

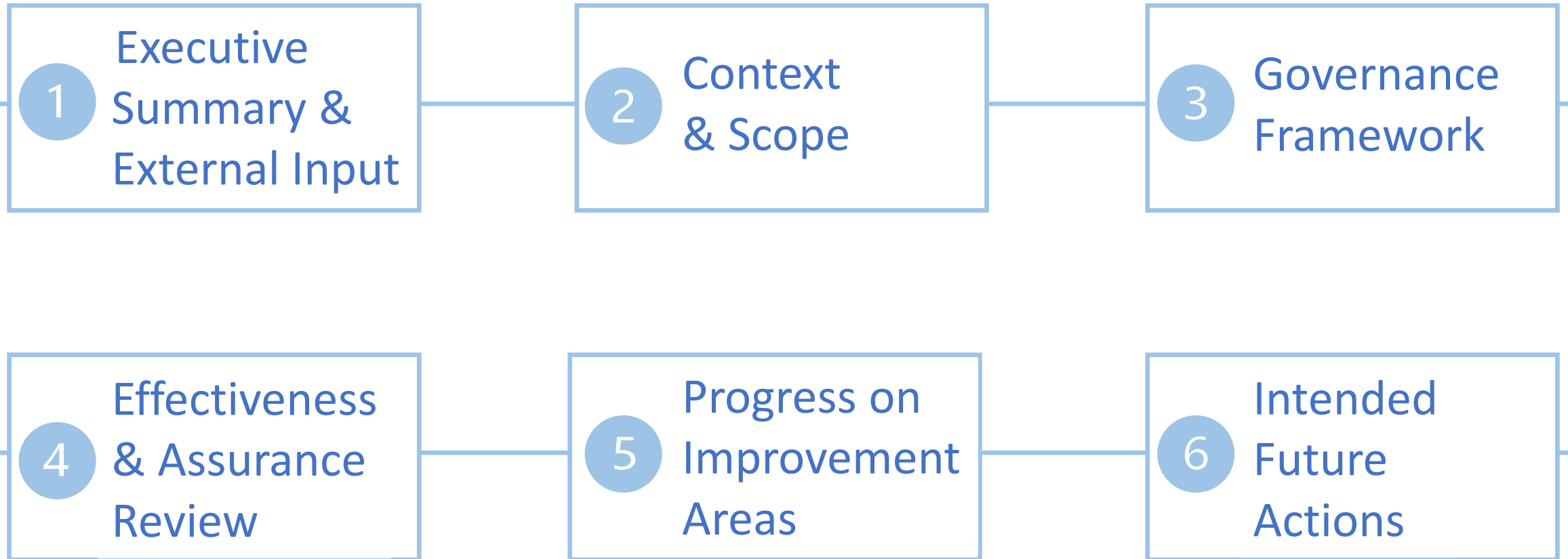


**Sussex  
Police & Crime  
Commissioner**

# **Police & Crime Commissioner for Sussex Annual Governance Statement 2023/24**

25 February 2025

Prepared by Assurance Team



# Executive Summary and External Input



Sussex  
Police & Crime  
Commissioner

The Annual Governance Statement (AGS) is a mandatory annual statement as required in the Code of Corporate Governance for the Police & Crime Commissioner for Sussex and the Chief Constable. It describes how the business operates. The preparation of the AGS should add value to the governance and internal control framework. It further provides assurance on the areas of improvement identified to further enhance governance arrangements that the PCC plans to progress during 2024/25.

The Police & Crime Commissioner, the Chief Executive & Monitoring Officer and the Chief Finance Officer recognise the importance of continual review and scrutiny of governance. They pledge their commitment in doing the right things, in the right way, in line with our priorities and values whilst addressing any identified areas for improvement highlighted in this statement.

This statement is designed to complement the AGS of the Chief Constable of Sussex, to give the full picture of governance of the corporation sole. It is informed by an annual review of governance arrangements with assurance on compliance with the seven principles of the Code of Corporate Governance, by on-going audit inspection, and internal review.

This statement has been prepared on the basis of a review of effectiveness of governance arrangements. Advice and recommendations on the Annual Governance Statement have been received from internal and external auditors and the Joint Audit Committee. It represents a fair and reasonable assessment of current arrangements and plans for improvement within the Police & Crime Commissioner for Sussex.

The AGS concludes that the governance arrangements continue to be regarded as fit for purpose in accordance with the governance framework.

Katy Bourne OBE  
Sussex Police & Crime Commissioner  
Date 25 February 2025

Mark Streater  
Chief Executive & Monitoring Officer  
Date 25 February 2025

Iain McCulloch FCPFA  
Chief Finance Officer  
Date 25 February 2025

# Opinion of Internal Audit 2023/24 and Input from Independent Joint Audit Committee Chair



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Police & Crime  
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The Annual Governance Statement process was reviewed by internal audit in 21/22 with a **reasonable assurance** grading awarded.

## **Annual Internal Audit Opinion 2023/24**

The annual Internal Audit opinion for 2023/24 for the framework of governance was '**reasonable overall assurance**'.

The Chief Auditor indicated sufficient assurance work has been carried out to allow a reasonable conclusion on the adequacy and effectiveness of the internal control environment. In the auditor's opinion, frameworks of governance, risk management and management control are reasonable overall and audit testing has demonstrated controls to be working in practice.

Where weaknesses have been identified through internal audit review, Southern Internal Audit Partnership have worked with management to agree appropriate corrective actions and a timescale for improvement.

**Penny Knowles**

**Assistant Head of Southern Internal Audit Partnership**

**Date 24 September 2024**

The Joint Audit Committee (JAC) is a key component of the corporate governance arrangements for both corporation sole.

The JAC's purpose is to provide an independent and high-level focus on the adequacy of the governance, risk and control arrangements. It supports the PCC and CC and other statutory officers in gaining confidence as to the existence of effective governance by reviewing the comprehensiveness of assurances to meet the needs of Statutory Officers in respect of reliability and integrity.

The JAC provide independent advice and recommendations to the PCC and CC on the adequacy of arrangements in place for: The risk management framework, the internal control environment, financial reporting, annual governance processes, internal audit and external audit. In each of the above areas the JAC is enabled and required to have oversight, independent review and provide recommendations helping to ensure there are adequate arrangements in place for both internal challenge and public accountability.

**Paul Burden**

**Independent Joint Audit Committee Chair**

**Date 24 September 2024**

# Context and Scope



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The Chief Constable and the Police and Crime Commissioner (PCC) are responsible for ensuring business is conducted in accordance with the law and proper standards, and that public money is safeguarded and is properly accounted for.

Regulation 6(1)(a) of the Accounts and Audit Regulations 2015 requires an authority to conduct a review at least once in a year of the effectiveness of its system of internal control and include a statement reporting on the review with any published Statement of Accounts (England). This term 'authority' includes the Chief Constable and the Police and Crime Commissioner legal entities. This requirement is reflected in the Code of Practice on Local Authority Accounting in the United Kingdom 2022/23 published by the Chartered Institute of Public Finance & Accountancy (CIPFA).

Under the Policing Protocol 2011 the PCC has responsibility for the delivery of efficient and effective policing, management of resources and expenditure by the police force. The PCC has a statutory responsibility to obtain the views of the community and victims of crime about the policing of the Sussex area and must take into account the views of responsible authorities. These views inform the PCC's Police and Crime Plan which sets the strategic direction and priorities for the Force.

The Chief Constable has a statutory responsibility for the control, direction and delivery of operational policing services provided by Sussex Police, having regard to the strategic direction and priorities set by the PCC in the Police and Crime Plan. In discharging this overall responsibility, the Chief Constable is responsible for establishing and maintaining appropriate risk management processes, governance arrangements and ensuring that there is a sound system of internal control, which facilitates the effective exercise of these functions.

The PCC continues to follow the principles of the CIPFA Framework: 'Delivering Good Governance in Local Government' and the guidance notes for policing bodies (revised 2016) also using the CIPFA Financial Management Code (CIPFA FM Code) to support good practice in financial management and to assist in demonstrating financial sustainability.

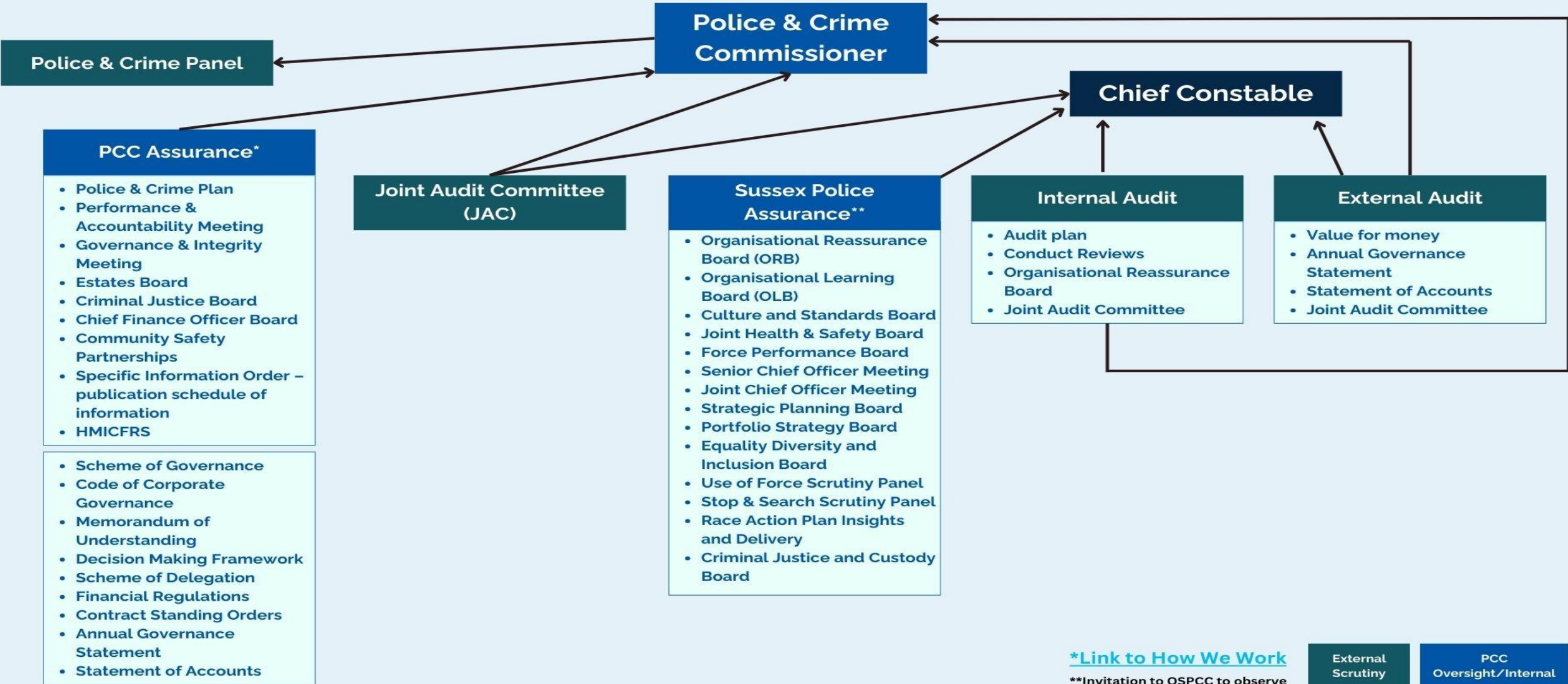
This statement explains how the PCC has complied with the principles and also meets the requirements of regulation 6 of the Accounts and Audit Regulations 2015 in relation to the publication of a statement on internal control.

The PCC's financial management arrangements conform to the governance requirements of CIPFA's Statement on 'The role of the Chief Finance Officers in Policing (March 2021)' .

# Governance Framework



**Sussex  
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# Effectiveness and Assurance Review



Sussex  
Police & Crime  
Commissioner

The Annual Governance Statement (AGS) incorporates the continuous review of the effectiveness of the PCC governance arrangements throughout 2023/24. It identifies those areas where we can and will do more to ensure that we have effective governance arrangements that enable the organisation to deliver on the Police and Crime Plan.

The AGS is an objective appraisal of the PCC governance framework to ensure that adequate arrangements continue to be regarded as fit for purpose and comply with the Code of Corporate Governance. It shows that the PCC have met their legal and statutory obligations. It also acknowledges that, due to the complex and dynamic environment in which it operates, the governance arrangements need to continually evolve to respond to changing circumstances.

Due to the Government Audit Reset and Recovery legislation at the time of completing the draft 2023/24 Annual Governance Statement the audited statement of accounts had not been concluded due to the national public sector external audit backlog and resource limitations of the external auditors. The PCC published draft 2022/23 statement of accounts on time and to the standards expected in line with previous years. The PCC has a strong record of publishing statutory finance, accounts and annual governance statements. The PCC completed all necessary returns in line with the normal process and published drafts. An explanation was published online to outline the situation. The 2022/23 accounts were concluded and published online on 06th December 2024. As with the 2022/23 accounts, the PCC published its draft 2023/24 statement of accounts and draft AGS on time and to the standards expected in line with usual process. The 2023/24 accounts were subsequently brought to conclusion by 25 February 2025 and arrangements made for the accounts and AGS to be published following this process.

The governance framework, collectively known as the Scheme of Corporate Governance, has been in place for the year ended 31 March 2024 and includes the Code of Corporate Governance, Memorandum of Understanding, Decision Making Framework, Scheme of Delegation, Financial Regulations and Contract Standing Orders. The PCC systems of internal control, based on a framework of policies and procedures, is a significant part of the governance framework and is designed to manage risk to a reasonable level. The PCC cannot eliminate all risk of failure to achieve policies, aims and objectives; and can only provide reasonable but not absolute assurance of effectiveness. The Code of Corporate Governance provides a summary of governance arrangements setting out responsibilities for the PCC and Chief Constable. The Code also details a diarised programme for the regular review of policies. A key element of this is the identification and management of risk.

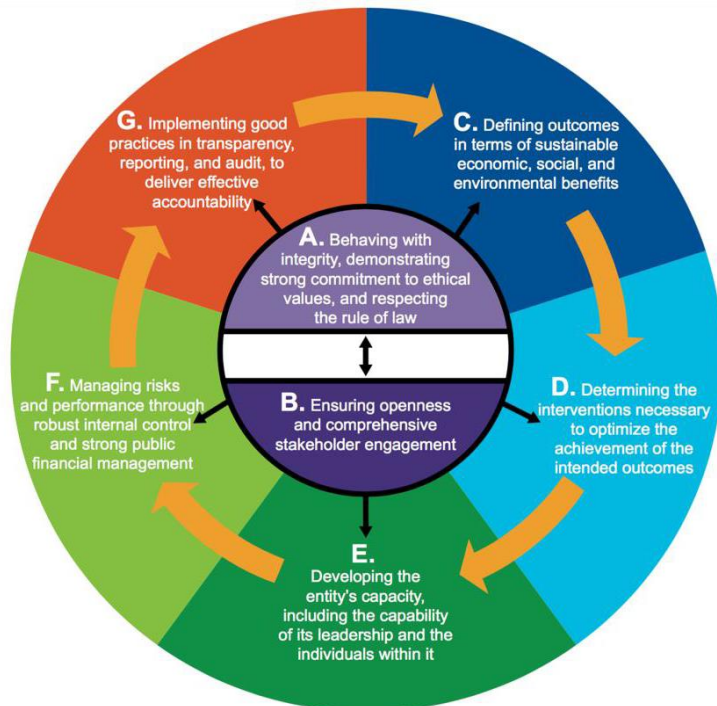
Governance arrangements for both the PCC and the Chief Constable follow the seven principles as set out in the revised Delivering Good Governance: Guidance Notes for Policing Bodies in England and Wales (2016 Edition).

# Effectiveness and Assurance Review



Sussex  
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The diagram below illustrates the various principles of good governance in the public sector and how they relate to each other. A summary of how the PCC complies with these principles is provided on subsequent pages of this document.



As part of the annual review, the PCC has considered each Principle, providing an outline of the control measures in place, how the Principles are demonstrated and evidenced and indicated any areas for future focus.

## Previous Actions

A summary of previous actions status from the 2021/22 and 2022/23 Annual Governance Statement is provided, to outline the progress and future approach.

## New Actions

Whilst the PCC aims to ensure that sound policies and processes are in place and working effectively, some areas of development or areas for improvement in governance have been identified. The PCC has identified these areas of continuous improvement and outlined the relevant actions on page 22 to 25 'Future actions from 2023/24 review'. New actions have been specifically linked to an individual principle however the PCC recognises that actions can influence multiple principles.

## Existing Internal Business as Usual Actions

As part of this annual review, the PCC has also identified any ongoing areas where risks, issues and audit actions are being managed within our existing risk and recommendation governance framework which contribute to compliance with a principle. These are not featured in the in the 'Future actions from 2023/24 review' but are referenced in the individual principle section as ONGOING to provide context and transparency.





## **Devolution Priority Programme**

The Devolution Priority Programme is an initiative by the UK government to fast-track local government devolution in areas that demonstrate a strong commitment and readiness to embrace greater local control. The programme focuses on establishing Mayoral Strategic Authorities, led by directly elected mayors, which will be granted significant powers over areas such as transport, infrastructure, skills, housing, economic development and public safety including fire and police. There is a high probability that the role of the Police and Crime Commissioner would be assumed by the Mayor.

### **Impact on Sussex**

The three upper-tier councils (West Sussex, East Sussex, and Brighton & Hove) expressed a strong interest in joining the Devolution Priority Programme with the three submitting a joint expression of interest. The Government announced on Wednesday 5 February 2025 the following areas agreed to join the programme to create Mayoral Strategic Authorities with a directly elected mayor:

- Cumbria
- Cheshire & Warrington
- Norfolk & Suffolk
- Greater Essex
- Sussex & Brighton
- Hampshire & Solent

These six successful areas will now work to a devolution timetable, with full government backing, with consultations set to launch shortly.

### **Potential Benefits for Sussex**

- Enhanced decision-making: A Mayoral Strategic Authority would enable Sussex to make decisions that are more tailored to the specific needs and priorities of the region, rather than being dictated by central government.
- Increased accountability: A directly elected mayor would be accountable to the people of Sussex, ensuring that decisions are made in the best interests of the community.
- Improved service delivery: Devolution could lead to more integrated and efficient public services, as local authorities have a better understanding of the needs of their communities.
- Economic growth: Greater local control over areas such as transport, infrastructure, and skills could stimulate economic growth and create new opportunities for residents.



## **Challenges and Considerations**

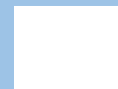
- **Change of Governance** – It is not clear at this time how the current role of Police and Crime Commissioner would be discharged under the Mayoral Office. There will be considerations if migrating functions and responsibilities to a mayoral function.
- **Stakeholder Engagement:** It is crucial to ensure that the Sussex Police is fully engaged in the devolution process and that our voices are heard.
- **Collaboration:** Successful devolution requires strong collaboration between local authorities, fire, police businesses, and other stakeholders.
- **Financial sustainability:** The Mayoral Strategic Authority must have the necessary financial resources to deliver on its objectives.

## **Conclusion**

The Devolution Priority Programme presents a significant opportunity for Sussex to gain greater control over its own future. By embracing devolution, Sussex can unlock its full potential, improve the lives of its residents, and create a more prosperous future for the region. However, it is essential to address the challenges and considerations to ensure that devolution is a success and that public safety is maintained during a period of significant change to the governance of Sussex.

<b>CONTROLS</b> <b>WHAT IS IN PLACE</b>	<b>STRENGTHS</b> <b>WHAT IS WORKING WELL</b>	<b>HOW ASSURANCE IS SOUGHT</b> <b>AND DEMONSTRATED</b>	<b>CHALLENGES</b> <b>WHAT CAN BE IMPROVED</b>
<p>Code of ethics</p> <p>PCC voluntary Code of Conduct</p> <p>Standards of Professional Behaviour</p> <p>Culture and Standards Board, Ethics Committee, Scrutiny Panels, Independent Advisory Groups</p> <p>Governance framework incorporates policies and procedures addressing procurement processes, anti-fraud, bribery and corruption supported by publication of expenses, gifts and hospitality</p> <p>Whistleblowing arrangements and Professional Standards Monitoring</p>	<p>A revised Code of Ethics was published in 2024 and set out guidelines for ethical policing principles to assist police personal to do the right things, in the right way, for the right reasons. Practical guidance on maintaining public trust and legitimacy. Includes being open, honest and candid, treating all people and their property with fairness, dignity and respect and challenging or reporting behaviour that is unprofessional. Decision making process encourages the use of personal responsibility and professional judgment. Central to the National Decision Model (NDM), by using the Code of Ethics officers and staff can ensure they are acting in a fair and ethical way in everything they do.</p> <p>The PCC upholds office in line with the intentions of the Specified Information Order 2011 and abides by the Nolan Principles. The PCC ensures that officers and staff carry out their respective roles in a climate of openness, support and respect.</p> <p>Processes are in place to monitor standards of conduct and personal behaviour which are defined and communicated through appropriate codes of conduct and protocols. Standards of integrity, conduct and personal behaviour communicated, accessible and embedded in recruitment, induction, refresher training and focus reviews. (Core Values Framework).</p> <p>Sussex Police have specific force level strategic board charged with Culture and Standards which is supported by an independently chaired Ethics Committee, External Scrutiny Panels for Use of Force and Stop Search, alongside engagement with Independent Advisory Groups which a representative from the PCC’s office attends. All of these meetings focus on relevant Authorised Professional Practice, force policy and exploration of continuous improvement. Run an effective Independent Custody Visiting Scheme to monitor the rights and treatment of detainees.</p> <p>The PCC and Chief Constable’s policies are reviewed frequently, published and communicated across the organisations and in the public domain via the website. These include but not limited to; Appropriate relationships and conflicts, Gifts and Gratuities, Lawful Business Monitoring, Notifiable Associations, Substance Misuse and Testing and Anti Fraud, Bribery and Corruption. All of these policies have clear responsibilities for employees to follow.</p> <p>Professional Standards Department (PSD) operate the Break the Silence confidential reporting service and the Joint Force Vetting Unit (JFVU) continues to act as a ‘critical gatekeeper’ for workforce integrity. The Break the Silence system is accessible, appropriate and a long-established confidential reporting arrangement and processes in place and that these are regularly reviewed by the Joint Audit Committee;</p>	<p>The revised edition was circulated to staff of the PCC with a briefing from the Professional Standards Department to be arranged.</p> <p>The PCC swears an oath in line with the code of conduct every term.</p> <p>Core Values Framework structure utilized in all entry routes and promotion processes. Annual personal development review undertaken. Regular Governance and Integrity Meetings are held with PSD.</p> <p>Regular attendance of the OSPCC to these meeting. Inclusion of a race action plan question into all our promotion processes. The OSPCC has platinum status for the ICV Scheme.</p> <p>An annual review of policies is presented to the Joint Audit Committee for external scrutiny. A schedule of when the policies are due to be reviewed is also looked at ahead of this meeting.</p> <p>‘Lets talk About’ sessions and allyship training. Anti corruption reporting into the Joint Audit Committee for external scrutiny. Dip checks on unsuccessful vetting applications.</p>	<p>NEW ACTION: New College of Policing code of ethics to be fully embed and to ensure that this forms part of new starters inductions.</p> <p>NEW ACTION: Governance signposting on force website to be reviewed and simplified to make easier for the public to navigate and locate information.</p> <p>NEW ACTION: HMICFRS audit followed by an internal audit of PSD conducted in June 2024.</p>

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Complaints	<p>The PCC has a statutory responsibility for complaints made about the Chief Constable's personal conduct. Clear advice on the complaints process is accessible with escalation signposting on the OSPCC website alongside reviews of police complaints and complaints made against the PCC and staff set out by the Police &amp; Crime Act 2017.</p>	<p>Dip check of all complaints that are reported to Sussex Police to ensure complaints are effectively managed. Complaint and review data is published on the PCC's website.</p>	<p><b>NEW ACTION:</b> Online review and complaint form to be developed for website to improve efficiency when applying for a review.</p>
Equality Diversity and Inclusion strategy	<p>The PCC is committed to creating an inclusive workforce and fostering a culture of inclusion which also recognises the individual needs of the people we serve by engaging effectively we communities. A representative from the PCC's office attends Sussex Police's EDI board, Culture &amp; Standards Board, Use of Force and Stop &amp; Search Scrutiny Panel.</p>	<p>The OSPCC attends Sussex Police's EDI meetings, and scrutiny panels.</p> <p>A representative from the PCC's office attends the Race Action Plan (RAPID meetings) meetings.</p>	<p><b>NEW ACTION:</b> An internal bespoke training exercise to be organized with Mark Landen from Weightmans to be actioned within quarter 1 of 2025.</p>
Race Action Plan	<p>In 2022 Sussex Police created the Race Action Plan Insight and Delivery Board (RAPID) to ensure that the national Police Race Action Plan, as agreed by all 43 Chief Constables under the NPCC, was fully implemented, a member of the PCC's office sits in on the meetings.</p>	<p>This is achieved through the HMICFRS PCC Response Portal.</p>	
HMICFRS national recommendation work	<p>The PCC monitors all relevant national and force inspection reports with their associated recommendations including but not limited; Abuse of Position for Sexual Purposes, Violence Against Women and Girls, Police Perpetrated Domestic Abuse and Vetting Misconduct and Misogyny.</p>		



## Ensuring openness and comprehensive stakeholder engagement

CONTROLS WHAT IS IN PLACE	STRENGTHS WHAT IS WORKING WELL	HOW ASSURANCE IS SOUGHT AND DEMONSTRATED	CHALLENGES WHAT CAN BE IMPROVED
<p>The PCC's Annual Report</p> <p>Up-to-date freedom of Information Act 2000 publication scheme</p> <p>Commissioning and Victim Services Team and Partnerships Team</p> <p>Precept Consultation</p>	<p>The PCC publishes an annual report that provides an update on the progress made against the PCC Police and Crime Plan objectives. The Annual Report for the period 1 April 2023 – 31 March 2024 was presented to the Sussex Police &amp; Crime Panel on 28 June 2024 and a fully-accessible version of the report can be viewed <a href="#">here</a>.</p> <p>In line with General Data Protection Regulation (GDPR), the OSPCC has a Data Protection Officer and is responsible for ensuring that the publication scheme, privacy notice, disposal and retention schedule, information sharing agreement and memorandum of understanding is up to date and accurate.</p> <p>The PCC continues to participate and engage with partners at national, regional and local level, together with supporting and contributing to community safety partnerships across the county. The PCC engages with the public in an open and comprehensive manner, consulting regularly. Weekly information about policing activities and decisions are published in our newsletter, and Performance and Accountability Meetings with the Chief Constable are webcast. There are annual engagement sessions for the High Sheriffs of Sussex. Telephone surgeries take place with members of the public. National Surveys and polls are conducted in association with the Association of Police and Crime Commissioners (APCC). The PCC supports and contributes to Community Safety Partnerships in Sussex with both higher and lower tier authorities. The Police Reform and Social Responsibility Act place a mutual duty on PCCs and local authorities to co-operate to reduce crime, disorder and re-offending, and the PCC plays an active role in ensuring other partners contribute appropriately and support the effective discharge of the duty. On behalf of the PCC, the Commissioning &amp; Victim Services Team successfully applied to the Home Office Safer Streets 5 programme fund, with criteria of supporting Violence Against Women &amp; Girls in a public place and anti-social behaviour. In October 2023 the PCC was awarded £812k to deliver three projects during 2023/2025.</p> <p>The PCC began a rolling programme of consultation from the start of the 2023/24 financial year to broaden engagement across the county and across different demographic groups. This included a combination of focus groups (some face to face and some online), surveys at public events, the normal PCC engagement programme and a paid-for online poll. During summer 2023 the PCC's office attended twenty-two Talk Sussex events across the county. At these events there was face-to-face engagement with a total of 800 residents, where the OSPCC team asked them about feelings of safety within their local area. In April 2023, Sussex was chosen as 1 of 10 pilot areas underneath the Government's Anti-social Behaviour Action Plan and there was a requirement to consult with the public on this. A short survey was conducted gaining over 800 responses on how residents of Sussex would like offenders of ASB to make amends. The PCC commissioned an external poll asking residents how safe they felt in Sussex and whether they would be prepared to pay an increase in their local precept. The survey was developed by Habit5 and distributed via citizen access panels and through social media.</p>	<p>The Annual report is presented to the Police &amp; Crime Panel for oversight and comment.</p> <p>Data Protection Officer monitors and reviews the relevant policies. Freedom of Information requests are dealt with within the specified 28 days. The OSPCC received a substantial assurance from an internal audit review.</p> <p>A dedicated partnership team is in place to actively engage with and support statutory partners. The PCC has regular liaison meetings with Council Leaders and Chief Executives from the top tier authorities and regular briefings with local MPs. The PCC manages the Sussex Restorative Justice Partnership in connection with the Sussex Criminal Board. Annual media and social media targets and quarterly media evaluation and analysis. Monitoring of social media channels. Good governance with partner agencies such as Youth Executive Boards, Criminal Justice partnerships etc. The Commissioning &amp; Victim Services team also lead on a Victim Engagement Forum.</p> <p>The precept decision is scrutinised by the Police and Crime Panel at their meeting in January.</p>	<p>NEW ACTION: To establish a Youth Commission to hear from younger people.</p> <p>NEW ACTION: For external polling to deliver demographically representative returns and encourage responses from seldom heard people. To follow up polling and focus groups.</p>

*Ensuring openness and comprehensive stakeholder engagement*

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Website	Information on the website is monitored daily, contains current updates involving the PCC with positive news stories, the Police & Crime Pan, Police & Accountability Meeting live link and minutes of meeting, finance information, key decisions, policies, support groups, contact information, complaint information, Joint Audit Committee papers.	Staff within the PCC's office are responsible for updating their own areas of business with oversight from the Digital & Marketing Manager. The Digital & Marketing Manager ensures that the website is compliant with the Elected Local Policing Bodies (Specified Information) Order 2011.	NEW ACTION: Visuals to better represent complaint data. New website design.
Decision Making	The PCC has a decision-making framework in place and all key decisions are published alongside any background papers on the PCC's website.	Evidence provided to SIAP for the internal audit. Independent Advisory Group engagement.	
Information, Governance and Management	A substantial assurance was issued for an internal audit around information, governance and management, including GDPR and the Data Protection Act from Southern Internal Audit Partnership.	The PCC and staff of the OSPCC have signed up to the Police Officer and police Staff Certificate of Compliance. The CFO undertake an annual review to ensure the PCCs financial management arrangements conform to the governance requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) statement and the CIPFA code	
The PCC respects the rule of law	Evidence of agreed values in partnership working, statement of business ethics communicates commitment to ethical values to external suppliers, protocols for partnership workings. Compliance with the CIPFA Statement on the Role of Chief Financial Officer of the PCC and the Chief Finance Officer of the Chief Constable (2021). The Joint Audit Committee provides independent governance and oversight of; risk, finance and governance arrangements.	Independent Advisory Group engagement and JAC assurance.	
Council Tax Leaflet	A leaflet with how the PCC allocates money to Sussex Police was included in all council tax bills sent to bill payers, with details on how to find out more via the OSPCC website.	The leaflet was sent to bill payers within resident's council tax bill.	
Publication Scheme/Freedom of Information Policy	The publication scheme and the freedom of information policy is reviewed bi-annually. The reviews are tracked within the Code of Corporate Governance which is reviewed annually every February. An information sharing agreement is in place with Sussex Police.	The Publication Scheme and Freedom of Information Management requests and policies are managed and monitored by the Data Protection Officer.	

*Defining outcomes in terms of sustainable economic, social and environmental benefits*

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Refresh and Publish the Police & Crime Plan	The PCC scrutiny role to determine that the Police and Crime Plan priorities are supported well by her staff and the Chief Constable.	The PCC holds the Chief Constable to account at eleven Performance and Accountability Meetings throughout the year. The PCC holds regular meetings with the public and representative groups to determine public priority and need.	
Produce an Annual Report	The Annual report sets out the PCCs achievements against the Police & Crime Plan.	The annual report is published on the PCC and Chief Constable's website. The plan is presented to the Police & Crime Panel for their comment prior to publication.	
Review of the Medium-Term Financial Strategy	The Medium-Term Financial Strategy is supported by robust, sustainable multi-year budgets to deliver the vision set out in the Police and Crime Plan and supports spending plans and precept decisions. The PCC follows a decision making-framework, with a record of decisions made and supporting material with 'gate-way' sign off points. The PCC ensures that revenue and capital spending plans are appropriate and affordable.	The Medium-Term Financial Strategy is scrutinised by the PCC. Key decisions are available to the Police & Crime Panel for scrutiny and review and are published on the PCC's website. The PCC through scrutiny of the revenue and capital budgets ensures that the revenue and capital spending plans are sustainable.	
PCC holds the Chief Constable to account	The PCC scrutinises and holds the Chief Constable to account at the monthly Performance and Accountability Meetings.	The meetings are webcast live on the PCC website, and the minutes are published online.	
The PCC actively pursues joint working opportunities at a local, regional and nation level.	Collaborated arrangements with Surrey police and Surrey PCC for the delivery of specific services, as well as town boards, Regional Organised Crime Unit (ROCU), Bluelight Commercial, national Section 22 Collaborative arrangements for example, National Air Service.	Through partnership agreements and arrangements.	

*Defining outcomes in terms of sustainable economic, social and environmental benefits*

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<p>Funding for Services</p>	<p>The PCC is successful with Home Office applications to secure funding for services. GRIP funding is an example of Sussex Police's response to reduce knife crime and serious violence. Within the PCC office there is a team dedicated to the commissioning of victim services and partnerships. A common outcome-measurement framework has been developed for all victim support services in Sussex – this crosses over statutory and non-statutory agencies. The findings from these outcome measures ensure services are having a positive impact on users and therefore representing economic value also. A Funding Network funding tranche is offered annually where applicants are assessed against an agreed set of criteria by a panel. Those scoring the highest and who have been quality assured may be awarded grant funds for projects in Sussex with a victim focus. The Bluelight Commercial Co, a PCC owned company, are working closely with partners to develop a qualitative approach to the evaluation of social value and sustainability aspects of bid submissions. All of this should also encourage more diverse supply chains, including SMEs and VCSEs, and help their capability to deliver against such a qualitative approach. We will update the AGS as this work develops and any changes are embedded within Contract Standing orders. A revised Contract Standing Orders will be brought to the PCC for approval in the autumn 2024 once the new procurement legislation has been translated into actions.</p> <p>A common outcome-measurement framework has been developed for all victim support services in Sussex – this crosses over statutory and non-statutory agencies. The findings from these outcome measures ensure services are having a positive impact on users and therefore representing economic value also.</p>	<p>Governance and monitoring arrangements are in place with Multi-agency Violence Reduction Partnership Steering Group and Executive Board. The Partnership Team actively engage with statutory partners and attend meetings such as Community Safety Partnerships, Prevent Boards, Sussex Modern Slavery Network etc. The commissioned services are subject quarterly monitoring and grant supported service undergo quarterly outcome measurement checks.</p>	



*Determining the interventions necessary to optimise the achievement of the intended outcomes*

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Annual review of the corporate governance framework	They are reviewed each year.	The framework and Scheme of Governance is reviewed by Chief Officers and presented to the JAC prior to approval by the PCC.	NEW ACTION: Accessibility of key governance documents by staff and public. To improve search function on website.
Risk Management Strategy and Policy in place	Review of the strategy and policy on a regular basis to ensure threats to the achievement of the PCC's organisational objectives and regional and national responsibilities are identified and managed effectively (reviewed December 2023).	The risk management policy is presented to the JAC and is reviewed at Finance and Human Resources Meeting (FaHRM).	
Stakeholder Engagement	Carried out regular stakeholder engagement events and needs assessments for commissioned services to establish priority areas of demand for support services. Engaged in the HMICFRS Police inspections debriefs, board and relevant gold group meetings. Worked with key partners to achieve the priorities as set out in the Police & Crime Plan. Been represented on Pan-Sussex multi-agency management boards, delivering a joint strategy to support victims of sexual violence, domestic violence and vulnerable or exploited children. There is an annual precept survey completed to support the PCC precept decision.	The Commissioning Strategy was reviewed and amended in 2023. The strategy sets out how the PCC commissions victim support services. The Annual Report for the period 1 April 2023 – 31 March 2024 was presented to the Sussex Police & Crime Panel on 28 June 2024 and a fully-accessible version of the report can be viewed <a href="#">here</a> . There is an annual precept survey completed to support the PCC precept decision.	
Ensuring processes are in place to allocate the required funding.	Met the statutory responsibility of commissioning services to support victims of crime through an effective tender process. Managed a competed fund scheme to provide funding to specialist victim support services. Enhanced monitoring will take place of the outcomes achieved by the funded awarded by the PCC to the Community Safety Partnerships in Sussex. The Commissioning & Victim Services team conduct regular monitoring meetings with commissioned service providers. This includes the review of monitoring data that highlights service user feedback. The team also review and monitor the financial spend against the grant or contract. For grants received from central government, all reporting deadlines are adhered to including financial statements and qualitative evidence of delivery. Commissioned services adhere to Contract Standing Order and Financial Regulations. Internal processes and strong governance systems in place.	Budget monitoring timetable is in place and regular monitoring of the revenue and capital budget takes place. The PCC has a communication and engagement strategy.	

*Developing the entity's capacity, including the capability of its leadership and the individuals within it*

<b>CONTROLS</b> <b>WHAT IS IN PLACE</b>	<b>STRENGTHS</b> <b>WHAT IS WORKING WELL</b>	<b>HOW ASSURANCE IS SOUGHT</b> <b>AND DEMONSTRATED</b>	<b>CHALLENGES</b> <b>WHAT CAN BE IMPROVED</b>
<p>Held performance reviews with staff</p>	<p>Personal development programme is in place for all OSPCC staff to make sure they have the knowledge and skills to undertake their roles through regular one-to-one meetings and individual development review meetings. The OSPCC team received regular themed meetings; recent topics have included Video Enabled Justice, Independent Custody Visiting Scheme, Abuse of Authority and the Anti-Corruption Unit, Violence Reduction Unit (VRU) and Knife Crime, Cybercrime, precept and the Medium-Term Financial Strategy. OSPCC staff receive updates from the Association of Police &amp; Crime Commissioner on key issues.</p>	<p>A standard template form is used for staff to complete, a meeting is held to discuss personal development. Management review.</p>	
<p>Scrutiny of collaboration work</p>	<p>Continued to ensure that regional and research activity takes place with examples of collaboration with Surrey and Kent forces and PCC offices on emerging issues. Continued to support a programme of collaboration between Sussex and Surrey Police to increase capacity, share expertise and provide the most efficient and cost-effective service</p>	<p>A representative from the PCC attend's joint boards and meetings. Regional meetings are regularly held between other PCC's office.</p>	
<p>NCALT mandatory online training courses</p>	<p>All OSPCC staff complete NCALT mandatory training courses.</p>	<p>The Assurance Team monitor NCALT compliance on a monthly basis and a report is produced for FaHRM.</p>	
<p>Partnership activity is managed on a national, regional and local level</p>	<p>The PCC is the chair of the Sussex Criminal Justice Board (SCJB) and relevant staff provide support and attend all three the sub-groups. In 2024 the OPCC have also recruited a part-time SCJB Coordinator to support the administration of the board on behalf of all member organisations. Funding disseminated from the Commissioner to CSPs is monitored through quarterly returns from individual CSPs to ensure outcomes are produced</p>	<p>The PCC has responsibilities to manage the financial grants, to convene those specified and relevant authorities and to monitor their compliance of the new serious violence duties.</p>	
<p>Local partnership arrangements are in place with statutory partners e.g. the numerous Community Safety Partnerships (CSPs) and upper tier local authorities.</p>	<p>The Sussex PCC continues to be successful in Home Office applications to secure GRIP (previously referred to as Surge funding and now Operation Safety). This is the Sussex Police dedicated response to reduce instances of knife crime and serious violence in the county. The Commissioner during this period has realigned teams and responsibilities to focus on Business Crime and the increased threats emerging, including the development of the Safer Sussex Business Partnership. Additionally, a greater emphasis has been on anti-social behaviour and community trigger and as a result PCC staff are engaged with the Sussex Police ASB working groups to monitor progress. The CSPs are being encouraged to work with the partnerships team to develop effective performance measures to ensure that they are effectively held to account.</p>	<p>OSPCC staff are engaged with the Sussex Police ASB working groups to monitor progress.</p>	

*Managing risks and performance through robust internal control and strong public financial management*

CONTROLS WHAT IS IN PLACE	STRENGTHS WHAT IS WORKING WELL	HOW ASSURANCE IS SOUGHT AND DEMONSTRATED	CHALLENGES WHAT CAN BE IMPROVED
Data Protection and information policies	<p>The data controller within the PCC's office is the Head of Performance who ensures the correct policies are in place and reflect the changes to the General Data Protection Regulations 2018. Data protection and information management policies and strategy are in place with Sussex Police, commission services and partnerships. A process for Information Sharing Agreements is reviewed and updated regularly. Information on Freedom of Information, publication schemes, records management and disposal, and complaints can be found on the PCC's website in accordance with the Elected Local Policing Bodies (Specified Information) Order 2011. In accordance with the Freedom of Information Act, the OSPCC has a <a href="#">publication scheme</a> and processes all FOI requests in accordance with the legislation.</p>	<p>Review of information security and information sharing has been undertaken between OSPCC and Force to ensure that systems in place are robust. An internal audit opinion of substantial was given with no risks identified for OSPCC Information governance and Management including GDPR and Data Protection Act 2022/23.</p>	
Risk Management Policy and Strategy	<p>The OSPCC Risk Management Strategy is reviewed bi-annually. It was revised and reported to the Joint Audit Committee in December 2022. The Strategy will be reviewed every two years to ensure continuing compliance with any legislative changes and best practice principles identified. The next review will in December 2024.</p>	<p>The PCC reviews the risk register every month at its FaHRM meeting. Any significant risks are transferred to the strategic risk register which is reviewed by the JAC at their quarterly meetings. The PCC is also represented at meetings of the Organisational Reassurance Board where the Force risk register is managed.</p>	
Decision Making is in accordance with the Scheme of Corporate Governance	<p>The Decision Making Framework details the arrangements to enable the PCC to make robust, well informed and transparent decisions.</p>	<p>Key decisions are discussed and agreed at weekly Senior Management Team meetings Key decisions are published Police and Crime Panel scrutiny of decisions</p>	
Joint Audit Committee	<p>The JAC are made up of four independent members. Meetings are held quarterly and the open to the public for part one of the meeting. The meetings are well represented by Chief Officers from Sussex Police and OSPCC; minutes and papers are published online.</p>	<p>An annual assessment of the JAC is completed by the Chair including input by all members. The Chair completes an annual report which is published and sent to the PCC and CC. All members have PDR's.</p>	

## Managing risks and performance through robust internal control and strong public financial management

CONTROLS WHAT IS IN PLACE	STRENGTHS WHAT IS WORKING WELL	HOW ASSURANCE IS SOUGHT AND DEMONSTRATED	CHALLENGES WHAT CAN BE IMPROVED
Police & Crime Panel	<p>The <a href="#">Sussex Police &amp; Crime Panel</a> scrutinise key strategic decisions and documents (including the Police &amp; Crime Plan and the proposed precept decision). The PCC fully cooperates with the Police and Crime Panel requests for working groups to consult them on budgets and precepts, annual plan, PCC priorities and the commission of victim services. The reports provided to the Sussex Police &amp; Crime Panel during 2023/24 can be viewed <a href="#">here</a>.</p>	<p>The Sussex Police &amp; Crime Panel is webcast live and minutes are made available online. The panel is held quarterly.</p>	
HMICFRS Reports	<p>The PCC has a statutory responsibility to comment on reports and assessments published by HMICFRS. The assessments and the PCC's responses can be viewed <a href="#">here</a>. Further to this, Sussex Police conduct their own inspections; The Police Effectiveness, Efficiency and Legitimacy (PEEL) assessment for Sussex Police in 2020/21 It was published on 13 April 2023 and can be viewed <a href="#">here</a>. The PCC's response to the report can be viewed <a href="#">here</a>.</p>	<p>The Head of Performance regularly monitors the recommendations via an online portal alongside the Force Risk Manager. All PCC formal responses to HMICFRS inspections are published on the Sussex-PCC website.</p>	
Review of whole group finances, financial risk and issues, scrutiny of Chief Constables financial business cases and procurement	<p>The CFO attends the Deputy Chief Constables Strategic Planning Board which includes standing agenda items for the monitoring of the revenue and capital budget, establishment and demand and other significant financial decisions. The CFO also attends other Boards on a regular basis to monitor performance including the Joint Transport Board, Custody Board, CFO Board and the Financial Planning and Performance Board. The Scheme of Governance, including contract standing orders and financial regulations are reviewed annually. Links to key finance documents can be found in the Appendix.</p>	<p>Through Chief Finance Officer Board, scrutiny of resource transfers through scheme of consent and key financial information including financial regulations. Financial risks reviewed monthly and a quarterly review of the whole group finances undertaken. Publication of Medium-term Financial Strategy, budget, precept decision, treasury-management strategy (debt and cash management) and PCC reserves strategy. Publication of PCC key decisions on financial decisions and monitoring.</p>	
Business Continuity	<p>The Business continuity arrangements are in place to meet the requirements outlined in the Civil Contingencies Act 2004. The OSPCC Business Continuity Plan is reviewed every year. It was last reviewed and tested in November 2022 and is available to all staff in the Shared Drive under Business Continuity . In addition to the contact tree set out within the Plan, an OSPCC Business Continuity 'WhatsApp' group has been established to convey urgent messages that relate to business continuity to all of the team in an efficient and consistent manner. Meetings between the Business Continuity lead and the Chief Executive Monitoring Officer ahead of the testing exercise.</p>	<p>Business continuity plans, activation lists and the testing of plans are monitored at ORB. Testing was conducted on 9 October 2024.</p>	<p>NEW ACTION: It has been acknowledged that the OSPCC business continuity plan needs to be tested more regularly. The Business Continuity Plan is reviewed annually in February. The plan will be tested 4-6 weeks after the review of policy.</p>
Commissioned Services	<p>All commissioned services are subject to regular monitoring which is aligned to their individual deliverables, including the identification of risks &amp; issues. Monitoring data is collected from all service providers and reviewed on a quarterly basis, prior to being shared with the Ministry of Justice.</p>	<p>All commissioned services have a clear escalation process to notify the OSPCC should there be an issue outside the normal monitoring framework, this includes any risks to service deliver or in year financial spend</p>	

## Implementing good practices in transparency, reporting and audit to deliver effective accountability

<b>CONTROLS</b> <b>WHAT IS IN PLACE</b>	<b>STRENGTHS</b> <b>WHAT IS WORKING WELL</b>	<b>HOW ASSURANCE IS SOUGHT</b> <b>AND DEMONSTRATED</b>	<b>CHALLENGES</b> <b>WHAT CAN BE IMPROVED</b>
Internal and External Inspections	<p>The internal audit function is carried out by Southern Internal Audit Partnership for both PCC and Sussex Police. The CIPFA code requires internal audit to provide an opinion on the overall adequacy and effectiveness of the governance framework. The OSPCC and Sussex Police’s annual internal audit opinion 2022/23 was ‘reasonable’ overall and audit testing had demonstrated controls to be working in practice. The External Auditor produces an annual report, however due to the delays in audit due to a lack of auditor resources, an external audit opinion for 2022/23 has not been issued.</p>	<p>Internal and external audit are scrutinised by JAC, both report into the JAC. Internal and External audit reports are published online for public scrutiny. A reasonable Internal audit opinion was given with no risks identified. The JAC Chair meets with Head of Internal Audit monthly and the Committee at least once a year with the Chief Internal Auditor and the Partner from External Audit. External Audit updates on the audit delays are noted at JAC .</p>	
HMICFRS	<p>The OSPCC continues to comment on reports published by HMICFRS about Sussex Police in accordance with the statutory requirement.</p>	<p>Comments are tracked on an online portal that is monitored by the Head of Performance and the Force Risk Manager. Recommendations are tracked through the ORB and other board meetings, including JAC.</p>	
Decision Making	<p>The PCC Senior Management Team meets weekly with the PCC to review activity and decisions. Senior officers also meet once a month to consider finance, governance and human resource matters. A standard decision report template is used for consistency.</p>	<p>The review of evidence for the effectiveness of the governance framework, to confirm that the current arrangements are fit for purpose, was considered by senior officers at FaHRM and agreed processes presented to JAC.</p>	
The Annual Reports/Police & Crime Panel Reports/Statement of Accounts/AGS	<p>The PCC is required to publish an Annual Report each year. The Annual Report provides an update on the progress made against the policing and crime objectives set out within the Police &amp; Crime Plan. The Annual Report for the period 1 April 2023 – 31 March 2024 was presented to the Sussex Police &amp; Crime Panel on 28 June 2024 and a fully-accessible copy of the report can be viewed <a href="#">here</a>. Report information, including Statement of Accounts, and AGS are published on the PCC’s website in accordance with the Elected Local Policing Bodies (Specified Information) Order 2011.</p>	<p>The reports are published on the PCC’s website and presented to the JAC and made available to the Police &amp; Crime Panel.</p>	
Payments over £500, gifts and Hospitality and Business Interests	<p>The expenses for PCC, CEO and CFO are available online.</p>	<p>The JAC provide scrutiny and oversight for governance and financial arrangements, payments over £500, gifts &amp; hospitality register, which is presented annually to JAC. Published on PCC website: How We Work.</p>	

# Progress on improvement areas from 21/22 and 22/23 review

Action Number & Reference	Issue identified and objective	Owner	Status & Target Date	Principle Linkage	Commentary
1. 2021/22	<p>CIPFA Police Financial Resilience and MTFP Toolkit</p> <p><b>Risk Identified:</b> Actions identified from the Police Financial Management (FM) Working group, to review financial resilience and medium term financial planning capabilities.</p> <p><b>Action:</b> The Chief Finance Officer and Executive Director to work together to review current practices to ensure financial resilience and sustainability.</p>	Chief Finance Officer	Complete	F	<p>The CIPFA financial resilience and sustainability index as noted in the toolkit has not been published yet and is expected to be published yet and is expected to be published later in 2023 following consultation with PCC and Police CFO's</p> <p>Regarding the MTFP toolkit, this is an ongoing process of review and refinement of our existing MTFP based on its recommendations. Any learning identified will be incorporated in the MTFS 2024/25. COMPLETED</p>
1. 2022/23	<p>Review of grant agreement process undertaken by OSPCC</p> <p><b>Risk Identified:</b></p> <p><b>Action:</b> Action to review grant agreement process..</p>	Chief Finance Officer	Complete	F	To be undertaken during 2023/24 and sign off by March 2024. COMPLETED.
2. 2022/23	<p>Review of website</p> <p><b>Risk Identified:</b> That the website may not meet accessibility requirements and contains all the information as detailed within the Elected Local Policing Bodies Specified Information Order 2021 (amended)</p> <p><b>Action:</b> To review the website against the Elected Local Policing Bodies Specified Information Order 2021 and ensure compliance.</p>	Assurance and Complaints Manager/Digital & Marketing Manager	Complete	F	Initial scoping and review is underway. Further update to be provided to the December 2023 meeting. COMPLETED

# Future Improvement Areas from 2023/24 Review

Action Number & Reference	Issue identified and objective	Owner	Status & Target Date	Principle Linkage	Commentary
1	<p>External audit publication of accounts</p> <p><b>Risk identified:</b> Identified opportunity to better align capital requirements and choices with revenue budgets.</p> <p><b>Action:</b> Develop a new process to assess and scrutinise capital requirements in line with capital funding planning is to be developed and agreed for implementation in 2024/25.</p> <p><b>Progress:</b> Due to commence in 2024/25</p>	Chief Finance Officer/ Service Director	Complete	<b>Principle: G</b> Monitored via: Finance Accountability Board and reported to the Joint Audit Committee	The PCC published the draft statement of accounts for 2022/23 on time and to the standard expected. There has been a national issue regarding the audit backlog, affecting the 'final' publication of the AGS as external auditors have not audited or issued an audit opinion on 2022/23 accounts. The Final Statement of Accounts 2022/23 were published on 6 December 2024. Completed.
2	<p>Governance signposting</p> <p><b>Risk identified:</b> The AGS is not easily located on the website and cannot be found using the search function.</p> <p><b>Action:</b> To have a clear section on website for the public to locate the AGS and associated documentation, and for the search function to locate the AGS.</p> <p><b>Progress:</b> The AGS is published alongside the the statement of accounts in the budget section of the website.</p>	Assurance Team/ Digital & Marketing Manager	Complete	<b>Principle: A</b> <b>Monitored via:</b> With the Assurance Team and the Digital & Marketing Manager	<p><b>Proposal to complete by February 2025.</b></p> <p>To deliver improved signposting and information in time for the next Code of Corporate Governance scheduled review and planning for the next round of AGS production. Improve signposting and search facility for AGS on website.</p> <p>The AGS can now be found via the search function on the OSPCC website, it also has its own area on the website to improve visibility under <a href="#">How We Work</a>. Completed.</p>
3	<p>Business Continuity</p> <p><b>Risk identified:</b> The business continuity plan has not been tested since 2022 and may not be fit for purpose.</p> <p><b>Action:</b> To test the OSPCC business continuity plan as soon as possible.</p> <p><b>Progress:</b> The lead for business continuity is aware, contact has been made with Sussex Police for guidance on desk top exercises of business continuity plans.</p>	The Chief Executive & Monitoring Officer	Complete	<b>Principle: F</b> <b>Monitored via:</b> ORB and AGS	For the PCC's Business Continuity Plan to be tested more regularly. The business continuity plan was tested on 9 October 2024. The Business Continuity Plan and policy is due to be reviewed in February 2025 and a further test will be conducted 4-6 weeks after the review of policy. Completed.

# Future actions from 23/24 review

Action Number & Reference	Issue identified and objective	Owner	Status & Target Date	Principle Linkage	Commentary
4	<p><b>New Code of Ethics</b></p> <p><b>Risk identified:</b> That the new Code of Ethics is not updated and integrated into the PCC governance.</p> <p><b>Action:</b> To embed Code of Ethics into new starter induction packs and to have an input from PSD on the code of ethics.</p> <p><b>Progress:</b> The Code of Ethics has been sent to staff.</p>	Chief Executive & Monitoring Officer	In progress Target: 2025	<b>Principle: A</b> <b>Monitored via:</b> FaHRM and the Governance & Integrity Meetings	New College of Policing code of ethics included in new starters inductions. A copy of the Code of Ethics is provided to all new starters. An input from PSD to be organised to raise awareness for existing staff.
5	<p><b>Equality, Diversity &amp; Inclusion Development</b></p> <p><b>Risk identified:</b> The PCC's office is a separate organisation to Sussex Police, and whilst the OSPCC is engaged with the training utilised by Sussex Police, it has been identified that internal development alongside NCALT packages would be beneficial.</p> <p><b>Action:</b> To organize a training session with Mark Landen from Weightmans to deliver an independent package to the OSPCC.</p> <p><b>Progress:</b> The Assurance and Complaints Manager to orgainse with Mark Landen an EDI training package.</p>	Chief Executive & Monitoring Officer	In progress Target: 17 February 2025	<b>Principle: A</b> <b>Monitored via:</b> EDI Board, FaHRM, Culture and Standards Board	The PCC is committed to creating an inclusive workforce and fostering a culture of inclusion which also recognises the individual needs of the people we serve by engaging effectively we communities. A representative from the OSPCC attends Sussex Police's EDI board, the Culture and Standards Board and external scrutiny groups for Use of Force and Stop and Search. Members of the OSPCC complete relevant mandatory NCALT packages set by the College of Policing, alongside this, an internal, bespoke EDI training course delivered by Weightmans is scheduled for 17 February 2025.
6	<p><b>Police Complaint Review Online Application Form</b></p> <p><b>Risk identified:</b> The current downloadable application form is a slower process and time consuming at the logging stage.</p> <p><b>Action:</b> To have an online review application form that can be completed and sent directly to the Business Support/Assurance Team for logging. Automatic response generated.</p> <p><b>Progress:</b> A form has been created, not yet tested on live system.</p>	Assurance & Complaints Manager/ Digital & Marketing Manager	In progress	<b>Principle: F</b> <b>Monitored via:</b> Meetings with Assurance Team/ Digital & Marketing Manager	An online review application form has been developed for review application forms to be submitted online. Tests on the live system are yet to be completed.



# Future actions from 23/24 review

Action Number & Reference	Issue identified and objective	Owner	Status & Target Date	Principle Linkage	Commentary
7	<p>External Polling to reach more communities</p> <p><b>Risk identified:</b> Based on demographics the polling returns are not representative of the all communities in Sussex.</p> <p><b>Action:</b> To follow up on surveys and focus groups and to plan how to connect with seldom heard communities.</p> <p><b>Progress:</b>The OPCC has tendered again in August 2024 to repeat the polling via an external agency with the benefit of last year's as a baseline.</p>	Chief Communications and Insight Manager	Complete	<b>Principle: B Monitored via:</b> the Communications Department and AGS.	We have conducted external polling via a professional survey company that has delivered a demographically representative sample of all Sussex residents. It has a confidence interval of +/- 1.95.
8	<p>Awareness of Support Services for Victims</p> <p><b>Risk identified:</b> Victims may not be aware of victim support agencies.</p> <p><b>Action:</b> To increase awareness of victim support services via the SafeSpace website.</p> <p><b>Progress:</b> All victims of crime are referred to support services and offered support with over 50,000 referrals being made from March 2023 to March 2024.</p> <p>SafeSpace Sussex website is also included as a feature of PCC led 'Your Story Matters Campaign', with an objective to encourage victims and witnesses of crime to seek support and create awareness of the SafeSpace Sussex directory.</p>	Chief Communications and Insight Manager / Head of Victim Services	Complete	<b>Principle: B Monitored via :</b> the Communications Department and the Commissioning and Victims Team	The survey referred to above includes questions about awareness of and access to OPCC funded services. We can compare to the baseline from the 2023 survey when the full results are published in January 2025.

# Future actions from 23/24 review

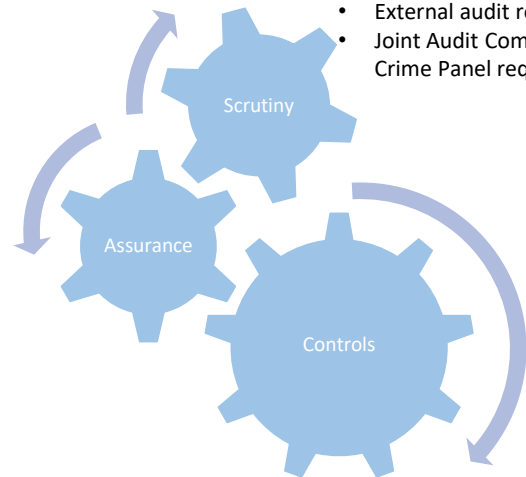
Action Number & Reference	Issue identified and objective	Owner	Status & Target Date	Principle Linkage	Commentary
9	<p><b>Webcast Audience for Performance and Accountability Meetings</b></p> <p><b>Risk identified:</b> The people of Sussex are not aware of the PCC holding the Chief Constable to account on important policing issues involving the Police &amp; Crime Plan.</p> <p><b>Action:</b> Increase the audience for webcast Performance and Accountability Meetings by streaming through local Authority, Sussex Police and on YouTube.</p> <p><b>Progress:</b></p>	Chief Communications and Insight Manager	Complete	<b>Principle: B</b> <b>Monitored via:</b> the Communications Department and AGS.	<p>Proposals to change the format of the PAMs was presented to the PCC in July 2024. We have a plan (agreed with Sussex Police) to shift the PAM day from Fridays which will be put into effect from January 2025.</p> <p>Proposals to change the format of the PAM webcast have not been accepted. We are and will be using all available comms channels to drive more viewers to the live webcast and we will monitor whether the shift from Fridays to Thursdays increases viewers.</p>
10	<p><b>Launch New Youth Commission</b></p> <p><b>Risk identified:</b> Police and partner work on issues of peer-peer exploitation for example do not have a youth commission to support them and the work they do.</p> <p><b>Action:</b> To launch a new youth commission.</p> <p><b>Progress:</b> A proposal to work through the Breck Foundation with a focus on online safety has been approached by the PCC/SMT.</p>	Chief Communications and Insight Manager	Complete	<b>Principle: B</b> <b>Monitored via:</b> the Communications Department and AGS.	<p>The PCC has advised that we should use existing youth networks for feedback and to inform the Police and Crime Plan. A grant agreement is in place with Breck Foundation to develop a youth ambassador project which will be delivered in in 2025.</p> <p>There are no plans for the formation of a third Youth Commission in the current financial year.</p>
11	<p><b>To Implement a Joint Audit Committee Member Succession Plan</b></p> <p><b>Risk identified:</b> The JAC have not been operating at full capacity for over a year</p> <p><b>Action:</b> To recruit a new JAC member ahead of JAC meeting on 26 March 2024 and to develop a succession plan for the next 2 years.</p> <p><b>Progress:</b> An advert is live, and a succession plan has been developed.</p>	Chief Finance Officer	Complete	<b>Principle: E</b> <b>Monitored via:</b> the Communications Department and AGS.	A recruitment campaign was commenced in November 2024 that has resulted in an appointment of a new JAC Member. The Committee is now up to full accompaniment. The Committee is at quorum for the next four years, with further recruitment later this year.

# Appendix - how is the review undertaken?

As part of the annual review, the PCC engages with relevant stakeholders across Sussex Police and external contributors, including but not limited to;

- The Senior Officer Teams
- Portfolio and Thematic Leads (Collaborated and Force Specific)
- Corporate Planning (including Risk Management and HMICFRS Inspection Coordination)
- Evidence and assurance gathering via staff survey
- Chief Internal Auditor
- Joint Audit Committee
- External Audit Partner

## Priorities



- Internal audit reports and actions
- External inspection recommendations
- Independent Advisory Groups, Scrutiny Panels and Ethics Committee contributions
- External audit reports and opinion
- Joint Audit Committee feedback and The Police & Crime Panel requests for information
  - Organisational Reassurance Board
  - Organisational Learning Board
  - Annual governance review
  - Accountability Meetings
  - Chief Officer Assurance Statements
  - Annual risk assurance review
- Code of Corporate Governance
- Strategies
- Policies Framework
- Codes / APPs
- Processes
- Training
- Change / Transformation
- Action plans

## Process

- The approach and schedule for the production of the Annual Governance Statement was ratified in meetings with the PCC and senior management.
- Regular alignment meetings are held with Sussex Police because we share systems and processes.
- Internal sign off for the draft AGS 2023/24 was completed on 27 May 2024.
- The review undertaken and evidence to support the assessment is reported to the Joint Audit Committee.
- The Joint Audit Committee have sight of the Annual Governance Statement actions at every meeting. They recommend the signing of the final AGS after review and completion of the external audit.
- It is planned that the final AGS will be recommended for approval by the PCC on 25 February 2025.

## Useful signposting and links

The following documents can be found on [How We Work](#) page of the OSPCC website;

- Code of Corporate Governance
- Memorandum of Understanding, Decision–Making Framework, Scheme of Delegation, Financial Regulations and Contract Standing Orders
- Complaints Procedure and Complaints Policy
- Publication Scheme Policy
- Gifts & Hospitality, Business Interests and Expenditure over £500

The following documents can be found under [Financials](#) page of the OSPCC website.

- Statement of Accounts and Annual Governance Statements.

Other useful links;

- [Policing Protocol Order 2011](#)
- [Joint Audit Committee](#)
- [Competency and Values Framework](#) and [Code of Ethics](#)