors inbox for Sussex for consideration by the leave / rest day / time off restriction panel which sits fortnightly. Decisions on 'exceptional circumstances' applications will be notified via email.

Appeals on panel decisions can be made to the Gold commander via Force Resource Manager inbox for Surrey and the Force Duties Planning Supervisors inbox for Sussex. Appeal decisions will be notified via email.

All restrictions will be authorised in name by the respective ACC and in the case of 'shared space' resources by the ACC (OC) or in their absence the Head of OC. The wording for any notification to personnel regarding a leave / rest day / time off restriction will be consistent. Any required change in this wording will be carefully considered by the Duties and Resourcing Manager or their designate in consultation with the respective ACC.

Further guidance within the Leave (Police Officers and Police Staff) Policy (Surrey and Sussex) (477).

### **5.7 Requesting Annual Leave**

To provide clarity to police officers and to have consistency across the Forces when planning and resourcing large operations, police officers may only book annual leave up to 12 months in advance unless in exceptional circumstances and with the permission of their Divisional Commander or Head of Department.

Police staff should continue to plan their leave in advance in accordance with their current respective leave policies.

### **5.8 Key Principles to Consider when Planning Leave**

Police officers have a responsibility to plan their leave as far in advance as is reasonably practicable (no more than 12 months) to enable line managers to plan and authorise leave equitably and fairly whilst maintaining the appropriate levels of service.

In order to achieve an equitable and fair process for the allocation of leave, all leave requests must be submitted to the line manager. The request will be officially approved or refused by the line manager having considered the request against Divisional / Departmental leave allowances, local requirements and any Force leave, time off and rest day restrictions.

N.B. Where a leave, time off, or rest day restriction is in place, any exceptional circumstances request will be considered as detailed within the respective restriction message.

### **5.9 Protected Rest Days**

For information about protected rest days, please refer to the Protected Days Policy (Surrey and Sussex) (1094).

## **6. Command Oversight Board (COB)**

6.1 The COB are responsible for the governance, co-ordination, and oversight in terms of operational command and control responsibilities across the Forces.

6.2 It is the responsibility of the Head of Planning and Resourcing, or their representative, to present a record of forthcoming events and operations and the nomination of command officers for those operations at every COB meeting. In addition, details of all leave embargoes will be identified and reviewed at each meeting.

**Team:** Operations Command Planning and Resourcing