

**DRAFT  
ANNUAL GOVERNANCE  
STATEMENT  
2009-10**



# Annual Governance Statement

Position as at June 2010 including plans for the 2010-11 financial years.

## 1 . SCOPE OF RESPONSIBILITIES

Sussex Police Authority (hereafter referred to as The Authority) is responsible for ensuring its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. In discharging this overall responsibility, the Authority is also responsible for putting in place proper arrangements for the governance of its affairs and facilitating the exercise of its functions, which includes ensuring a sound system of internal control is maintained throughout the year and that arrangements are in place for the management of risk.

The Authority has approved and adopted a code of corporate governance, which is consistent with the principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives and Senior Managers (SOLACE) Framework: 'Delivering Good Governance in Local Government'. A copy can be obtained from the Police Authority's Assistant Chief Executive, dan.steadman@sussexpa.gov.uk. This statement explains how the Authority has complied with the code and also meets the requirements of regulation 4(2) of the Accounts and Audit Regulations 2003 as amended by the Accounts and Audit (Amendment) (England) Regulations 2006 in relation to the publication of a statement on internal control.

## 2 . THE PURPOSE OF THE GOVERNANCE FRAMEWORK

The governance framework comprises the systems and processes, culture and values by which the Authority is directed and controlled and its activities through which it accounts to and engages with the community. It enables the Authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost-effective services, including achieving value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable and foreseeable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Authority's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them effectively, efficiently and economically.

The governance framework has been in place for the year ended 31 March 2010 and up to the date of approval of the annual report and the statement of accounts.

## 3 . THE GOVERNANCE FRAMEWORK

The Chief Constable of Sussex Police is responsible for operational policing matters, the direction and control of police personnel, and for putting in place proper arrangements for the governance of Sussex Police (the Force). The Authority is required to hold him to account for the exercise of those functions and those of the persons under his direction and control. It therefore follows that the Police Authority must satisfy itself that the Force has appropriate mechanisms in place for the maintenance of good governance, and that these operate in practice.

## Identifying and communicating the Authority's vision of its purpose and intended outcomes for citizens and service users (1)

The Authority and the Force work together in the development of the Local Policing Plan (LPP) which complies with the statutory requirement (Police Act 1996 and Police and Justice Act 2006) for a rolling three year policing plan. This document sets out the strategic priorities for the Force, incorporating both national and local priorities and the key investments to be made by the Authority. The LPP considers feedback from a wide range of local engagement, external reference groups, independent advisory groups, neighbourhood panels, key individual networks as well as a large scale on-line survey hosted on the Police Authority website as well as engagement events held on each district. The final plan is approved along with the Force's budget at the February meeting of the Authority.

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In July 2009, the Authority approved a new Governance Structure which is aligned to the three strategic pillars of the Local Policing Plan, with three Scrutiny Committees responsible for Resources, Neighbourhood Policing and Protective Services. The three Scrutiny Committee Chairmen sit on the appropriate Sussex Police strategic boards and represent the Authority on the Local Policing Plan (LPP) Development Board. Members have contributed to the development of the LPP and quotations from the scrutiny committee chairmen have been detailed in the document.

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Extra sentence to be added regarding the LPP Development Board. Both the Force and Authority have embraced the new methodology for preparing the LPP in conjunction with the budget planning process.

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A summary version of the LPP is produced which includes key corporate messages for the coming performance year and key performance targets. Additionally the full plan is published and available to the public through the Authority website, public buildings and at public meetings.

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A separate annual report is published, and delivered to each household in Sussex, in the summer of each year. This is a statutory requirement. Three versions are produced, one for each local authority area in the Force to reflect more local information and alignment to key strategic partners.

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The Authority's enhanced and revised website was launched in October 2009 – it usefully links the work of the three scrutiny committees to LPP targets, current headlines on performance, and is also a useful consultation and communication tool. It is the main vehicle for the Authority to feed back to the public the results of consultation and how their views have helped shape the delivery of policing in Sussex. The Authority is using innovative means of communication in the website, such as Twitter, RSS feeds and email updates to subscribers. All of the Authority's meetings are now public meetings and fully accessible. Wherever possible, they are all webcast so they can be viewed online and archived.

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The Authority formed the Continuous Improvement Group (CIG) which has successfully completed a self-assessment process and has produced a Continuous Improvement Plan (CIP), which was presented to the Authority at its meeting in February 2010.

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The Authority and the Force are committed to delivering the best possible policing services to the communities. The standard of service people are entitled to expect is set out in the Sussex Policing Pledge. The Authority monitors performance against the Pledge through its scrutiny committees.

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The Lead Member for IS and Communications highlighted the risk that a project may be going over budget and that the project may not be concluded within the specified schedule. As a result, a report was requested for the Resources Scrutiny Committee in order for the Authority to get a clear picture of the issue.

## Reviewing the Authority's vision and strategy and its implications for governance arrangements (2)

The Force reviews its vision and plan for Sussex annually, and this process is replicated at departmental and divisional levels. At local (district and below) level, local policing priorities are continually reviewed as part of the National Intelligence Model process and through Neighbourhood Policing processes.

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The Authority has delegated responsibility for overseeing corporate governance to the Corporate Governance Committee which meets quarterly. The Corporate Governance Committee approved and implemented a Code

of Corporate Governance at its March 2010 meeting. The Committee has also requested each of the scrutiny committees to consider the risks relevant to their particular business area.

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The governance structure has been implemented with effect from the annual meeting on 30 July 2009, and introduced three new scrutiny committees which are aligned with the Force strategic pillars: namely, Protective Services Scrutiny Committee (PSSC), the Neighbourhood Policing Scrutiny Committee (NPSC), and the Resources Scrutiny Committee (RSC). These scrutiny committees have replaced the Planning and Performance Steering Group (PPSG), the Community Engagement Steering Group (CESG) and the Independent Custody Visitor Committee (ICVC).

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The Authority has approved a Continuous Improvement Plan (CIP) following an extensive self-assessment process which was completed in December 2009. The CIP will seek to further enhance the Authority's corporate governance arrangements and public awareness of the role of the Authority in making policing in Sussex accountable to the public of Sussex.

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Responsibility for evaluating assurances is progressed through the Corporate Development Department (CDD) and overseen by the Corporate Governance Committee.

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The Strategic Development Branch of Corporate Development Department has devised an assurance gathering process for the compilation of the Annual Governance Statement (AGS). The data gathering processes give structure to the collection and collation of assurances on governance that lead to the compilation of the Annual Governance Statement. The Corporate Governance Committee approves the Annual Governance Statement on behalf of the Authority. Gaps revealed through this process lead to initiatives to redress shortcomings in the assurances, to improve overall governance arrangements, where possible and proportionate to the perceived risk.

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A working group including the Chair of the Corporate Governance Committee, the Deputy Treasurer and the Director of Finance oversees the work in carrying out the processes for the Annual Governance Statement. This year, we have refined our approach to ensure a rigorous methodology is employed, with renewed focus on establishing where any issues indicate ongoing action to align with our Code of Corporate Governance. Any issues requiring further attention will be monitored via the Organisational Development Meeting, where a report of the recommendations resulting from the AGS will be overseen through to achievement.

The Force and the Authority have reinvigorated their work to integrate strategic risk management into the decision-making and performance-monitoring processes. The three Strategic Boards at Force level have received additional guidance and assistance to embed a process for the identification and management of those key risks that threaten their activities. The Authority Scrutiny Committees have implemented a process whereby they receive reports of the key strategic risks from the Force. The relevant Scrutiny Committee receiving a risk report from the related Force Strategic Board.

Risk management is continuously developed to progress the further embedding of risk management in both the Force and the Authority.

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Regular inspection and assurance activity is undertaken by a number of independent authorities who make recommendations for improvements. Examples include: National Policing Improvement Agency (NPIA), Her Majesty's Inspectorate of Constabulary (HMIC), Independent Police Complaints Commission (IPCC), Audit Commission, and internal and external audit. The recommendations that flow from these independent authorities are owned and tracked towards a proportionate resolution/conclusion through the activities of the Organisational Development Meeting (ODM). The ODM then approves closure of these items when a satisfactory response has been achieved. In any circumstances where a decision is required by a more senior committee, the item is escalated to the more senior group. These serve to support the internal assurance functions.

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[Additional wording on revised governance arrangements following the Icelandic banks issue.](#)

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**Setting objectives and targets outlined in the LPP, including decision making structures (3)**

The Policing Plan is developed by the Force and Authority as a joint document and in parallel with the budget planning process. The construction of the narrative and targets is completed through widespread consultation and reflects the priorities identified by the communities of Sussex. ▼

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There is a clear process for the production of divisional and departmental plans. These plans are directly aligned to the priorities in the LPP as well as incorporating the results of local public consultation outlining local communities' priorities for policing. ▼

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The Force meeting and decision making structures were reviewed in 2008-9 as part of the QUEST programme. Terms of reference have been revised for the key Force level decision-making Boards: Force Executive Board, Chief Officers Meeting, Performance & Development Board, Neighbourhood Policing, Keeping People Safe and Best Use of Resources Boards set the direction and take decisions on each of the three strategic pillars (Neighbourhood Policing, Keeping People Safe and Best Use of Resources). ▼

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The Force strategic boards are each linked directly to the three Authority scrutiny committees. The chair of each committee sits on the Force strategic board. The Authority have established the principle that scrutiny committee membership will be made up from members with specific lead member responsibilities that relate to the thematic area of business of the committee. For example, the Resources Scrutiny Committee membership includes the Lead Members for Estates, Fleet, Human Resources, Information Systems, and Finance.

This principle has a number of benefits which enhances the effectiveness of the Authority's governance of policing, namely;

- Clear line of sight for Lead Members scrutiny role,
- Defined mechanism for Lead Members to call for reports on areas of concern to broaden the Authority's scrutiny on specific risks,
- Clear links to the decision-making process within Sussex Police (Serving Sussex Boards),
- Opportunity for Lead Members to discuss with colleagues budget proposals relating to the departments that they have specific oversight of, within the broader budget setting process.

The scrutiny committees consider the thematic elements of the LPP throughout the year – the thematic targets are broken down and considered at each relevant meeting of the scrutiny committee where their relevance and impact on performance is considered. An example of this is the Protective Services Scrutiny Committee which challenged the way the Force measures domestic abuse and has resulted in a change in measurement of domestic abuse in the LPP. ▼

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Each of the scrutiny committees have been closely involved in the consideration of targets within the LPP and their impact on the policing budget. ▼

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#### **Monitoring performance against operational, financial and other strategic plans, including how key issues are identified and tasked (4)**

The Authority approved a £260.75m net revenue budget and a £11.26m capital budget for the Force for 2010-11. The LPP sets out how this budget will fund the policing service for Sussex, identifying key targets and outcomes for the Force, by which progress can be measured and monitored both by the Authority and the communities of Sussex.

As part of the Serving Sussex policing vision, the Force is developing its performance regime to ensure it reflects every element of Serving Sussex. There is a balance of targets between a detection/risk and confidence/satisfaction focus. Finance performance is considered at each Authority meeting, with specific oversight from the 'Resources Scrutiny Committee'. ▼

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Monthly budget monitoring reports are prepared to focus management attention on appropriate action. (MB)  
Additional wording to be added to this paragraph. ▼

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The Authority and the Force continue to develop a strong and constructive working relationship, with a shared focus on continuous improvement in policing services in Sussex. Both meeting structures provide the governance arrangements that monitor performance against operational, financial and strategic plans. Where

key issues are identified, an action plan to address the variance is developed, responsibility is allocated and the plan then implemented, with appropriate ongoing monitoring to ensure control is achieved. Members are specifically briefed on performance at Force Performance Meetings, the three scrutiny committees and at the monthly Chairman's meeting, and receive regular Force Strategic Performance Information (FSPI).

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Challenge by the Authority is evidenced most through the strong culture of lead member involvement with divisions and departments, and active Member engagement on the LPP Development Board, programme boards and the Force's three strategic boards.

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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 policing plan are linked to the force strategic assessment and control strategy. The policing plan priorities are reflected locally on each Basic Command Unit (BCU) through the implementation of an action plan which is the central focus of policing response.

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Sussex has driven up quality, as well as quantity in performance. There has been a steady improvement in victims' satisfaction. A strong focus on victim contracts has ensured victims are kept informed about the progress of their investigation. Sussex Police compliance with the contract is easily monitored by frontline supervisors. Service recovery reports have been generated from satisfaction surveys enabling districts to address and rectify dissatisfaction.

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The introduction of a telephone consultation team has enabled the Force to measure and monitor confidence at the District level. This new level of data will allow the Force to monitor performance and improve levels of confidence within the community placing the Force in a better position to achieve the single confidence target set by the Home Office.

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The former Planning and Performance Steering Group (PPSG) was too over-burdened with responsibilities and its remit had become too unwieldy. The scrutiny committees are usefully aligned to the policing pillars which allows for monitoring of performance and targets. The budget has, for the first time, been considered in parallel with the LPP by the scrutiny committees, which has greatly enhanced the robustness and accountability of the decision-making process. Members have also, for the first time, been involved in the consideration of early budget savings.

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In April 2009, the Authority set up a Continuous Improvement Group (CIG). This group, chaired by the Chairman of the Authority, considers all aspects of the Authority's business in order to improve processes, support and efficiency. The CIG membership includes the Vice-Chairman of the Authority, the Chief Executive and Assistant Chief Executive, the Deputy Treasurer and selected members chosen due to the focus of the discussions at that time. Current focus involves the preparation of the Authority for inspection and therefore the CIG includes members with specific experience of inspections. The CIG have led the completion of the Authority's self-assessment document (see [www.sussexpa.gov.uk](http://www.sussexpa.gov.uk) and go to Policy Documents section) and the CIP.

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**PAM and DAM meeting information to be added – Force responses to identified issues from PAM and DAM.**

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### **Measuring the quality of services for users, to ensure they are delivered in accordance with the Authority's objectives and represent the best use of resources (5)**

User Satisfaction Surveys continue to be conducted to a high standard. The recruitment of a specialist analyst to the Consultation Team in the Citizen Focus and Diversity Branch, Corporate Development Branch, at the beginning of 2009/10 has significantly improved the capacity and capability of the Force to utilise user satisfaction information to improve the quality of the services we deliver. We can now not only disseminate a wider range of reports and other informative products, but the insights that have been delivered by more robust analysis have identified clear and actionable ways that we can achieve improved service delivery outcomes. One example of this is in relation to vehicle crime. Analysis has revealed that victims of this crime type have a typically low satisfaction, particularly in relation to being kept informed. Raising awareness of this issue has resulted in a new Force target to increase Vehicle Crime victim satisfaction. An initiative to increase satisfaction on one division has been tested through the user satisfaction surveying and has been found to significantly

increase satisfaction. This allows us to address the Authority's objective to increase satisfaction and identifies the most efficient means to achieve this objective.

Quality of Service is also measured through a range of other initiatives including:-

- "service recovery" reports that are generated from individual user satisfaction surveys and immediately sent to the relevant district for consideration and possible interventions;
- Quality of Service Checks – local surveys conducted with crime victims to give supervisors personal insights into the service being delivered by their own officers and teams;
- Calls and personal visits to crime victims after their incident has initially been filed, to reassure the victim that we acknowledge their needs and still wish to support and assist them;
- The "Have Your Say" facility on the website where feedback can be provided directly to the force;
- A wide ranging network of independent advisory groups and external and internal reference groups covering the various strands of equality;
- "Mystery Shopping" exercises conducted in partnership with other local authorities and a network of volunteers;
- An internal inspection regime which assess effectiveness on the Policing Pledge, Citizen Focus Hallmarks and the Equality Standard through a quantitative pre-inspection staff survey and qualitative focus groups.

The Authority and Force continue to co-ordinate their consultation activities to ensure that we avoid wasteful duplication and that our strategies are complementary. Partnerships with other local authorities have also been built across the county where we share the results of existing consultations and seek opportunities to collaborate on future consultations. The Authority's Consultation and Engagement Officer plays a key role in co-ordinating Authority activity with the Force activity. The Authority has appointed a lead member for Community Engagement.

The Consultation Team in the Citizen Focus and Diversity Branch, Corporate Development Branch now conducts an in-house Confidence survey via telephone interviews across all Crime and Disorder Reduction Partnerships (CDRPs). The survey replicates the single public confidence performance indicator from the British Crime Survey and also identifies a range of key drivers for public confidence that inform and direct the Force Confidence Plan. Details of the Confidence surveys are reported to the Neighbourhood Policing Scrutiny Committee.

The Force has also been actively involved in the national advisory group on confidence and user satisfaction, chaired by the National Policing Improvement Agency (NPIA) and is also involved in south east regional networks on surveying and confidence – one facilitated by the Government Office for the South East (GOSE) and one made up of the police forces in the south east region.

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A paragraph on the improving public confidence element of LPP.

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Best use of resources element of this section to be addressed? Provide information on NP initiatives e.g supermarkets etc and consequent benefits to the public

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### **Risk management processes by which key risks are identified and mitigated in Force and Authority (6)**

Sussex Police has had a Risk Management Strategy in place since 1996 and this has been updated regularly. The current 2007/8 strategy covers both the Authority and the Force and provides the framework for enterprise risk management. The strategy has received formal approval by the Force and Authority through the ODM and through the Assistant Chief Executive for the Authority. It has also been taken as an information item to the Force Executive Board. The strategy has been communicated widely and is also on the CDD intranet website. Consideration of partnership risks are included within the strategy and in the comprehensive protocol governing partnership arrangements, which is on the Community and Justice Department intranet website.

The Risk Management Strategy establishes that risks are to be identified and considered as part of the normal business of decision-taking boards at divisional, departmental and strategic level. This is also reinforced by the QUEST meetings work in both the Force and the Authority. In support of this, the Risk Management System (RMS) has been developed recently to provide the facility for risks to be linked to our most significant decision-

taking boards, for ongoing oversight and active management. Reports can then be run from the RMS of all risks being overseen by each individual meeting, so that they can be effectively managed in a proportionate way as an embedded process within the meeting itself.

Procedures for the identification, assessment, control and management of risk are well established at the Authority and Force level. This is facilitated by training and use of a bespoke computerised intranet based Risk Management System (RMS) that is on the desk-top of key decision-takers and thus, available for their ready use. The identification of risk at grass root levels is the responsibility of Risk Co-ordinators based on each division, department and unit, who escalate risks up the chain of command and onto the RMS, as is appropriate. The Authority also has its own Risk Co-ordinator.

A variety of risk register reports are taken to the ODM and considered for further action. Key risk indicators are determined by risk prioritisation. The Authority manage their risks through a similar process. The Authority also has oversight of the Force risks through the RMS. Risk management will be considered by each of the Authority's new scrutiny committees, thereby seeking to mainstream risk management across the Authority.

Monitoring of risk information being updated promptly is considered as part of inspection processes. The provision of automated email notifications and reminders should ensure that all risk information is updated promptly by risk owners.

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Responsibility for overseeing risk management policy for the Authority is with the Chairman of the Corporate Governance Committee. The Authority have an appointed Monitoring Officer (the Chief Executive) and access to independent legal advice from the Solicitor to the Authority.

A training programme for risk management has been implemented for key decision-takers and Risk Co-ordinators, and others using the RMS. There has been ongoing consideration of training needs in relation to risk management as part of the Risk Management Strategy, which has included consideration of this training within induction programmes. Every Chief Officer, Divisional Commander and Departmental Head have been offered, or have received risk management training. Within the Authority, there has been general high level risk management awareness training, alongside training for the Assistant Chief Executive, as the Risk Co-ordinator for the Authority and their key user for the Risk Management System.

The Corporate Governance Committee has risk as a standing item on each of its agendas and has also requested that each of the scrutiny committees to consider the risks relevant to their particular business area. Each scrutiny committee from January 2010 will scrutinise the risks that are relevant to their own thematic part of the business. The Corporate Governance Committee also agreed at its meeting in November 2009, that members of the Authority would receive a seminar on risk at an Authority meeting in 2010.

The Risk Management Strategy has now been developed into a draft Force Policy and it is anticipated that this will be on the Force Policy Database by the end of the 2009-2010 financial year. The implementation of the strategy into policy will facilitate improved understanding of risk management and its further embedding into our decision-taking and monitoring processes.

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Development of the Risk Management System now provides a function for risks to be linked to our principle meetings. This enables users to run reports of all the risks that are being overseen by the particular meeting, so the meeting can consider the adequacy of the management of these risks, any further action required and any new risks to be managed.

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During the year, additional support has been provided to Silver Level Boards in Force, to assist with implementing a sound risk management process, including a standing agenda item for the consideration of risks and their management at every meeting. This support also reinforced the requirement to adhere to the standard report format for papers requiring a decision at the meeting, which includes specific consideration of risks.

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The recent outbreak of Swine Flu resulted in reconsideration of our plans, personal protective equipment and resourcing arrangements, to ensure that we are best placed to deal with the effects of a pandemic on Sussex Police. This was managed through an internal operation and led to a whole raft of measures, including the review of the Pandemic Continuity Plan.

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Review this section to reflect his review of current processes.

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### **Defining and documenting the roles and responsibilities of the Authority and 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)**

The Authority handbook which was completely updated in September 2009, defines all roles and responsibilities of officers and Authority members and defines a scheme for delegation. The Handbook is available on-line.

The Chief Constable and Chief Officers are accountable at the following meetings:

- Police Authority
- Three Authority Scrutiny Committees and Professional Standards Committee
- Corporate Governance Committee
- Serving Sussex Leaders' Forum
- Force Executive Board

Para on non delegated responsibility of the Authority for LPP etc.

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The meeting structures for both the Force and Authority are designed to implement close monitoring of performance and governance arrangements. Shared understanding of roles and objectives is secured through regular meetings between the Chairman and the Chief Executive. Effective communication is achieved through the Chairman's monthly meetings. Authority members are briefed on performance at Serving Sussex Leaders Forums (SSLF), the Scrutiny Committees, the Chairman's monthly meeting and with the private meetings of the full Authority with the Chief Constable, Deputy Chief Constable, Chief Executive and Treasurer.

All committees and meetings have terms of reference. There are job descriptions for the Authority Chief Executive, Deputy Chief Executive and the Assistant Chief Executive, which define the role, responsibilities and accountabilities to the Authority. The Authority handbook includes the roles and responsibilities of the Chief Executive and senior officers, and is applied through a series of formal and informal meetings. The Treasurer has formal statutory responsibilities and these are discharged in accordance with the Authority's Financial Regulations.

The Chief Executive of the Authority is the designated Monitoring Officer whose role is to warn of illegality and maladministration, either actual or potential. The Authority and Force have access to independent legal advice where required. The Authority is content with the current arrangements for considering legal issues as agreed by the Corporate Governance Committee's meeting in March 2006.

Challenge by Police Authority members is seen most through the strong culture of lead member involvement with divisions and departments, and active member engagement on the Local Policing Plan Board, programme boards and the Force's three strategic boards (Keeping People Safe, Neighbourhood Policing and Best Use of Resources).

The coverage of Lead Members is regularly reviewed. In 2009/10 the Authority has refined how the work of CID is scrutinised with the introduction of Lead Members for Serious and Organised Crime, Major Crime, Scientific Support and Protecting Vulnerable People. Additionally, the Authority have introduced Lead Members for Rural Affairs, CCTV Monitoring, Partnership Working and Community Engagement.

In July 2009, the Authority approved a new Governance Structure which is aligned to reflect the three strategic pillars of the Local Policing Plan, with three Scrutiny Committees responsible for Resources, Neighbourhood Policing and Protective Services.

### **Developing, communicating and embedding codes of conduct, defining the standards of behaviour for members, officers and staff (8)**

The Deputy Chief Constable is the chief officer lead for discipline and sets the tone for the Force for the full range of discipline activity.

The National Intelligence Model (NIM) states in relation to corruption and malpractice that:  
"In addition to the requirements of the security management programme, staff should also receive guidance on integrity, corruption and police ethics".

The Annual Strategic Assessment produced in accordance with the NIM 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
- Promote intrusive supervision to prevent incremental corruption and malpractice
- Train all staff on the importance of confidentiality and the risks involved in unlawful disclosure.

The Force operates a policy database which includes a range of policies and initiatives to develop standards of behaviour consistent with that expected from a police force. These include the Statement of Values, the Leadership Charter, Police Regulations and Police Staff Regulations and the Force Anti Fraud and Corruption Policy.

In the main, reporting of corrupt practice to the Professional Standards Department (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. This is subject to the monitoring by the Member within the Authority's Professional Standards Committee (PSC).

Whistle blowing is catered for under the 'Break the Silence' icon on the front page of the Force Intranet and is explained within the Policy document 612/2006. 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. The purpose of 'Break the Silence' is the anonymity that this offers to staff and officers. Details of use are maintained within PSD and subject to oversight by the PSC.

The Force has clearly defined procedures for handling complaints and allegations of misconduct from the public and these follow the Independent Police Complaints Committee (IPCC) statutory guidance. There are guidelines available for supervisors and managers, accessible via the PSD website.

The new national Police Conduct and Performance Regulations were implemented in December 2008 alongside new Home Office guidance on police officer misconduct, unsatisfactory performance and attendance management procedures. Guidance on standards of professional behaviour are also included. Professional Standards Department (PSD) have responsibility for their implementation and monitor the effectiveness of the new 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.

A similar set of Standards has not yet been agreed for police staff but that is anticipated to be agreed during 2010.

Over the last 12 months a number of Misconduct Meetings and a small number of Gross Misconduct Hearings have taken place for Police Officers and similar processes have been replicated for police staff.

Both the Force and the Authority maintain 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 the Director of Human Resources.

The revision of the Authority Handbook has made the information more readily available and accessible as a version is available on-line on the Authority's website.

In the recent restructuring to the governance arrangements within the Authority, the Professional Standards Committee has been strengthened to oversee Independent Custody Visiting and the monitoring of Closed

Circuit Television. The introduction of an independent CCTV monitoring scheme is the first of its kind in England and Wales. The scheme was launched on 1<sup>st</sup> April 2010. The Authority innovation in this regard will positively impact on public confidence.

The Professional Standards Committee has pioneered a new method for achieving their training needs by identifying their own gaps in knowledge. A comprehensive training session was delivered to all member of the Professional Standards Committee (PSC) which was led by the Chairman of PSC, and involved facilitation by experienced members of the committee and the head of Professional Standards Department (PSD). This process is being adopted by all the Scrutiny Committees.

The Professional Standards Committee has altered the process for their inspection of complaints. The Inspection meetings are now focused on risk based themes, allowing for the random selection of complaints from a related category e.g. cases of incivility. This allows for a more focused debate, commencing with a verbal briefing from Professional Standards Department around the context of the category, for example number of complaints within the category, variances between divisions / departments, and the lessons that have been learnt from previous complaints. The members still retain the right to request any file irrespective of category, either as a follow up from previous inspections, or as a result of a specific matter being brought to their attention. Similarly, the current practice of the Head of Professional Standards asking for Members' perspective on a particularly difficult case would continue.

**Reviewing and updating standing orders, standing financial instructions, a 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)**

The Treasurer has formal statutory responsibility for ensuring appropriate advice is given to the Authority on all financial matters and for ensuring proper financial records and accounts are kept. These responsibilities are discharged in accordance with the Authority's Financial Regulations and Standing Orders. The Director of Finance is a member of the Force Command Team. The Authority's Financial Regulations and The Scheme of Delegation are reviewed and updated regularly. Standing Orders are also reviewed and updated regularly to cover new procedures such as partnership arrangements and on-line tendering.

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

The revision of the Authority Handbook has made the information more readily available and accessible as a version is available on-line on the Authority's website.

The Serving Sussex Principles enable members of the organisation to link decision making to the core principles. Additionally, the Performance and Development Board, led by the Deputy Chief Constable, ensures that Force-wide programmes of change correspond to the principles.

In July 2009, the Authority approved a new Governance Structure which is aligned to reflect the three strategic pillars of the Local Policing Plan, with three Scrutiny Committees responsible for Resources, Neighbourhood Policing and Protective Services.

The Authority and Force have also managed the successful recruitment and succession planning for the newly appointed Treasurer and Director of Finance within the same financial year.

The Authority has a very strong Corporate Governance Committee with an experienced Chairman. The CGC has a particular focus on Risk Management processes and controls.

The Force has a corporate procurement policy that has been formally approved by the Authority. This is published on the Force's intranet which all staff are able to access.

The Force has approved reviewed and updated policies and procedures including: VAT Manual; Seizure, Security and Retention of Money Policy; Use of Private Vehicles by Sussex Police Officers and Staff for Sussex Police Business purposes; Invoicing & Debt Recovery Procedure and Donations from Members of the Public, Companies and Other Bodies.

#### **Undertaking the core functions of an audit committee, as identified in CIPFA's Audit Committee – Practical Guidance for Local Authorities (10)**

The Authority has a very competent and qualified Corporate Governance Committee comprising a mix of independent and councillor members. The Chairman of the Authority is not a member of the Corporate Governance Committee. The Authority considers and receives reports from both internal and external audit. The Committee takes an active stance to ensure its responsibilities are discharged appropriately.

The Corporate Governance Committee is confident in challenging and seeking assurance in governance arrangements. Evidence for this includes: requesting reports and presentations from the Force about high risk projects and reviewing the Committee's own conduct against best practice from CIPFA. The Committee approves the AGS

The Corporate Governance Committee has recently reviewed risk management and has recommended that each scrutiny committee considers and reviews risks within its own business areas.

The Police Authority had invested funds in the British based subsidiary of an Icelandic bank. Following the crisis in the financial markets in Autumn 2008 and subsequent required action by the Treasurer, it was the Corporate Governance Committee that received regular updates and reports throughout this difficult time. In fact, in closing the accounts for 2008/09 the Corporate Governance Committee agreed to recommend to the Police Authority that the Authority depart from the statement of recommended practice (SORP) and therefore took action to resolve the issue in year.

#### **Ensuring compliance with relevant laws and regulations, internal policies and procedures, and that expenditure is lawful (11)**

The Authority has an appointed Monitoring Officer (the Chief Executive) and access to independent legal advice is provided by the Solicitor to the Authority. The Authority operates a Corporate Governance Committee to oversee issues facing the statutory duties of both the Authority and the Force. The Chief Executive (Monitoring Officer), the Solicitor to the Authority, and the Treasurer are advisers to this Committee.

The Authority's Handbook and Financial Regulations clearly define the roles of each of the statutory officers and the Director of Finance. A record of statutory obligations was included in the Handbook to commence from September 2009. The Authority has access to independent legal advice where required. Reports to the Authority are reviewed in draft collectively by the Chief Constable, Chief Executive, Treasurer and Director of Finance.

The Treasurer has formal statutory responsibility for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining a system of internal control. These duties are discharged in accordance with the Authority's Financial Regulations.

Environmental scanning and opportunities is a standing agenda item for the ODM. The head of CDD is currently undertaking a review of environmental scanning and opportunities and investigating the links with risk management.

#### **Systems for receiving and investigating complaints from the public and handling citizen and other redress (12)**

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 IPCC, or visits to police stations. Complaints are categorised according to new national recording standards introduced in December 2008

The Force has adopted and implemented the new national Police Conduct and Performance Regulations in December 2008 with clearly defined procedures for handling complaints and allegations of misconduct from the public. There are updated guidelines available to supervisors and managers accessible via the PSD website (Force Policy 593/2006 currently under review).

The Force has produced guidance in relation to complaints and in particular the use of the local resolution procedure to provide a quick response to concerns from the public. 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. This data is vigorously scrutinised by the PSC.

A number of complaints are now dealt with via an 'informal investigation' process. This has been agreed with the IPCC and is designed to deal with complaints suitable for Local Resolution (LR), but for which the complainant does not agree for the LR process to be used. This should free up more time and will help to prepare the ground for the eventual delegation of the majority of complaint investigations to Divisions or Departments, in line with the ethos of the Taylor report.

Information to be added on dissatisfaction/policing pledge.

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### **Determining the conditions of employment and remuneration of officers and staff (13)**

The Authority is required to report Chief Officer salaries, appointments, disciplinary issues and conditions of service to the Chief Officers' Appointments and Remuneration Committee (COARC). This will be reported in March 2010. The Chief Executive has reviewed the level of resources and structure within the Authority to allow full integration and adoption of the new governance structure.

Two new ACC posts were successfully recruited during this year by the Authority.

Police officer and police staff pay continues to be negotiated nationally. We are in the third year of three year pay deals for both officers and staff.

The Equal Pay Audit was completed in 2009-10. No significant equal pay risks were identified and the recommendations from the audit are currently being implemented. The wider review of the current pay structure for police staff has not yet been commissioned from Hay as we are still negotiating the cost of the contract.

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 have changed. Panels are held monthly with additional panels convened if required, and the evaluators are trained Hay evaluators.

The CIP 2010-11 had identified the need for a succession planning for members and executive officers of the Authority. This will be considered by COARC.

### **Identifying the development needs of members and senior officers in relation to their strategic roles, supported by appropriate training (14)**

Members have a full induction programme designed specifically to allow new Members to gain an overall understanding of Sussex Police, the Authority and the unique role the Member has to play in holding the Force to account. New Members are also assigned an experienced Member as their mentor for three months to act as an adviser and guide them through the initial stage of Membership and beyond. The Chief Executive has annual appraisal meetings with all members of the Authority, to identify development issues (on both sides). The Chairman of the Authority participates in the annual performance review process for Chief Officers, including the Chief Constable.

Deleted: (LY)

Authority Members receive training appropriate to their responsibilities and experience, the details of which are recorded in the Authority's Training and Development Programme. The Authority delivers training to members at every opportunity including Members' Seminars. In 2009/10, training for committees has been introduced successfully. The members training plan is available on the Authority website.

As part of the Police Authority Inspection Process, the Authority formed the CIG which has successfully completed a self-assessment process and has produced a Continuous Improvement Plan which will be presented to the Authority at its meeting in February 2010.

The PDR process is the cornerstone of identifying development needs of senior officers and continues to be used effectively to achieve this. The Chief Officer team all have performance objectives, including development objectives set by the Chief Constable which are reviewed regularly. In addition most Chief Officers are supported by the NPIA NSCAS career development scheme that provides executive coaching, training programmes, action learning sets etc. tailored to individual needs. Senior officers also sustain and develop their strategic roles through participating in ACPO led conferences and working groups. Chief Officers also devote time to team development and working together on strategic planning.

Work on risk management is ongoing as the strategy and system is under review. Risk management training is included in core Management and Supervisory Training modules as well as an ongoing locally delivered programme of training on managing risks during criminal investigations.

### **Establishing clear channels of communication with all sections of the community and other stakeholders, ensuring accountability and encouraging open consultation (15)**

Investment in corporate communications has seen the start of the development of a more modern corporate communications function that will enable the Force to better engage and connect with the diverse communities we serve in Sussex.

With a team now in place which covers four disciplines – Public Relations and Community Engagement, Media Services, Internal Communications and E-Services - the force can move from a 'one size fits all' approach to its communications to a more focused, tailored approach where we can communicate with different groups in a relevant and timely way. The new structure recognises the shift away from print media as the primary communications channel to the public and takes a multi-disciplined approach to reach key audiences.

Understanding our customers – both internally and externally – is central to what we do. Customer Insight research will be used to fully inform all communications plans. Customer Insight data will be gained through interviews, questionnaires, surveys, focus groups etc. to find out who our customers are, what they really want and what they need. By operating in a two-way communications environment, our customers will help shape the future of our services.

Communications plans at Force and divisional levels, identify different sections of the community and set out the most appropriate means of communicating/engaging with them. 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.

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

The Authority has a communications strategy, which was revised and updated in 2010 following a review of the Authority's (and Force's) corporate communications activity in 2009.

All meetings of the Authority are now public meetings and are webcast where possible. This has been a big step forward to enhance the accessibility of the Authority.

An Authority member has been given the Lead Member responsibility for Community Engagement and Consultation, supported by a designated Community Engagement Officer. They will be working closely with the Authority's Press and PR Officer and the Consultation Unit at Sussex Police to be connected to current existing

consultation across other agencies and be accessible to the community. All work will be delivered and directed by the Neighbourhood Policing Scrutiny Committee (NPSC).

The Authority website was re-launched in 2009 with a cleaner, more approachable look and feel, with sections on all committees and areas where the public can feedback directly. All policy documents and committee papers are also available on the website. RSS Feeds are available to sign up to and Authority news can be followed on Twitter. There are also detailed plans on the introduction of a Chairman's Blog and a Facebook page. Feedback from the public and partners has been very positive

A permanent Police Authority Press and PR Officer was appointed in 2009 and works within the Police Authority office. This has resulted in a higher profile in the local media for the Authority. The CIP for 2010/11 highlights a particular priority to raise public awareness of the work of the Authority, specifically around the scrutiny of protective services.

The Authority publishes, jointly with the Force, an annual communication to every home in Sussex during August, tailored to the interests of geographic communities. All of the Authority's statutory publications have details on how they can be accessed in other languages. The Corporate Communications department works closely with the Diversity Team and the Consultation Co-ordinator to identify hard to reach communities and how best to communicate with them. Examples of work in this area include the published equality scheme communication strategies. Publicity on how to access policing services is widely publicised, including language and disability accessibility details. Third party and anonymous reporting are methods that are promoted to hard to reach communities who, perhaps, do not have trust and confidence in the police to report incidents directly.

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

- Local Strategic Partnerships (LSPs)
- Crime & Disorder Reduction Partnerships (CDRPs).
- Local Criminal Justice Board (LCJB)
- Local Resilience Forum (LRF)
- Drugs & Alcohol Action Teams (DAATs).
- Health Service.
- Probation Service
- Local Authorities
- Fire and Rescue Services
- Crown Prosecution Service

Improving partnership working is a key priority for the Corporate Communications department and we will be working more closely with our internal and external partners to ensure that we work together to engage with the public wherever possible and ensure that resources are used effectively.

Evaluation of any activity that occurs is critical and is factored into each and every communications plan to ensure we understand the return on investment from our communications and are continually improving customer satisfaction and public confidence. Complaints, informal or otherwise and expressions of gratitude are used to inform the development of products and service improvements. The performance management regime ensures issues raised from internal and external groups are fed into the key Force level decision-making Boards. By gathering the views of the workforce, service users and communities, we can ensure what we do meet the needs of the people we serve and those who work for the Force.

**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 Authority's overall governance arrangements (16)**

The Partnership Protocol and Guidance provide a strong foundation and structure for the proper management of all financial partnerships that Sussex Police enters into. These documents have also been adopted by the Authority as effective practice. Both are readily accessible to all staff via the Neighbourhood Policing intranet site, and include guidance on Service Level Agreements.

The existence of a Local Councils Support Policy also seeks to provide a firm basis for relationships and interactions between Sussex Police 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.

Engaging with our communities is another important aspect of our partnership work, and here we are working on producing a Police Support Volunteer Policy to encourage more people to come and volunteer their time to support Sussex Police.

Sussex Police also operates a Community Safety Accreditation Scheme, whereby the Chief Constable can 'accredit' employers and employees, who are not employed by the police, in discharging functions aimed at community safety and which tackle crime, disorder, public nuisance and anti-social behaviour. Much partnership working happens at district and divisional level, for example via CDRPs, LSPs and Joint Action Groups. All are guided by clear terms of reference, but with a certain amount of local flexibility. Guidance on Joint Action Groups has been produced and a review of how they were operating was carried out at the end of 2006.

At a more local level, neighbourhood officers work in partnership with community groups to tackle local problems. Local Action Teams (LATs) are small groups of local community champions, who can identify crime, disorder and anti-social behaviour problems in their neighbourhood. In support of LAT activity, a LAT intranet site has been set up, which includes a database of all active LATs across the county and the type of issues they are tackling.

Work continues through the management of Police Information (MoPI) project to develop a single guidance document, together with the necessary processes to manage the Information Sharing Agreements (ISA) with our partner agencies in Sussex. We are required to complete this MoPI compliance work by December 2010 and are on target to achieve this. In the last year the Sussex Criminal Justice Board has produced an overarching Information Sharing Protocol which all relevant agencies have signed up to. All other ISA's are being collated by CDD and will be reviewed to ensure they are up to date and reflect the principles of this overarching protocol.

The Authority hosted a conference in November 2009 titled "Maintaining public confidence in a challenging financial environment: a shared challenge for the public sector in Sussex".

The conference included Leaders and Chief Executives from each local authority in Sussex, the Fire and Rescue Services from East and West Sussex, and other key partners. The aims for the conference were to start the process of enhanced partnership working to reduce costs and improve frontline services. Feedback was very positive and dialogue has advanced with many partners across Sussex as a result. The Authority has since appointed a lead member for Partnership Working to oversee and work in this vitally important area. Furthermore, the Authority and the Force have recently signed a Section 23 Agreement with regional Authority and Force partners. This milestone will pave the way for further collaborative opportunities in the future.

A new Lead Member has been appointed for Partnership Working. Arrangements will be made to develop a programme of work in respect of developing the portfolio for this lead member role. A key element will be developing a strategy for working with partner agencies across Sussex, building on the work which is already ongoing in this regard.

#### **4 . REVIEW OF EFFECTIVENESS**

The Authority has responsibility for conducting, at least annually, a review of the effectiveness of the governance framework, including:

- the system of internal audit
- the system of internal control

These reviews have been informed by the work of the CDD, internal auditors, and also managers within the Authority, who have the responsibility for the development and maintenance of the governance environment. In

addition, comments made by the external auditors and other review agencies and inspectorates have informed this review.

The CDD 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 HMIC, the Audit Commission and NPIA, with external findings reported to the Authority. This external inspection activity is also co-ordinated by CDD.

The Corporate Governance Committee oversees the development of the AGS. It ensures there is continuous improvement in the process and endorses the resulting action plan annually. At a tactical level the Performance Improvement Branch of CDD monitors opportunities for continuous development in the process.

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

A process is established to ensure the Authority's Chairman and Chief Executive, and the Chief Constable, approve and sign-off the joint Annual Governance Statement, in accordance with the CIPFA / SOLACE guidance.

## 5 . SIGNIFICANT GOVERNANCE ISSUES

No significant governance issues were identified through carrying out the 2009 -2010 Annual Governance Statement processes. Issues currently being developed to further enhance our governance are identified below.

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## 6. ISSUES CURRENTLY BEING PROGRESSED

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

### Section 1

The Authority's new governance structure has been in place since September 2009 and the benefits of the new scrutiny committees, aligned to the three strategic pillars are being realised and will continue to do so as the new structure embeds itself further.

Deleted: (DS)

The Authority will be re-energising its approach to community engagement with an identified lead member with supporting local officer. The NPSC will continue to monitor the delivery of the Authority's ambitions and outcomes in this area of business.

Deleted: (DS)

### Section 3

During the planning process for the 2010-11 Local Policing Plan the Authority have been directly involved in the target setting and planning process from the start, this has ensured that the plan reflects the Authority priorities throughout and is a joint document.

Deleted: (NH)

Division and Department plans will be constructed with the minimum bureaucracy and directly linked to the Local Policing Plan by reflecting actions against the 3 pillars and 9 elements of Sussex Police.

Deleted: (NH)

### Section 4

The CIG will be incorporating the lessons learned from the forthcoming inspection into revisions to the CIP in 2010/11 to ensure the Authority continues on its journey of continuous improvement.

Deleted: (DS)

A new inspection regime has been introduced by the Force. This intensive qualitative process is linked to the robust Performance Assessment Meeting programme and has guided an upturn in performance over the last 6 months. By January 2010 two divisions have been subjected to the inspection process which will now go on to assess the other divisions and departments.

Deleted: (NH)

A new process for scrutinising and commissioning projects has been introduced. All new projects are assessed and approved via the Strategic programme office by the DCC chaired Performance and Development Board. Current projects have been assessed and are now scrutinised by the programme office, in due course all the capital projects will be re-assessed against current priorities to consider their continuance and hierarchy against the new financial situation.

Deleted: (NH)

## Section 5

In 2009/10 we plan to continue to produce new and enhanced reports, presentations, toolkits and briefings both for our internal and external audiences to allow stakeholders to understand the key performance issues around quality of service and then deliver improved outcomes.

Deleted: (DS & PP)

We are investing in new specialist software that will increase the capability and capacity of our team in terms of conducting professional telephone interviews and on-line surveys.

Deleted: (DS & PP)¶

We will continue to build effective regional practitioners networks in relation to user satisfaction, public confidence and internal staff surveys.

Deleted: (DS & PP)

The Authority and the Force will continue to liaise closely on community engagement and consultation. The NPSC will set priorities for consultation in advance to allow for a joint approach to targeting priority communities and high risk areas (such as communities impacted by Counter-Terrorism policing).

Deleted: (DS & PP)

The Force's Serving Sussex Working Group (SSWG), with champions across all the disciplines and geographical areas of Sussex Police, will continue to embed the Citizen Focus Hallmarks, Policing Pledge and the Equality Standard throughout the organisation. The Authority is represented on this group by an Executive Officer.

Deleted: (DS & PP)

## Section 7

The Authority's CIP stipulates that each Lead Member will have bespoke Terms of Reference drawn up for their Lead Member responsibilities. It is considered that this would aid focus and ensure that high risk areas of business are prioritised.

Deleted: (DS)

## Section 8

A set of Standards for police staff is anticipated to be agreed during 2010.

Deleted: (CP)

There has been some internal debate as to whether a Chief Officer led communication of standards, across the Force, is required and at present that is not considered necessary.

Deleted: (CP)

The Authority and the Force will be seeking to raise the profile of its CCTV monitoring scheme to positively impact public confidence in Sussex that the police are effectively and independently scrutinised.

Deleted: (DS)

## Section 9

Finance induction and training awareness has been highlighted as an area to be developed following work undertaken by external consultants.

Deleted: (MB)

More formal review of the Financial Regulations to be undertaken to ensure that they are up to date and relevant.

Deleted: (MB)

## Section 11

More general awareness across the Force on policy and practice.

Deleted: (MB)

### Section 12

It is hoped that during 2010 an increasing number of complaints will be dealt with, in their entirety, by Divisions or Departments, as is currently the case with Misconduct investigations.

Deleted: (CP)¶

### Section 13

Succession planning for the Authority's Executive Officers is highlighted as a priority for the Authority in the CIP 2010/11.

Deleted: (DS)

We have reviewed our approach to managing on call payments for officers internally and will be moving to a more effective and equitable system of payment for on call duties worked rather than blanket payment by role. Rates for on call allowances are currently being negotiated nationally. We will move to the new system of paying this from April 2010.

Deleted: (MF)

The timetable for the pay structure review will be determined once the contract with Hay has been satisfactorily negotiated.

Deleted: (MF)

The Hay job evaluation system was suspended (apart for new roles) in September to in order to conduct a review of it's use, particularly as we have been experiencing requests for high numbers of evaluations of existing roles and funding has not always been available for upgrades. There is also a risk of unnecessary grade, and therefore pay, drift. The report and recommendations will be available in February and improvements implemented by April 2010.

Deleted: (MF)

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**

***Chairman of the Authority***

***Chief Constable of Sussex Police***

***Chief Executive of the Authority***

*On behalf of the members and senior officers of the Authority and Sussex Police .....*