Supporting Notes to the Annual Governance Statements 2012-13
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1. The Vision of the Police And Crime Commissioner for Sussex (SPCC) and Sussex Police

Identifying and communicating the SPCC’s and the Force’s vision of their purpose and intended outcomes for citizens and service users.

The Police Reform and Social Responsibility Act 2011 required the SPCC, in consultation with the Chief Constable and the people of Sussex to issue a Police & Crime Plan (the Plan) as soon as practicable after taking office on the 22 November 2012. The SPCC’s priorities are driven by the issues that local people and business say are important to them. The SPCC and her office will work with partners and Sussex Police to address the policy priorities and local objectives set out in the Police & Crime Plan. Sussex Police has produced an Operational Delivery Plan (ODP) to make sure that the priorities within the Police and Crime Plan are achieved.

1.1 Evidence of Compliance

The Commissioner produced a draft Police & Crime Plan, which was reviewed and approved by the Police and Crime Panel on 11th January 2013. The public and partners were consulted on the draft plan during February and March and the final Plan was published on 2 April 2013.

The Plan sets the strategic direction for policing in Sussex. The SPCC fulfils this responsibility in all of her work, but predominantly in writing the Police and Crime Plan in consultation with the Chief Constable, setting the budget for the policing of Sussex and holding the Chief Constable to account for policing that responds to the needs of the public and delivers policing in line with the direction set out in the Police & Crime Plan and the Operational Delivery Plan.

The Plan identifies the key policy priorities and local objectives for Sussex under the following headings.

- Crime & Community Safety
- Victim Focus
- Public Confidence
- Value for Money

The plan not only focuses on the policing priorities but also the elements of the SPCC role relating to partnerships and public engagement.

Further details on the vision and strategic direction of the SPCC are communicated on the Sussex Police and Crime Commissioner website www.sussex-pcc.gov.uk. The website is used as a vehicle for the SPCC to feedback to the public the results of consultation and how their views have helped shape the delivery of policing in Sussex.

The vision of the Force is to provide an effective policing service for the people of Sussex and wherever possible, to improve on that service. Our defining statement, 'Serving Sussex', means we're committed to using our three pillars: Keeping People Safe, Neighbourhood Policing and Best Use of Resources to deliver the four key strategic objectives of the Police and Crime Plan.

The Force has published an Operational Delivery Plan which sets out how the Force will deliver operational policing in Sussex against the priorities, targets and budget set by the SPCC,
taking account of our regional and national responsibilities and the needs of all communities of Sussex.

The Force’s Serving Sussex 2015 programme is built around work streams to comprehensively review the policing in Sussex including service delivery, resourcing, technology, shared services and collaboration. Projects continue to be developed to meet our commitment to efficiency and better service provision into the future. These include our estates, mobile data, core business and online service provision.

The Force’s Serving Sussex 2015 Vision for how the Force will be different in the future revolves around five key areas:

- **Our Service:** We will provide a level of customer service that mirrors the service we expect from other organisations. We will be more responsive to the needs of different types of people rather than provide a one-size fits-all service. We will have more bases for our neighbourhood teams located in the communities they serve.

- **More transparent and accountable:** We will share all the information we hold where it is safe to do so. The public have a right to know what we are doing and how we work. We will routinely be more open with them using tools such as social and digital media.

- **Our Workplace:** We will have fewer buildings, but will work more flexibly and from different locations, including some that we share with other organisations. Our workspaces will be modernised with better technology to work with.

- **Working with outside organisations:** Alongside providing some functions jointly with Surrey Police, we will work more closely with other public and private sector partners, but only where this will improve our service and make it more efficient.

- **Our Workforce:** National reforms will change people’s terms and conditions and the way they join and leave the Service. We may need different skills in the future and will become more flexible in the way we recruit, deploy and manage people. We will give more discretion to staff and encourage new ideas.

### 1.2 Actions undertaken during 2012/13

On 22 November 2012 the directly elected Sussex Police and Crime Commissioner (SPCC) replaced the Sussex Police Authority. Further elections will be held every four years with the next election being May 2016.

In preparation for the transition to SPCC, officers of the Sussex Police Authority set up a Transition Board with three related workstreams. The workstream areas were:

- Engagement and Democracy
- Legal and Staffing
- Finance and Administration

Each of the workstreams operated detailed action plans to ensure the smooth delivery of the transition programme. The workstreams were reinforced by a communications strategy which promoted the role of the SPCC, provided information to SPCC candidates and supported the successful SPCC following the election. The overall transition programme was subject to HMIC inspection.
The SPCC holds the Chief Constable to account for policing in Sussex on behalf of the public. Under the Act, a Police and Crime Panel has been introduced which scrutinises the actions and decisions of the SPCC and makes sure information is available for the public, enabling them to hold the SPCC to account. Details of the Sussex Police and Crime Panel are available on the West Sussex County Council website www.westsussex.gov.uk.

The SPCC has met weekly with the Chief Constable to review policing in Sussex. From July 2013 monthly accountability meetings will be webcast and available to members of the public.

1.3 Areas for Review and Improvement in 2013/14

Divisions and departments will use the Police and Crime Plan and Operational Delivery Plan to formulate Departmental/Divisional Delivery Plans to set out their strategic objectives for the next three years.

The SPCC will present an annual report to the Police and Crime Panel in June 2013. The requirement for this is set out in the regulations and requires the SPCC to set out the achievements made in the preceding financial year against the targets in the Police and Crime Plan and the exercise of the SPCCs functions in that financial year. The annual report this year will cover the period from the 15 November 2012 to the 31 March 2013.

The Police and Crime Plan will be subject to continuous development and review through the accountability meetings with the Chief Constable and public consultation.
2. **Governance Arrangements Supporting the Vision**

*Reviewing the governance arrangements for the SPCC and Sussex Police.*

2.1 **Evidence of Compliance**

The Sussex Police Authority delegated responsibility for overseeing corporate governance to the Corporate Governance Committee which met quarterly. The SPA had a governance framework that has been revised to meet SPCC requirements.

The SPCC is responsible for setting and publishing her own governance arrangements. In November 2012 the SPCC agreed a Scheme of Consent setting out decision-making and delegated responsibilities. She also agreed her Financial Regulations. These were the two key documents allowing the SPCC to operate effectively and within the legislation.

The only formal committee requirement set by the Police Reform and Social Responsibility Act was for a Joint Audit Committee to be established with appointments made by the SPCC and Chief Constable. The Joint Audit Committee is responsible for enhancing public trust and confidence in the governance of the SPCC and the Force. It also assists the SPCC in discharging statutory responsibilities in holding the Force to account. Its membership is independent of the SPCC and Sussex Police.

2.2 **Actions undertaken during 2012/13**

The transition programme recognised that governance arrangements would change significantly following the election of the SPCC and there are few formal requirements compared to the previous Police Authority arrangements. The Legal and Administration workstream had responsibility for overseeing the development of the governance arrangements under the SPCC.

Appointments to the Joint Audit Committee have been made, the Committee met for the first time on the 27 March 2013 and were responsible for determining their own terms of reference, with a regular cycle of meetings booked in for 2013/14 and 2014/15.

2.3 **Areas for Review and Improvement in 2013/14**

In 2013/14 the governance framework between the SPCC and Chief Constable will develop and evolve, with the local and national priorities outlined in Police and Crime Plan informing the themes adopted into the weekly meeting process.

The documents within the governance framework for the SPCC will be subject to review within 2013/14 to ensure that they are fit for purpose. This will commence with the Financial Regulations and the Scheme of Consent.
3. **Setting Objectives and Targets**

*Setting objectives and targets outlined in the LPP and Police and Crime Plan, including decision making structures.*

3.1 **Evidence of Compliance**

Until 22 November 2012 the Sussex Police Authority updated and agreed the Local Policing Plan (LPP) which set operational objectives and targets for the Force. They also previously set the policing budget and the council tax precept for residents and businesses in Sussex, to enable the Chief Constable to deliver the objectives set in the LPP. Following the publication of the SPCC’s Police and Crime Plan, the Chief Constable has undertaken a radical review of the performance targets and the reporting of them. Performance targets are detailed in the Operational Delivery Plan. Targets are determined using the strategic plans and are also based on analysis of historic performance.

Sussex Police Authority and its scrutiny committees were fully involved with the development of targets within the LPP. The impact of these targets on the policing budget, in light of the Serving Sussex 2015 programme, was regularly reviewed. This has been continued by the SPCC through weekly meetings with the Chief Constable.

The Force meeting and decision making structure reflects the three pillar model used by the Force for several years. Details of the strategic boards can be found on the Force website [www.sussex.police.uk](http://www.sussex.police.uk).

The Force is facing a £50million cash reduction to their budget over the four years of the comprehensive spending review period 2011/12–2014/15. In real terms when inflation is taken into account, this equates to 20% of the net budget.

The Serving Sussex 2015 programme was built in order to review and restructure the Force to meet the reduced core funding grant whilst maintaining and improving the level of service with reduced resources. The work touches every aspect of policing including service delivery, resourcing, technology, shared services and collaboration.

Her Majesty’s Inspectorate of Constabulary (HMIC) Valuing the Police Preparedness Inspection in July 2011 provided further reassurance that Sussex is on track to meet the savings required.

3.2 **Actions undertaken during 2012/13**

Targets set within the Local Policing Plan were monitored at each Sussex Police Authority scrutiny committee until it ceased operating in November 2012. Members of the Authority and lead officers were regularly involved with the Serving Sussex 2015 programme.

The SPCC holds regular meetings with the Chief Constable to challenge police performance; a formal agenda of performance reporting has been programmed, which includes monthly performance and accountability meetings which are webcast and focus on policing performance.

In line with her manifesto pledge, the SPCC proposed a zero percent precept rise for 2013/14. This decision was scrutinised and approved by the Police and Crime Panel at their meeting of 11 January 2013.
The Panel also considered a report by the SPCC which set out the draft Police and Crime Plan for 2013/14. Four priority areas: Crime and Community Safety; Victim Focus; Public Confidence, and; Value for Money. Minutes for this meeting can be found on the West Sussex Council Website\(^1\).

The first Police and Crime Plan has been published which sets the budget and strategic priority areas for the Force, the wider criminal justice sector and partners. In response the Force has published an Operational Delivery Plan which sets out how the Force will deliver operational policing in Sussex against the priorities, targets and budget set by the SPCC.

### 3.3 Areas for Review and Improvement in 2013/14

The Serving Sussex 2015 programme will continue to implement changes to meet the reduced core funding grant whilst maintaining and improving the level of service.

The Police & Crime Plan and the Operational Delivery Plan will be reviewed before the 2013/14 budget is set to ensure the priorities and targets are appropriate and continue to meet the priorities set by the SPCC.

The draft Police & Crime Plan will be reported to and discussed by the Police & Crime Panel in January 2014.

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\(^1\) [http://www2.westsussex.gov.uk/ds/cttee/pcp/pcp070213i2.pdf](http://www2.westsussex.gov.uk/ds/cttee/pcp/pcp070213i2.pdf)
4. Monitoring Performance

Monitoring performance against operational, financial and other strategic plans, including how key issues are identified and tasked.

4.1 Evidence of Compliance

Prior to the election of the SPCC, finance performance was considered at each Police Authority meeting, with specific oversight from the Resources Scrutiny Committee. The Professional Standards Department (PSD) had a proactive role to play in monitoring financial conduct and allegations of fraud and corruption.

The SPCC monitors and challenges the Chief Constable on spending, budget management and performance against operational, financial and strategic plans through their weekly meetings and monthly.

The SPCC appointed John Eagles to the position of Chief Finance Officer. This is a statutory position and the appointment was subject to a confirmation hearing by the Police and Crime Panel.

The 2013/14 Budget is being developed through close collaboration between the Force’s Director of Finance and the Office of the Sussex Police and Crime Commissioner’s (OSPCC) Chief Finance Officer.

Financial monitoring reports are prepared monthly by divisions and departments including analysis of variances, updated forecasts for the year and management actions to control expenditure in line with budget. Chief Officers review and scrutinise the budget and establishment position on a monthly basis to ensure an overall balanced budget position for the Force and that appropriate action is being taken to manage budgets in line with performance targets and priorities. In addition to this, more detailed scrutiny and challenge on financial performance comes from the Serving Sussex 2015 Delivery Group which guides programme and project expenditure, the Best Use of Resources Board for capital expenditure and Finance and Resources Meetings for each division/department.

The National Intelligence Model (NIM) is applied throughout operational policing, to ensure resources are targeted at priorities and risks. The key performance priorities detailed in the annual Police and Crime Plan are included as priorities in the Force strategic assessment and control strategy, so that they are reflected locally on each Basic Command Unit (BCU). Each BCU is then responsible for the implementation of an action plan which is the central focus of policing response.

Accountability continues to be delivered through the Accountability Meetings at Force, BCU, department and district level. The Force level Performance Accountability Meeting (PAM) is chaired by the Deputy Chief Constable. The attendees are Assistant Chief Constables and BCU Commanders / Heads of Department. The meeting has up to date performance management information on Operational Delivery Plan targets at Force and BCU level. Commanders are required to account for performance in their respective areas. Performance business analysis is also carried out within identified areas to both ‘lift the lid’ on how we do business and test compliance against policy. This is then reflected in Divisional / Departmental Accountability Meetings (DAM).
Sussex Police Authority and the Force worked with a strong and constructive relationship, with a shared focus on continuous improvement in policing services in Sussex. Both meeting structures provided the governance arrangements that monitored performance against operational, financial and strategic plans. Challenge by the Authority was evidenced most through the strong culture of lead member involvement with divisions and departments, active Member engagement on the LPP Development Board, programme boards and the Force’s three strategic boards, as well as through the associated Scrutiny Committees. This challenge has been continued by the SPCC through weekly meetings with the Chief Constable.

Alongside the review of our delivery Sussex has continued to maintain healthy performance especially from a qualitative perspective. Satisfaction of our victims continues to improve and the Force is now using customer journey mapping to gain a proper insight into our service from the victims’ perspective. This mapping is used to inform delivery at BCU level and the work of the review teams.

The 2013/14 Budget is being developed through close collaboration between the Force’s Director of Finance and the OSPCC Chief Financial Officer.

4.2 Actions undertaken during 2012/13

Close monitoring of the Serving Sussex 2015 programme by members of the Authority was continued until November 2012.

The SPCC, following the election in November 2012, has been fully briefed and regularly updated on progress via individual briefings from programme leads, weekly meetings with the Chief Constable and monthly accountability reports.

Continued public and stakeholder consultation around the Serving Sussex 2015 programme was conducted, including generating insights on preferences for alternative provision of local services and new ways for the public to access our services.

4.3 Areas for Review and Improvement in 2013/14

The SPCC will scrutinise Police performance across all areas of frontline and support function delivery, achieving the ambitions of current and planned change programmes (including Serving Sussex 2015) and the effectiveness with which Sussex Police delivers partnership working.

Sussex Police will continue to develop a performance management framework to underpin operational policing delivery of the Police and Crime Plan. The framework focuses on outcomes. Designed to be a valuable tool for enhancing accountability and encouraging continuous improvement, it enables managers to identify performance trends, and take action. The framework allows professionalism and innovation to flourish, but acts as a reminder that standards must be maintained in order to achieve effectiveness and efficiency. This framework will develop over 2013/14, allowing the Force to look in detail at different crime types and different policing areas across Sussex. It will be used to drive performance improvement internally. In this way, the Force can focus on ensuring all parts of the organisation are aligned, playing their part in delivering what’s important to local people, victims of crime and businesses. The performance framework is shared with the SPCC. Using one set of shared data to measure delivery against the Police and Crime Plan, will allow for independent analysis and scrutiny, accountability for performance and diagnostics to enable performance improvement.
Quarterly compliance and integrity meetings will commence between the SPCC and Sussex Police to review compliance with declarations of interest registers, gifts and hospitality for Chief Officers and to make sure that there is a robust process in place for the review of all other officers and staff.

The SPCC will work closely with East Sussex and West Sussex County Councils and Brighton and Hove City Council to develop a framework to monitor performance of the Community Safety Partnerships and to support the allocation of the Community Safety Fund.

The SPCC will develop measurable criteria to enable her to allocate small grants to organisations where they can provide evidence that the grant will be spent to support the achievement of the priorities in the Police & Crime Plan.
5. Measuring Quality

Measuring the quality of services for users, to ensure they are delivered in accordance with the SPCC and Force objectives and represent the best use of resources.

5.1 Evidence of Compliance

Successful engagement is a key role for the SPCC and she has worked closely with partners and Sussex Police to measure the quality of service for users.

The Force continues to conduct User Satisfaction Surveys and a range of other user, staff and stakeholder surveying both in-house and via external contractors. The Force have an established and expert team of facilitators, analysts and customer service professionals who make sense of the data and ensure the Force is maximising the value and impact of quality of service insights. Members of the team continue to discuss and share best practice with practitioners and stakeholders in regional and national forces, the College of Policing, which replaced the National Policing Improvement Agency (NPIA) and on Police On-Line Knowledge Area (POLKA). The team leads on the facilitation of a Sussex research and engagement network, which includes practitioners from both statutory and voluntary organisations.

User satisfaction assessments continue to be one of the core performance management indicators in both the Force Operational Delivery Plan and the SPCC Police and Crime Plan.

The SPCC sends a weekly newsletter to a growing distribution list. The newsletters contain polls requesting feedback and views from members of the public and partners.

The SPCC plays a key role in meetings with Sussex Police and partner organisations to gather feedback on priorities and police performance.

5.2 Actions undertaken during 2012/13

The SPCC has used every opportunity to engage with service users using a variety of forums and media.

In 2012/13 the Force conducted comprehensive reviews on a number of key policing aspects via a wide range of quantitative and qualitative research methodologies. Topics covered included community engagement and hate crime amongst many others.

The Citizen Focus team have worked alongside all 2015 flagship projects, including a Quest review of resourcing, to ensure that victim and community voices are considered in corporate planning and decision making. The Force proactively conducted non-mandatory user satisfaction surveys with a range of victims and community members looking at criminal damage, theft, anti-social behaviour and community resolutions.

5.3 Areas for Review and Improvement in 2013/14

The SPCC will look to develop effective relationships with communities, victims and businesses in order to shape future plans. The website is used to request feedback from service users and
a regular report will be submitted to the accountability meetings summarising complaints and correspondence to the SPCC and the Force.

In order to understand how the public perceive policing in Sussex, the Force will increase the breadth of feedback mechanisms, by surveying a wider range of user groups using a variety of methodologies, for example on-line surveys.

The Force will continue to ensure joined up planning and delivery with all partners in Sussex, and across the region, to share resources and collaborate at every opportunity.
6. Risk Management

Risk management processes by which key risks are identified and mitigated.

6.1 Evidence of Compliance

Prior to November 2012 the Force and Police Authority had one joint risk management strategy. Since the introduction of the SPCC the Force and SPCC have become two separate corporations sole. The Force and SPCC risk management processes are now separately managed by two separate risk management strategies.

The Sussex Police and Crime Commissioner (SPCC) has a duty to oversee the risk management process within Sussex Police. The SPCC must be satisfied that there are sound systems of internal control for the management of risk in place. To enable this, risk management within the Force will be reported to the SPCC on a regular basis. Further to this the top strategic risks will also be reported to the Joint Audit Committee on a quarterly basis.

The SPCC also has her own risk management policy to identify any risks associated with the work of the OSPCC. The policy was agreed by the Joint Audit Committee and the register is regularly reviewed by the Senior Management Team as a standing item on their bi-monthly finance & resources meeting.

In accordance with the Risk Management Policy and the Force Risk Management Strategy, all Force risks are recorded on the intranet based Risk Management System. Risk management is a standard agenda item for all Force decision-making meetings. The top strategic risks for the Force are regularly reviewed by the Keeping People Safe, Neighbourhood Policing, Best Use of Resources and Organisation Reassurance Board.

The Risk Management System also provides portfolio-level reporting which gives a holistic view of risks, used as a mechanism to the support meetings such as the Force Security Group, Driver Behaviour Working Group and the Health & Safety Boards.

Risks in relation to the delivery of the 2015 programme are regularly reviewed by the 2015 Delivery Group, and programme and project governance procedures in relation to the escalation of risks are adhered to.

Continued monitoring via environmental scanning, ensures that the Force is aware and prepared for changes that may impact upon our service.

A report highlighting risk management issues is reported to each meeting of the Joint Audit Committee.

6.2 Actions undertaken during 2012/13

The development of arrangements for risk management within the OSPCC has been established; details of this can be found in the OSPCC Risk Management Strategy published on the SPCC website.

The Force Risk Management Policy and Force Risk Strategy have been reviewed and updated to reflect the new working relationship under the SPCC. The new policy has been published on the Force website.
The Risk Management System has been used to track the implementation of recommendations from the HMIC without Fear of Favour Report and also to manage risks associated with the transition from the Police Authority to the SPCC. Training of new users and risk co-ordinators on the Risk Management System has continued.

The city-wide risk register for Brighton has been developed with partner risk managers. Work needs to continue with partner risk managers, to expand the city-wide register into a holistic Sussex-wide risk register.

6.3 Areas for Review and Improvement in 2013/14

The redesigned Environmental Scanning Timeline, launched in 2013, will be developed further. The timeline is kept up to date with relevant policing, legislative and political changes and helps to assist the Force in the identification of emerging risks and opportunities.

A closer working relationship with the Surrey Police Risk Manager will be progressed to manage risks relating to areas of collaboration between Sussex and Surrey, working to ensure that risks to collaboration are documented on both registers and new areas of risk are discussed regularly.

Recommendations detailed in the HMIC Revisiting Police Relationships Report (Dec 2012) have been recorded on the risk register and actions to address the recommendations will be progressed.
7. Roles and Responsibilities

Defining and documenting the roles and responsibilities of the OSPCC, the Force and the senior members and officers within each, setting out clear delegation arrangements and protocols for effective communication, and arrangements for challenging and scrutinising Force activity.

7.1 Evidence of Compliance

The SPCC agreed her Financial Regulations and Scheme of Consent immediately on her first day in office to ensure all decisions and delegations were made within a legal framework. The roles and responsibilities of the SPCC, her Deputy and the officers of the SPCC are set out on the SPCC website as required by the Elected Local Policing Bodies (Specified Information) Order 2011.

Within the Force the Chief Constable holds his Chief Officers and Senior Leaders accountable at the following meetings:

- Serving Sussex Leaders’ Forum
- Force Executive Board
- Chief Officer Meeting
- 2015 Delivery Board
- Performance Accountability Meeting
- Keeping People Safe, Neighbourhood Policing, Best Use of Resources Silver Boards.

The meeting structures for the Force are designed to implement close monitoring of performance and governance arrangements. Within the Force, the Chief Officer Meeting and 2015 Delivery Board provide governance and ensure work stream integration and effective communication.

The Force and SPCC shared understanding of roles and objectives are secured through regular accountability meetings between the SPCC and the Chief Constable. Additional oversight and scrutiny of the Force is provided by OSPCC representation at Keeping People Safe, Neighbourhood Policing and Best Use of Resources Silver meetings.

The role, responsibilities and accountabilities of the Chief Constable and SPCC are laid out in statute in the Policing Protocol Order 2011².

All other officers and staff employed by Sussex Police have agreed jobs descriptions and are managed through a formal line management and appraisal process.

7.2 Actions undertaken during 2012/13

Having recognised the need to manage the transition from the Police Authority to the SPCC three work streams were developed under a Transition Programme. These were Engagement and Democracy, Legal and Staffing and Finance and Administration. Each workstream had its own action plan for delivery of the transition programme.

Members of the Authority contributed to the legacy handover pack given to the new SPCC detailing what has been achieved, what has been learned and what the SPCC needed to take over and continue to monitor.

The Chief Executive of the Police Authority carried out a skills audit of the officers within that team and compared this to an analysis of future needs of the SPCC. A training plan was implemented to meet any gaps or shortfalls in skills.

The Force prepared a comprehensive briefing pack for the incoming SPCC, covering the workings and structure of the organisation and key issues facing the Force, local communities and partners.

7.3 Areas for Review and Improvement in 2013/14

The Financial Regulations and Scheme of Consent agreed by the SPCC will be reviewed and updated following the first six months of office of the SPCC.

Transparency about what the SPCC and Force do and how they do it is an important aspect of public accountability. This includes how they are performing, the service they provide, how they use resources and how staff and officers behave and exercise the powers they have. Examples of these would be if releasing information would breach our legal obligations to keep information or personal data secure, or if it would jeopardise an ongoing investigation or operation. This approach of increasingly sharing information is specifically designed to encourage greater, and better informed, challenge and scrutiny of the service we provide. Throughout 2013/14 the range of information available will be extended in a way that can be used and interpreted by members of the public and partners.
8. Codes of conduct

Developing, communicating and embedding codes of conduct, defining the standards of behaviour for officers and staff.

8.1 Evidence of Compliance

The SPCC has agreed to operate within a code of conduct based on the Nolan principles of standards in public life. Their declarations of interest are publicly available on the SPCC website.

The SPCC has also agreed a code of conduct for officers within the OSPCC. All officers are required to make a declaration of any potential conflicts of interest.

The SPCC has determined that she will not claim any expenses for travel within Sussex. All other expenses are recorded in a register and published on the SPCC website.

The OSPCC has a gifts and hospitality policy and register which are published on the SPCC website.

Within the Force the Director of Human Resources is the Chief Officer lead for discipline and sets the tone for the Force in its full range of discipline activity. In April 2012, PSD moved under the portfolio of the Director of HR to bring about benefits of shared intelligence and more efficient working practices between some HR units and PSD.

The Annual Strategic Assessment produced in accordance with the National Intelligence Model requires a control strategy. Within the Sussex Control Strategy the following ongoing strategies are included:

- Senior management to promote a Force culture of ethics and integrity;
- Prevent incremental corruption and malpractice using our systems and practices;
- Train all staff on the importance of confidentiality and risks of unlawful disclosure.

The Force operates a policy database which includes a range of policies and guidance to develop standards of behaviour consistent with that expected from a police force. These include, amongst others, the Anti-Fraud and Corruption Policy and Response Plan, Staff Safety Policy, and the Business Interests and Additional Work policies. Both the Anti-Fraud and Corruption Policy and the Business Interests and Additional Work policies have been fully reviewed during 2012 and PSD have taken ownership of the latter policy. These changes have reflected national guidance produced by the Association of Chief Police Officers (ACPO).

The Force maintains appropriate systems to declare business interests and these are monitored for conflicts of interest. Reminders have been provided to staff, through Routine Orders, on propriety in relation to the receipt of gifts and hospitality. This process is overseen by divisional/departmental heads and the Director of Human Resources. Scrutiny was provided by the Sussex Police Authority’s Professional Standards Committee until November 2012. The SPCC procedures for monitoring this and other safeguarding issues are currently being developed and PSD have been involved in making suggestions and recommendations to assist the OSPCC with this.

Whistle blowing is catered for under the ‘Break the Silence’ service accessible from the front page of the Force intranet and is explained within the Anti-Fraud and Corruption Force Policy. It is a two way anonymous process which allows the provenance of such disclosure to be
tested. The whole of the workforce have access to this facility. Details of use are maintained within the PSD.

In the main, reporting of corrupt practice to PSD is done through ‘Break the Silence’ with an understanding that confidentiality will be maintained. PSD forward on reports maintaining the anonymity of the source where necessary to allow departments/divisions to act upon the information, unless PSD themselves undertake the work.

The Force has clearly defined procedures for handling complaints and allegations of misconduct from the public and these follow the Independent Police Complaints Commission (IPCC) statutory guidance. There are guidelines available for supervisors and managers, accessible via the PSD website. The legislation governing complaints and misconduct was updated in November 2012 and the IPCC guidance was amended accordingly. PSD have reviewed and changed all relevant documentation, procedures and practices to ensure compliance. Training on the amended legislation has been provided to staff within PSD and is being offered to relevant officers and staff from the wider organisation.

The Corporate Communications & Public Engagement Department (CCPED) supports the way the Force communicate both internally and externally and promote our corporate identity to ensure that we consistently reflect our values in everything we produce. The CCPED intranet site includes a one stop shop for officers and staff to access corporate values, templates, logos and guidelines on their use.

The Police Conduct and Performance Regulations operate alongside Home Office guidance on Police officer misconduct, unsatisfactory performance and attendance management procedures. Guidance on standards of professional behaviour are also included. PSD have responsibility for their oversight, development and operation and monitor the effectiveness of the arrangements in practice. The Standards of Professional Behaviour for Police Officers are readily available and their existence and purpose is fully covered via training course inputs, particularly to student officers and newly promoted sergeants.

8.2 Actions undertaken during 2012/13

The Force hospitality and gifts register, maintained centrally by PSD and formerly published quarterly on the Sussex police Authority website until November, is now published on www.sussex.police.uk; processes are under development to allow full governance of this register by the SPCC.

Over the last 12 months a number of misconduct meetings and gross misconduct hearings have taken place for police officers and similar processes have been replicated for police staff. PSD have confirmed that there have been no examples that they have dealt with, where fraud was perpetrated against the Authority or since November 2012, the SPCC.

HMIC have undertaken a follow up visit, following the publication of its report ‘Without Fear or Favour’. The feedback was favourable and all recommendations from Without Fear of Favour report have been or are being implemented.

8.3 Areas for Review and Improvement in 2013/14

As stated above PSD have been fully engaged with development of robust requirements for the monitoring of complaints and handling of misconduct cases, this will continue to develop in 2013/14.
The HMIC report ‘Revisiting Police Relationships’ follows up on the integrity report ‘Without Fear or Favour’. The recommendations from Revisiting Police Relationships have been considered by the Force and actions to address them will be progressed in 2013-14 as appropriate.
9. **Financial Management**

Reviewing and updating standing orders, standing financial instructions, scheme of delegation, contract/procurement regulations, and supporting procedure notes/manuals, which clearly define how decisions are taken and the process controls required to manage risks.

9.1 **Evidence of Compliance**

The SPCC approved a Scheme of Consent and Financial Regulations in November 2012 detailing the governance structure covering the SPCC and the Chief Constable. Under the Scheme of Consent the Chief Constable has the day-to-day responsibility for financial management of the Force within the framework of the agreed budget allocation and levels of authorisation issued by the SPCC. The Director of Finance, as financial adviser, to the Chief Constable will, under his direction and control, ensure that the financial affairs of the Force are properly administered having regard to probity, legality, and appropriate standards. This governance structure for financial management replaces the Scheme of Delegation and Financial Regulations that were in place under Sussex Police Authority and is available on the SPCC and Force internal and external websites.

Joint Surrey/Sussex Contract Standing Orders have been developed and replace the Sussex Contract Standing Orders under the Sussex Police Authority. The SPCC financial management arrangements conform to the governance requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Statement on the Role of the Chief Financial Officer in Local Government (2010) as set out in the Application Note to Delivering Good Governance in Local Government: Framework.

The Chief Constable has approved a formal scheme of financial accountability, setting out the budget responsibilities of Force portfolio and budget holders. The scheme of financial accountability is reviewed and revised annually. There is guidance available to budget holders which includes a description of their financial responsibilities, an outline of the budget process, and a budget process timetable.

The Finance and Business arrangements including a Finance Business Partnering Team provide support and independent challenge to budget holders; this is supported by budget scrutiny via portfolio holders (Chief Officers) and the Force's Best Use of Resources Board.

9.2 **Actions undertaken during 2012/13**

Under the Sussex Police Authority, instances of fraud were notified to the Corporate Governance Committee. Under the SPCC any instances will be reported to the Joint Audit Committee. During 2012/13 no instances have been identified nor has the Committee discovered any fraud in the period. The Finance Department has stated that there have been no instances of reported fraud in 2012/13.

Following the introduction of the SPCC a detailed review of all Force policies and procedures has been undertaken to ensure that they are in line with the new Scheme of Consent and Financial Regulations.

The following key finance related policies and procedures have been reviewed:

- Revenue and Capital Budget Guide
- Procurement Policy (to bring in line with the Surrey/Sussex Contract Standing Orders) and enable the Joint Surrey/Sussex Procurement Service
New monthly reporting methods to Chief Officers and to the SPCC have been developed to ensure effective oversight and scrutiny of financial management under the Scheme of Consent. This includes details of decisions made under the Scheme of Consent to improve transparency and provide a clear audit trail.

A major review of the Force finance and business support functions was undertaken in 2010/11 and a new finance and support services structure implemented at the beginning of the 2011/12 financial year. During 2012/13 the finance and support services structure has been improved and developed as the new structure has become embedded.

A user guide to the Scheme of Consent and Financial Regulations has been published. This includes a summary of the financial limits and helpful flowcharts to ensure procedures are followed.

With the commencement of a Joint Procurement Service with Surrey, a review of the Contract Standing Orders and Procurement Policy has been undertaken to bring Surrey and Sussex Policies and procedure into alignment and facilitate improved procurement processes and governance.

In line with recommendations within the HMIC “Without Fear or Favour” report detailed in section 8: Codes of Conduct: further work has been undertaken to align Surrey and Sussex financial limits to ensure consistency, effective financial management and good governance.

A review of internal authorisations has taken place to clarify levels related to purchasing goods and services.

“Finance Online” the Force intranet site has been developed further, to provide information to staff to access key financial services. It also enables staff to reference information on the key processes and controls required.

### 9.3 Areas for Review and Improvement in 2013/14

The Surrey/Sussex Joint Procurement Service will work to develop the procurement guidance and information available to staff to ensure clear instructions are available and correct processes are followed.
10. Auditing
Making sure there is an effective audit framework to support both organisations.

10.1 Evidence of Compliance

Under the Sussex Police Authority the Corporate Governance Committee considered and received reports from both internal and external audit. The Corporate Governance Committee have challenged and sought assurance on governance arrangements. Evidence for this includes: requesting reports and presentations from the Force about high risk projects and reviewing the Committee’s own practices and procedures against best practice from CIPFA.

The auditors report to the Corporate Governance Committee on 28 June 2012 stated that “whilst no assurance can ever be absolute, on the basis of audit work completed, it is our opinion that Sussex Police has an effective framework of control that provides a reasonable assurance regarding the economic, efficient and effective use of resources in achievement of its objectives.”

With the introduction of the SPCC this work is undertaken by the Joint Audit Committee who challenge in an equally robust manner.

The Chief Constable/divisional and departmental heads have a general accountability to ensure that services comply with current legislation and regulations. The internal audit function for the Force is undertaken by West Sussex County Council (WSCC).

The Force does not directly employ a legally qualified advisor. To fulfil that role, an arrangement is in place with East Sussex County Council whereby a named member of the legal team undertakes the role of Force Solicitor. The Force Solicitor and his legal department are available to provide appropriate legal advice on documentation and any issues in relation to the relevant laws and regulations.

10.2 Actions undertaken during 2012/13

The following progress was made on implementing audit recommendations:

- **Network infrastructure:** Recommendations from the WSCC audit of network infrastructure have been completed except for the recommendation related to developer keys, which was rejected on the advice of SAP.

- **Employee Self Service a SAP module:** Recommendations from WSCC internal audit of Employee Self Service a SAP module, that allows employees to maintain their own personal data, have been implemented and as assessment of satisfactory assurance given in the follow up report.

- **Air Support collaboration agreement:** All recommendations from WSCC internal audit of Air Support collaboration agreement have been completed except one, which it has been agreed is no longer applicable. An assessment of satisfactory assurance has been given.

- **Internal audit of payroll:** The WSCC internal audit of payroll was not completed due to incomplete records at the time of audit. The personal file project has ensured that all live
personnel records are now available at headquarters and can be accessed if required. Further work is continuing in connection with the archiving of leaver files.

- **Car Loans:** The WSCC internal audit focused on the processes and procedures involved in the authorisation, payment and monitoring of the scheme. Following an opinion of limited assurance all recommendations have been implemented, except for final amendments to documentation setting out procedures. *All actions have now been completed.*

- **Sussex Safer Road Partnership:** A number of recommendations regarding the legal framework, budgetary control, achieving best value and the need for Sussex Police to adopt a Lead Partner role were identified. All recommendations have been implemented.

The External Auditor is required under Section 5 of the Audit Commission Act 1998 to be satisfied that the Sussex Police and Crime Commissioner has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The District Auditor has considered the results of the following:

- A review of the annual governance statement; and
- The work of other relevant regulatory bodies or inspectorates, to the extent the results of the work have an impact on the auditors responsibilities.
- As a result, the auditor has concluded that there are no matters to report

### 10.3 Areas for Review and Improvement in 2013/14

The following recommendations will be implemented:

- **Accounts Payable:** actions to improve vendor creation controls, vendor balance monitoring and ensure correct cheque payments. *These actions are to address the identified issues set out in the internal audit report which was submitted to the Joint Audit Committee on 26 June 2013.*

- **Accounts Receivable:** actions to improve key processes: raising invoices; income collection; debt recovery mechanisms and authorisation of invoice requested. *These actions are to address the identified issues set out in the internal audit report which was submitted to the Joint Audit Committee on 26 June 2013.*

- **Business Continuity:** The WSCC internal audit recommended:
  - Closer integration between corporate risk assessments and business continuity management.
  - Further work to ensure that new and existing service providers and partners have business continuity plans that integrate with Force requirements.
  - Consideration of appropriate resourcing or alternative arrangements to ensure that business continuity continues to be developed effectively.

- **Money Handling Policies:** The WSCC internal audit opinion was satisfactory assurance, with recommendations relating to improving communications to staff concerning correct procedures; alerting the bank to the possibility of counterfeit notes and improving systems to alert staff to high value deposits.
• **Insurance Claims:** the audit recommended a review of policies to reflect current revised procedures; prompt recording of police vehicle incidents; and improved reporting.

• **Virus Protection:** Following an assessment of the anti-software and anti-spyware risk management and control environment, recommendations were advised relating to improved virus protection for Force IT systems.

• **IT User Account Management:** An assessment was made concerning the adequacy of the arrangements for the requesting, establishing, issuing and closing of user IT accounts. Risks related to access controls were identified. A number of recommendations will be implemented.
11. **Compliance**

*Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful.*

11.1 **Evidence of Compliance**

The Authority’s Corporate Governance Committee oversaw issues regarding the statutory duties of both the Authority and the Force. This function is now performed by the Joint Audit Committee for the SPCC and the Force.

The Scheme of Consent and the Financial Regulations clearly define the roles and responsibilities of each of the statutory officers and the Director of Finance.

The Force’s financial management arrangements conform to the governance requirements of the CIPFA Statement on The Role of the Chief Finance Officer in Local Government (2010).

The Director of Finance is responsible to the Chief Constable for all financial activities undertaken within the Force or contracted out under the supervision of the Force. The Director of Finance is a member of the Force senior policy team. His or her prime responsibility is for ensuring effective and efficient use of resources available to the Force.

The detailed work related to the approval of the Statement of Accounts is undertaken by the Joint Audit Committee working with the Chief Finance Officer, Director of Finance and the Audit Commission to ensure the financial affairs of the SPCC are properly managed.

The Joint Audit Committee takes a pro-active role in ensuring there is challenge around the implementation of governance policies as well as their delivery.

11.2 **Actions undertaken during 2012/13**

The Corporate Governance Committee received reports upon and monitoring any changes to the corporate governance arrangements under the agreements entered into by the Force and the Authority under s. 23 Police Act 1996.

11.3 **Areas for Review and Improvement in 2013/14**

Extensive work will continue to be undertaken to ensure full compliance with all laws and regulations under the SPCC. Under the SPCC, the Chief Executive is designated as the Monitoring Officer.

The Joint Audit Committee will continue to receive reports regarding internal policies and procedure and agreements entered into by the Force and SPCC. This will include a progress report against actions identified in the Annual Governance Statement to be presented to the Committee at each meeting.
12. Complaints handling

*Systems for receiving and investigating complaints from the public and handling citizen and other redress.*

**12.1 Evidence of Compliance**

The level of complaints and correspondence received by the SPCC far exceeds that received by the Sussex Police Authority. The majority of complaints relate to policing operational matters and are passed on to the Chief Constable’s office or PSD. Progress reports on individual complaints are requested from time to time where the nature of the complaint is of concern, although not the responsibility of the SPCC.

The SPCC has responsibility for investigating any complaints of misconduct against the Chief Constable.

Complaints against the SPCC are investigated by the Police and Crime Panel.

All correspondence to the SPCC is recorded and responses monitored for their quality and timeliness.

Sussex Police has a centrally managed and co-ordinated system for handling complaints from the public, with that system being flexible enough to cope with complaints received via email, letter, communication with the Independent Police Complaints Commission (IPCC), or visits to police stations. Complaints are categorised according to national recording standards and the IPCC Statutory Guidance. Since the change in regulations PSD now also deal with appeals against the outcome of certain complaints.

The Force has adopted and implemented the national Police (Conduct) Regulations 2011 with clearly defined procedures for handling complaints and allegations of misconduct from the public. There are guidelines available to supervisors and managers accessible via the PSD website.

The Force has produced guidance in relation to all aspects of complaints handling. Performance information is produced on a monthly basis and available on the PSD intranet site for all divisions and departments. The data outlines trends in numbers of complaints received and the nature of the complaints themselves.

**12.2 Actions undertaken during 2012/13**

The OSPCC has revised the complaints policies to provide clarity to members of the public about the role of the SPCC and to manage public expectations.

A quarterly report is presented to the SPCC and the Chief Constable at the accountability meetings. The report flags up complaints trends and instances of concern around the handling of complaints.

In April 2012, Professional Standards Department (PSD) moved under the portfolio of the Director of HR to bring about benefits of shared intelligence and more efficient working practises between some HR units and PSD.
The management information produced by PSD has been subject of continual review by the Professional Standards Committee under the Police Authority and a process for scrutiny by the SPCC is being developed; this information regularly undergoes changes to better meet the needs of those receiving it, including the SPCC.

12.3 Areas for Review and Improvement in 2013/14

The OSPCC will continue to monitor the volume of correspondence received to identify trends in complaints received to Sussex Police. This information will provide valuable information about the public perception and experience of complaining to Sussex Police.

SPCC and Chief Constable will consider summary of complaints received by Sussex Police and OSPCC and make recommendations for resulting service improvements.

PSD will continue to build its relationships with some HR units, not least to ensure better use of Unsatisfactory Performance Procedures as required by the new conduct regulations. This will involve more joint investigations, shared access to PSD’s Centurion system and the investigation, where possible of on duty criminality by police staff as well as police officers.

The new process for scrutiny of PSD management information by the SPCC will be implemented and then developed to include provision of management information from the IPCC when this becomes available.

The SPCC will introduce a policy for the handling of unreasonably persistent complainants
13. Employment Conditions

Determining the conditions of employment and remuneration of officers and staff. Under the revised Scheme of Consent, the Director of HR has delegated responsibility for Terms and Conditions reporting on high profile or sensitive issues to the SPCC.

13.1 Evidence of Compliance

The SPCC has responsibility for setting the salary and terms and conditions for the Deputy PCC and the two statutory posts of Chief Executive & Monitoring Officer and Chief Finance Officer.

The Hay system of job evaluation has continued to be used to establish the appropriate pay level for new posts and for existing staff whose roles may have significantly changed. The application of this has recently been reviewed by Hay themselves and given a positive review. Panels are held regularly according to need, with a total of 25 evaluators available in Force to support the periods of organisational change.

Sussex Police have a range of policies relating to officers and staff relating to the terms and conditions of employment. These policies are available on the intranet and cover health & well-being, recruitment & selection, performance management and learning & development.

13.2 Actions undertaken during 2012/13

The SPCC has appointed a Chief Executive & Monitoring Officer and Chief Finance Officer. In February the SPCC agreed a pay structure for the two statutory posts. The employment conditions are set out in the report to the Police and Crime Panel.

Under the Pay & Expenses work stream of the Serving Sussex 2015 programme, the Force have reviewed and benchmarked the overall pay structure for staff and found it to be resilient, and requiring no changes, should the employment market recover this will need revisiting.

The Force has implemented all of the Winsor 1 recommendations approved by the Home Secretary following receipt of the new determinations in April 2012; these include the unsocial hours payment of 10%, removal of 4 hours minimum payment for on call, the new national payment for on-call, public holiday selection for police constables and sergeants and the new national payment for on-call. The Force has communicated the arrangements for voluntary severance, with the statement that Sussex see no requirement for the Force to implement this at this time. A decision has been taken on how Sussex will implement the guidance on new police constable salary.

In line with the decision made at the Police Authority Annual Meeting on 31 May 2012 the Force revoked the use of Police Regulation A19 from the end of September 2012, current workforce predictions do not envisage the need to evoke A19 again in the short to medium term.

In line with recommendations within the HMIC “Without Fear or Favour” report, the Force has undertaken a campaign to highlight what constitutes a secondary business interest and the need to register them. Guidelines are now on the Force intranet and are subject to a new policy, the monitoring of this has also moved under the remit of PSD.
13.3 Areas for Review and Improvement in 2013/14

By September the SPCC and Chief Constable will make provisional recommendations to the Home Office regarding Stage 2 transfer.

The Force will continue to monitor and implement the output from Winsor, which affects the pay, terms and conditions of police officers. This work is now moving into Winsor Phase 2 recommendations.

14. Development Planning

*Identifying the development needs of staff and officers in relation to their roles, supported by appropriate training.*

14.1 Evidence of Compliance

Learning and Development (L&D) have continued to build close working relationships across the organisation to ensure development needs at all levels are met. Individuals’ needs are reviewed through PDR, monitored by local Business Training Panels and the approved requirements are forwarded to L&D for appropriate action. L&D maintain a portfolio of quality training interventions which are available according to business need.

Individual Performance Management is the cornerstone of identifying development needs of senior officers and staff within the Force. Senior police officers and staff (operating at chief inspector level and above) are supported and trained via the College of Policing programmes and through participation in a variety of ACPO led conferences and working groups.

14.2 Actions undertaken during 2012/13

In February 2013 the Force agreed a new three year individual performance management strategy to set a clear vision to improve individual performance management conversations across the Force, following extensive research and consultation externally and internally on best practice and current usage.

A Leadership Development Programme was introduced for inspectors/M1 and chief inspectors/M2, which focussed upon specific identified skill areas. An external provider gave everyone a two day input, which was followed up with a 360 degree process. The feedback provided information for individuals to turn into development plans and work upon. Action Learning Sets and the Personal Development Portfolio were reintroduced to support this activity. Feedback from the evaluation will lead to the next intervention for 2013/14.

The workforce development programme has a number of underpinning work streams, including individual performance management, talent and succession management and leadership and management development.

In line with recommendations within the HMIC Without Fear or Favour report the Force has developed a 'Trust and Openness' intranet site to raise awareness and engage staff on integrity issues. More elements will be added to this site to create a one stop shop for integrity issues.
14.3 Areas for Review and Improvement in 2013/14

The Chief Executive and Monitoring Officer will review all training and development needs for the OSPCC.

The Force will continue to deliver supervisory and management modules as identified through Individual Performance Management conversations. These modules include customer service, discipline & misconduct, health and wellbeing, leading your team, organisational effectiveness and performance management.

During 2013/14 the Force will deliver the first phase of the individual performance management strategy, which will include skills development in all aspects of individual performance management, introducing ratings and moderation panels for all levels and reviewing and redesigning the electronic recording system. This will complete the circle from the Police and Crime Plan, through the Operational Delivery Plan and division / department plans to the individual level.

During 2013/14, the work will continue to develop the leaders of the Force. The key approach is the emphasis on coaching at all levels and in order to achieve this, a three pronged approach has been adopted. A new management coaching module has been introduced for first line supervisors and managers; an executive coaching team will be supporting officers and staff at chief inspector and superintendent level and a pool of external senior executive coaches will be commissioned to assist with Chief Officer Development as necessary. A new facilitation team is being developed to support middle and senior managers with issues around dysfunctional teams. The evaluation of the 2012/13 programme will provide valuable information about skill gaps to be invested in. A number of focus groups are due to be held shortly, which will increase the information available and ensure the investment is utilised wisely.
15. Corporate Communications

Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and responsiveness to public. Corporate communications and engagement also plays a significant role in enabling change and delivering wider operational and business benefit.

15.1 Evidence of Compliance

A wide range of engagement activity is undertaken, including Citizens’ Panels, Neighbourhood Panels, Neighbourhood Management Forums, ward panels and webcasts. In addition, considerable effort is put in to establishing, maintaining and promoting Independent Advisory Groups and External Reference Groups at a strategic level. There is an ongoing programme of wide ranging public consultation undertaken both by the SPCC and the Force. This is additional to a formal online consultation with the business community on budgetary issues.

The Force also works closely with a number of stakeholders and partnerships including:

- Local Strategic Partnerships
- Community Safety Partnerships
- Local Criminal Justice Board
- Local Resilience Forum
- Drugs and Alcohol Action Teams
- Her Majesty’s Courts and Tribunal Service.
- Health Service
- Probation Service
- Local Authorities
- Fire and Rescue Services
- Crown Prosecution Service

Communications plans at SPCC, Force and divisional levels identify different sections of the community and set out the most appropriate means of communicating/engaging with them, relevant to the needs of the issue. These are based on detailed analyses of community make-up, drawn from central analytical products, for example, the Mosaic database, Neighbourhood Profiles and our links with numerous partners.

The Force continues to work closely with the SPCC to co-ordinate communications activity, engage the public and support the SPCC where appropriate.

15.2 Actions undertaken during 2012/13

There was continued support to the Serving Sussex 2015 Programme by:

- Setting out a clear vision for what Sussex Police will look like in 2015
- Providing a compelling rationale for why the Force needs to continue to change
- Building understanding of the nature of the next phase of change

The Force used communications and engagement to manage risks to priority projects such as Future Workplace, Smarter Systems and Future Workforce. with close engagement with Neighbourhood Policing Review and the Police Estate Review to ensure that open consultation was maintained and ensure that the public was closely involved in shaping the police service.
Corporate Communications continues to develop the ability to run campaigns designed to change behaviour, built on customer insight. Two were undertaken during 2012/2013, one to increase the impact of Neighbourhood Policing Teams and another to increase reporting of domestic abuse.

Corporate Communications continues to support ongoing operations. In 2012/13 they supported a number of planned and unplanned operations. These include Operation Otter; our response to the Liberal Democrats’ Conference in Brighton, Operation Parthenon; an operation to support the Olympics and unplanned operations such Operation Oakwood; the case of missing schoolgirl Megan Stammers.

Divisional and Departmental Communications Managers (DCMs) are embedded alongside each area of the Force and adopt a strategic communications approach, supporting the delivery of operational outcomes and priority projects.

In line with recommendations of the HMIC 2Without Fear or Favour” report and the Leveson Inquiry, the department carried out a full review of corporate communications policies. An overarching integrity communications strategy was also designed to communicate these policy changes and wider integrity issues for the Force, which included the creation of a trust and openness one-stop shop intranet site to communicate integrity issues more effectively.

15.3 Areas for Review and Improvement in 2013/14

The SPCC will publish a public engagement strategy and meet targets set within it.

As part of the national Transparency Agenda, the Force will become an even more open and accountable. Corporate Communications help drive the transparency agenda internally, building a culture where people are trusted to use their discretion to do the right thing so that their actions hold up to public scrutiny. Tactically, Corporate Communications will also improve transparency with an even more interactive website with simple data mining and sharing features. Sussex Police People will continue to give the public a realistic, interactive insight into how we police in Sussex.

The Force will also continue to develop our ability to generate income through facilitation of documentaries and using our in-house expertise to develop websites and other communications products in support of operational policing.

Corporate Communications will be supporting Serving Sussex 2015 through its second phase, providing dedicated support to key workstreams and flagship projects, such as the Estates Review, Smarter Systems Programme, Future Workplace and Mobile Policing. In addition to these projects, Corporate Communications are helping to drive cultural changes needed to become a more modern and open Force.

The Force are still working to embed all of the recommendations of the HMIC without Fear or Favour report and other recent national reviews by national bodies following the Leveson Inquiry. This includes the significant task of reviewing our training programme to those outside the department, ensuring it covers issues from these national recommendations, but also taking the opportunity to update it in line with our current operating model and best practice.
16. **Partnership Governance**

Incorporating good governance arrangements in respect of partnerships and other group working as identified by the Audit Commission’s report on the governance of partnerships, and reflecting these in the SPCC and Force overall governance arrangements.

16.1 **Evidence of Compliance**

The SPCC has identified ‘Partnerships’ as a key priority for her in the Police and Crime Plan. The partnerships include priorities around health, criminal justice and community safety. The SPCC will be a significant contributor to a number of partnerships in 2013/14. The allocation of funds will be based on sound decisions as set out in the decision-making structure.

Within Sussex Police the Joint Working Relationship Policy is in place to cover all aspects of partnership working in which the Force is engaged and is intended to ensure that partnership arrangements are soundly based and formally controlled and recorded, providing a strong foundation and structure for the proper management of all financial partnerships that the Force enters into. The policy is available to all staff via the Force Policy Database and includes guidance on Service Level Agreements.

The existence of a Local Councils Support Policy seeks to provide a firm basis for relationships and interactions between the Force and town and parish councils. It creates a framework for police districts, through their Neighbourhood Policing Teams, to consult, interact and work with councils in order to reduce crime and the fear of crime in their areas.

16.2 **Actions undertaken during 2012/13**

The Force has facilitated introductions between the SPCC and partners and assisted the OSPCC to develop communication channels wherever possible, whilst also seeking to preserve the independent nature of the SPCC role.

A key element has been progressing a strategy for working with partner agencies across Sussex, building on existing work. There has been continued focus on the collaboration activities being undertaken with Surrey to maximise the realisation of opportunities for cost savings and organisational resilience.

The Surrey and Sussex PCC Oversight Board has been developed as a transparent forum which cements the relationship of both Forces PCCs in their commitment to collaboration. Cost savings opportunities and enhanced performance are now the primary drivers for the expansion of bi-lateral collaboration which has exceeded projected savings and operational benefits, including resilience and interoperability. Joint working at Chief Officer level maintains momentum and is evidence of the drive for an increase in collaborative ventures in the future.

The Estates and Future Workplace programme is committed to working with partners and over the last 12 months we have delivered two workplace projects which provide accommodation for Neighbourhood Policing. The first is a new shared space in Broadfield library which is a satellite office for the local NPT. This includes PC’s and Police Community Support Officers (PCSOs) who are now able to spend more time being visible and accessible in the area and also have a modern facility where members of the public can meet with them. The facility also provides accommodation for other local council partners meaning that our customers have access to a number of services under one roof. Initial feedback about this facility has been
extremely positive with a noticeable increase in the policing presence in this location and early indications of a reduction in crime.

On a large scale we have recently moved our public contact provision and local Neighbourhood Policing Team (NPT) from Hove Police Station in to Hove Town Hall. The shared public contact facility is modern, fit for purpose and located in the heart of Hove. Customers can access systems through self service terminals or meet with our staff face to face. No official information has been published to date but we believe that we have seen an increase in public contact as a result of being in this location alongside key partners. Also located at the town hall is the local NPT. PC’s and PCSO’s have an office in the building allowing them to police Hove town from a central location.

16.3 Areas for Review and Improvement in 2013/14

The SPCC will work closely with partners to identify areas for improvement aiming to reduce re-offending, prevent crime and improve public confidence.

Further areas of collaboration with Surrey will be developed, prioritised and implemented through the new SPCC governance process.

The Force will continue to explore further partnership opportunities across Sussex with some being well underway and others being at the very early stages of scoping. We are hoping to move the public contact and NPT from Eastbourne Police Station into 1a Grove Road with Eastbourne Borough Council over the next few months and we have some other exciting projects being developed in rural areas in the west of the County.
17. Summary of Effectiveness

The SPCC and the Force have responsibility for conducting regular reviews of the effectiveness of the governance framework including the systems of internal audit and control. These reviews are performed by means of completing this Annual Governance Statement and evidence is provided in the Supporting Notes as well as quarterly reporting on progress to the Joint Audit Committee.

These reviews have been informed by the work of the Corporate Development Department and internal auditors who have the responsibility for the development and maintenance of the governance environment. In addition, assessments and recommendations made by the external auditors and other review agencies and inspectorates have informed this review.

The Corporate Development Department is the Force lead for performance improvement, undertaking and coordinating inspection activity and providing the head of profession function for performance information and analysis, and criminal intelligence analysis. In addition, regular inspection and assurance activity is undertaken by Her Majesty’s Inspection of Constabulary (HMIC), the Audit Commission and College of Policing (COP), with external findings reported to the PCC. This external inspection activity is also co-ordinated by the Corporate Development Department.

The Joint Audit Committee oversees the development of the Annual Governance Statement and these notes. In the future it will ensure there is continuous improvement in the process and endorses the resulting action plan annually. The actions identified as part of this Annual Governance Statement are reflected in the relevant action plans held by individual teams and monitored through good management practice and through the Force meeting structure.

At a tactical level the Performance Improvement Branch of Corporate Development Department monitors opportunities for continuous development in the process.

The CIPFA guidance is used to gather relevant evidence to show how the Force exercises control and manages its governance arrangements. The evidence is reviewed, issues and gaps identified and an action plan drawn up to address any issues.

A process is established to ensure the Chief Constable and SPCC approve and sign-off the Annual Governance Statements, in accordance with the CIPFA / SOLACE guidance.

In 2012/13 the Force has implemented recommendations instigated as a result of the Her Majesty’s Inspection of Constabulary (HMIC) Without Fear of Favour report.
18. **Update to 2012-13 improvement Items**

Progress in achieving the identified improvement items from the 2011–2012 Annual Governance Statement (AGS) has been subject to monitoring during the year. Considerable progress has been made in addressing these matters as reflected in the AGS and these notes.

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<th>Ref</th>
<th>Section</th>
<th>Proposed Improvement/Recommendations</th>
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| 1 & 2 | The Vision of Sussex Police Authority & Supporting Governance Arrangements | Prepare for the transition from the Police Authority to SPCC in a manner that reflects the needs of the elected SPCC.  
Prepare for a draft Police and Crime Plan which will set out the core and statutory policing requirements that will be common to all PCCs.  
Continue to deliver actions set out in the communications strategy to promote the role of the SPCC and continue to develop the communications strategy to support the SPCC following the election.  
Governance arrangements will be completely reviewed and a package of proposals will be prepared in advance and presented to the SPCC immediately following the election.  
Arrangements for the establishment of an Joint Audit Committee will be in place for November 2012 including the preparation for appointment of independent members to the Committee. | ✓ See 1.2  
✓ See 1.1  
✓ See 1.2  
✓ See 2.2  
✓ See 2.2 |
| 3 | Setting Objectives and Targets | The targets will continue to be monitored at each scrutiny committee with full engagement of the Committee Chairmen and Authority lead officers at the Local Policing Plan Boards. Members of the Authority and lead officers will continue to be involved with the Serving Sussex 2015 programme.  
Arrangements will be made to set and monitor the targets in agreement with the SPCC following the election on the 15 November. | ✓ See 3.2  
✓ See 3.2 |
| 4 | Monitoring Performance | Continued close monitoring of the Serving Sussex 2015 programme by members of the Authority, the SPCC following the election in November 2012 and the Force to ensure that the key principles of the 2015 programme are maintained.  
Continued public and stakeholder consultation around the Serving Sussex 2015 programme will be conducted, including generating insights on preferences for alternative provision of local services and “channel shift” in the way the public access our services. | ✓ See 4.2  
✓ See 4.2 |
| 5 | Measuring Quality | Continue to ensure that our main user satisfaction assessments are core performance management indicators  
Increase the breadth of user satisfaction surveying, with pilot surveys of new user groups such as Criminal Damage, Theft and Burglary Other Than in a Dwelling.  
Continue to utilise our Local Neighbourhood Survey to engage with a representative sample of residents across all districts, to identify their priorities and their perceptions of our local policing model.  
Continue to ensure that our quantitative and qualitative insights on users and communities are integral to all the ongoing reviews and workstreams as we work towards Serving Sussex 2015. | ✓ See 5.1  
✓ See 5.2  
✓ See 5.1  
✓ See 5.2 |
Closely monitor the development of governance arrangements for the SPCC with a view to establishing and providing the required level of risk management information.  
Continue to forge relationship with partner Risk Managers (or equivalent), to provide a holistic Sussex-wide risk register. **Ongoing:** The Force contributes to a holistic city-wide risk register for Brighton. This needs to be developed into a Sussex-wide register. | ✓ See 6.2  
✓ See 6.2  
Ongoing |
| 7 | Roles and Responsibilities | Manage the transition from the Authority to the Police and Crime Commissioner through Engagement and Democracy, Legal and Staffing and Finance and Administration work streams.  
Members of the Authority with Chairman or Lead Member roles will be encouraged to contribute to the handover of a legacy to the new SPCC detailing what has been achieved, what has been learned and what the SPCC needs to take over and continue to monitor. | ✓ See 7.2  
✓ See 7.2 |
| 8 | Codes of Conduct | Development of robust conduct requirements and monitoring processes for the SPCC and her officers.  
Maintaining the good practice already established by the Authority for the monitoring of complaints and handling of misconduct cases.  
Implement recommendations from the HMIC Without Fear or Favour Report. | ✓ See 8.2  
✓ See 8.1  
✓ See 8.2 |
| 9 | Financial Management | Rework the financial governance framework with the introduction of the Police and Crime Commissioner from November 2012. | ✓ See 9.2 |
|   | Auditing | Implementation of the outstanding three recommendations from the WSCC audit of network infrastructure.  
Recommendations from WSCC internal audit of Employee Self Service a SAP module that allows employees to maintain their own personal data.  
Recommendations from WSCC internal audit of Section 23 - Air Support.  
Recommendations from WSCC internal audit of payroll. | ☑ See 10.2  
☑ See 10.2  
☑ See 10.2  
N/A: See 10.2 |
|---|---|---|
| 11 | Compliance | With the introduction of the Police and Crime Commissioner from November 2012 extensive work will be undertaken to ensure full compliance with all laws and regulations. **Ongoing:** This work has started and will continue into 2013/2014  
The Corporate Governance Committee will continue to receive reports regarding internal policies and procedure and agreements entered into by the force and Authority under s23 Police Act 1996 until new governance arrangements are in place following the introduction of the Police and Crime Commissioner. | Ongoing  
☑ See 11.2 |
| 12 | Complaints | Move PSD under the portfolio of the Director of HR to bring about benefits of shared intelligence and more efficient working practises.  
Ensure ongoing changes to PSD management information are tailored to the needs of the recipients. | ☑ See 12.2  
☑ See 12.2 |
| 13 | Employment Conditions | Implement the changes announced by the Home Secretary on 30th January 2012 relating to the pay and conditions for Police officers.  
Continue to monitor the outcome of the review on Police staff terms and conditions, in particular the changes to shift work and unsocial hours.  
Complete benchmarking exercise to help to identify whether a full pay review is required.  
Review the use of A19. | ☑ See 13.2  
☑ See 13.2  
☑ See 13.2  
☑ See 13.2 |
| 14 | Development Planning | Develop a Leadership Programme for Inspector/M1 and Chief Inspector/M2 levels, which will include an input from external leadership consultants and the introduction of a collection of management development tools to enable continuous development.  
Review the leadership and management development provision in Force and make improvements in provision.  
Further work will be undertaken in 2012 to improve the capability of senior managers in managing performance | ☑ See 14.2  
☑ See 14.2  
☑ See 14.2 |
and identifying development needs.

| 15 | Community Communication | Work to make Sussex Police a more open and accountable Force. Produce an even more interactive website, publishing more data, making it more user-friendly and accountable.

Continue with Sussex Police People to give the public a realistic insight into how we police in Sussex.

Support Serving Sussex 2015 through its second phase and continuing to support workstreams and flagship projects as part of 2015.

Continued close engagement with the Estates Review to ensure that the results of public consultation collected throughout 2011 form part of the decision making process. | ✓ See 15.2

✓ See 15.2

✓ See 15.2

✓ See 15.2 |

| 16 | Partnership Governance | Support the SPCC to develop channels of communication with partners across all sectors in Sussex and nationally where appropriate. | ✓ See 16.2 |
19. Improvement Plan 2013-14

The improvements identified in this section include an outline of the actions currently being taken, or are proposed to be taken.

<table>
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<tr>
<th>Ref</th>
<th>Section</th>
<th>Proposed Improvement/Recommendations</th>
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| 1 & 2 | The Vision of SPCC and Sussex Police and supporting Governance Arrangements. | Divisions and departments will use the Police and Crime Plan and Operational Delivery Plan to formulate Departmental/Divisional Delivery Plans to set out their strategic objectives for the next three years.  
**Owner: Supt Planning & Performance, CDD**  
The governance framework between the SPCC and Chief Constable will develop and evolve.  
**Owner: Head of CDD & Chief Executive & Monitoring Officer, OSPCC**  
The SPCC will present an annual report to the Police and Crime Panel in June 2013.  
**Owner: Chief Executive & Monitoring Officer, OSPCC**  
The Police and Crime Plan will be subject to continuous development and review.  
**Owner: Chief Executive & Monitoring Officer, OSPCC**  
The SPCC and the OSPCC will scrutinise police performance across all areas of frontline and support function delivery  
**Owner: Chief Executive & Monitoring Officer, OSPCC** |
| 3 | Setting Objectives and Targets | The Serving Sussex 2015 programme will continue to implement changes to meet the reduced core funding grant whilst maintaining and improving the level of service.  
**Owner: Head of CDD** |
| 4 | Monitoring Performance | The SPCC and the OSPCC will scrutinise police performance across all areas of frontline and support function delivery.  
**Owner: Chief Executive & Monitoring Officer, OSPCC**  
Sussex Police has introduced a new performance management framework to underpin operational policing delivery of the Police and Crime Plan, this will develop throughout 2013/14.  
**Owner: Supt Planning & Performance, CDD** |
| 5 | Measuring Quality | The SPCC will look to develop effective relationships with communities, victims and businesses in order to shape future plans.  
**Owner: Chief Executive & Monitoring Officer, OSPCC**  
In order to understand the customer journey, the Force will increase the breadth of feedback mechanisms, by surveying a wider range of user groups using a variety of methodologies, for example on-line surveys.  
**Owner: Consultation Coordinator, CDD**  
The Force will continue to ensure that we are joined up in our planning |
and delivery with all our partners in Sussex, and across the region, to share our resources and collaborate at every opportunity.

Owner: Consultation Coordinator, CDD

| 6 | Risk Management | A new redesigned Environmental Scanning Timeline will be launched in 2013.  
Owner: Risk Manager, CDD  
Forge a closer working relationship with the Surrey Police Risk Manager to identify and manage risks relating to areas of collaboration between Sussex and Surrey.  
Owner: Risk Manager, CDD  
Document recommendations of the HMIC Revisiting Police Relationships Report (Dec 2012) and Force progress towards these on the risk register.  
Owner: Risk Manager, CDD  
Work needs to continue with partner Risk Managers, to expand the Brighton city-wide register into a holistic Sussex-wide risk register.  
Owner: Risk Manager, CDD |

| 7 | Roles and Responsibilities | The Financial Regulations and Scheme of Consent agreed by the SPCC will be reviewed and updated following the first six months of office of the SPCC.  
Owner: Chief Finance Officer, OSPCC  
Transparency and Openness: Throughout 2013/14 both the SPCC and Force will extend the range of information available in a way that can be used and interpreted by members of the public and partners.  
Owner: Head of Corporate Communications and Communications Manager, OSPCC |

| 8 | Codes of Conduct | The development of robust requirements for the monitoring of complaints and handling of misconduct cases will continue to develop in 2013/14.  
Owner: Head of PSD and Chief Executive & Monitoring Officer, OSPCC  
The HMIC report ‘Revisiting Police Relationships’ follows up on the integrity report ‘Without Fear or Favour’. The recommendations from Revisiting Police Relationships will be considered by the force and implemented as necessary.  
Owner: Head of PSD |

| 9 | Financial Management | The Force will work with the OSPCC to develop the role of the Joint Audit Committee to ensure effective scrutiny and oversight.  
Owner: Director of Finance and Chief Finance Officer  
The Surrey/Sussex Joint Procurement Service will work to develop the procurement guidance and information available to staff to ensure clear instructions are available and correct processes are followed.  
Owner: Joint head of Procurement |

| 10 | Auditing | Recommendations from the following audits will be implemented:  
- Accounts Receivable  
- Accounts payable |
### Business Continuity

- Money Handling Policies
- Insurance Claims
- Virus Protection
- IT User Account Management

**Owner: Director of Finance**

### Compliance

11 Extensive work will continue to be undertaken to ensure full compliance with all laws and regulations under the SPCC.

**Owner: Chief Executive & Monitoring Officer and Director of Finance**

The Joint Audit Committee will continue to receive reports regarding internal policies and procedure and agreements entered into by the Force and SPCC.

**Owner: Chief Finance Officer and Director of Finance**

### Complaints

12 The OSPCC will continue to monitor the volume of correspondence received to identify trends in complaints received to Sussex Police.

**Owner: Chief Executive & Monitoring Officer**

SPCC and Chief Constable will consider summary of complaints received by Sussex Police and OSPCC and make recommendations for resulting service improvements.

**Owner: Chief Executive & Monitoring Officer and Chief Constable**

PSD will continue to build its relationships with some HR units, not least to ensure better use of Unsatisfactory Performance Procedures as required by the new conduct regulations.

**Owner: Head of PSD**

The new process for scrutiny of PSD management information by the SPCC will be implemented and then developed to include provision of management information from the IPCC when this becomes available.

**Owner: Head of PSD and Chief Executive & Monitoring Officer, OSPCC**

### Employment Conditions

13 By September the SPCC and Chief Constable will make provisional recommendations to the Home Office regarding Stage 2 transfer

**Owner: Chief Executive & Monitoring Officer and Chief Constable**

The Force will continue to monitor and implement the output from Winsor, which affects the pay, terms and conditions of police officers. This work is now moving into Winsor Phase 2 recommendations.

**Owner: Director of HR**

### Development Planning

14 The Chief Executive and Monitoring Officer will review all training and development needs for the OSPCC.

**Owner: Chief Executive & Monitoring Officer**

The Force will continue to deliver supervisory and management modules as identified through Individual Performance Management conversations.

**Owner: Head of Learning and Development**
| 15 | Community Communication | The SPCC will publish a public engagement strategy and meet targets set within it.  
**Owner:** Chief Executive & Monitoring Officer  
As part of the national Transparency Agenda, the Force will become an even more open and accountable.  
**Owner:** Head of Corporate Communications  
The Force will also continue to develop our ability to generate income through facilitation of documentaries and using our in-house expertise to develop websites and other communications products in support of operational policing.  
**Owner:** Head of Corporate Communications  
Corporate Communications will be supporting Serving Sussex 2015 through its second phase, providing dedicated support to key workstreams and flagship projects, such as the Estates Review, Smarter Systems Programme, Future Workplace and Mobile Policing.  
**Owner:** Head of Corporate Communications  
The Force are still working to embed all of the recommendations of the HMIC Without Fear or Favour report and other recent national reviews by national bodies following the Leveson Inquiry.  
**Owner:** Head of Corporate Communications |
| 16 | Partnership Governance | The SPCC will work closely with partners to identify areas for improvement aiming to reduce re-offending, prevent crime and improve public confidence  
**Owner:** Chief Executive & Monitoring Officer, OSPCC  
Further areas of collaboration with Surrey will be developed, prioritised and implemented through the new SPCC governance process.  
**Owner:** Head of CDD  
The Force will continue to explore further partnership opportunities across Sussex.  
**Owner:** Head of CDD |

We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

_Signed:_

*Police and Crime Commissioner for Sussex*  
*Chief Constable, Sussex Police*