



# **Sussex Police Authority**

## **Continuous Improvement Plan 2010/11**

(5 March 2010)



## Sussex Police Authority

### Continuous Improvement Plan 2010

#### 1. Introduction

Members of Sussex Police Authority support and scrutinise the work of Sussex Police, working alongside the Chief Constable to provide an effective policing service for the people of Sussex and to raise public confidence in policing.

Sussex Police Authority consists of 17 members of the Sussex community. Nine are councillors, elected to East and West Sussex County Councils and Brighton and Hove City Council, and are appointed to the Police Authority to reflect the political balance of those Councils.

The remaining eight posts are filled by independent members appointed by the Authority's councillor members following public advertisements, short-listing and interview. At least one of these independent members must be a magistrate; currently Sussex Police Authority has three magistrates.

The Police Authority is supported by a Chief Executive and Solicitor based at County Hall, Lewes and a Treasurer based at County Hall, Chichester, as well as a small team of officers who work closely with Sussex Police and partners in order to achieve the vision and goals of the Authority.

#### 2. Vision and Values

*To champion continuous improvement in the delivery of policing in Sussex, ensuring that the public of Sussex receive an effective and efficient police service that has been shaped by the needs and expectations of the diverse communities of the County.*

#### Values

- Use our independence – as appointed representatives of our communities – to ensure that Sussex Police delivers an efficient and effective police service
- Work in partnership with Sussex Police, public and private bodies and the community to improve what we do and the way in which we do it
- Make the best use of our resources and seek continuous improvement in their use
- Be open, honest and reliable; accountable to the public and be objective in decisions in a way that preserves and increases public confidence
- Value difference whilst striving to understand and to learn from each other
- Value our staff and members ensuring they receive appropriate training and development, recognising their support needs and achievements

### **3. What the Sussex Police Authority does**

**The Sussex Police Authority's statutory duties can be summarised under four themes:**

#### **3.1 Setting Strategic Direction**

- Ensure that there is an efficient and effective local police force
- Hold the Chief Constable to account for the policing service delivered to local communities
- Setting local policing priorities and challenging targets to improve police performance after consultation with local communities and the Chief Constable
- Agreeing the police budget and deciding how much council tax local people should pay towards local policing
- Publishing an annual plan which sets out the local policing priorities, informing people what they can expect from their police service in the year ahead, and explaining the strategic directions set for the force over the coming three years
- Appointing, and if necessary dismissing, the chief police officers and jointly with HMIC supporting their ongoing professional development
- Approving policies that affect the strategic direction of Sussex Police
- Participating on national bodies to share good practice and contribute to emerging national policies
- Setting the Local Policing Plan
- Recruiting and retaining the most suitable people for the roles of Chief Constable, Deputy Chief Constable and Assistant Chief Constable
- Ensuring we manage risks facing the organisation
- Participating in national policing debates
- Having a Continuous Improvement Plan to seek to improve the manner in which the Authority carries out its functions and serves Sussex

#### **3.2 Scrutinising Performance**

- Make sure that Sussex Police continually improves its service and delivers the highest standards of policing
- Monitoring the process and outcomes of complaints made against police officers and other staff
- Sitting on formal Force strategy and delivery boards to ensure the appropriate message being given is correct and to learn of any issue percolating up the organisation
- Testing issues first hand – either by inspecting documents (eg dip sampling complaint files) or watching how matters are handled (eg by attending public order incidents like football crowd control or going out with officers on the beat)
- Meeting officers and staff formally and informally to discuss issues
- Through the framework of three principal scrutiny committees following the strategic pillars of Neighbourhood Policing, Resources and Protective Services, as set out in the Local Policing Plan, in which we monitor and scrutinise information about how the Force is operating and the risks to performance contained in those areas
- In addition we take on responsibility for the effective operation of the Authority and the force in the areas of Corporate Governance, Professional Standards, Chief Officer Appointments and Remuneration and Standards Committees
- Monitoring levels of public confidence (including answering and responding appropriately to 999 calls, non emergency calls, ensuring that Sussex Police keeps vulnerable people safe and addresses the criminal and anti-social behaviour that seriously affects public confidence).
- Maintaining high ethical standards in both Sussex Police and Sussex Police Authority

### **3.3 Engaging with Communities**

- Consult local people and those who come into contact with Sussex Police to ensure their views are reflected in the nature and style of policing
- Talking with and listening to local people to find out what they want from their police force
- Providing information to local people on whether the priorities and targets have been met and where possible how
- Consulting and engaging with our communities on various issues, including whether the policing service they receive is appropriate
- Meeting unions, staff networks and staff associations to discuss issues

### **3.4 Value for Money**

- Work in partnership with others, including the Chief Constable and local authorities to reduce crime and disorder and fear of crime
- Ensuring that the police force works with others to deliver specialist services where this is in the interests of efficiency and/or effectiveness
- Engaging in constructive partnerships and collaboration with Sussex Police and other police forces in the South East region, local authorities, fire and rescue services, local criminal justice agencies and other key organisations to secure delivery of the best police service for the area
- Participating in local bodies such as District Crime and Disorder Reduction Partnerships

## **4. Priority Actions for 2010**

This Continuous Improvement Plan is strategic in nature. We will formally usually review this Plan each February in line with the setting of the Local Policing Plan and the budget for policing Sussex. The Plan will be adapted throughout the year to ensure that it is current and reflective of changing priorities. This process will be managed by the Continuous Improvement Group (CIG) which is chaired by the Chairman of the Authority.

A list of things we would like to do even better in the next year is included in the Action Plan at Appendix A to this Plan.

SETTING STRATEGIC DIRECTION		
Actions	Lead Member & Lead Officer	Review Date
<p>1.1</p> <p><b>Partnership Working:</b> Sussex Police Authority to lead in the continued efforts to enhance partnership work through the Sussex Improvement Partnerships to further joint consultation and surveying of the public of Sussex</p> <p>(Link to self assessment ref: .....)</p>	<p>Chief Executive Lead Member for Community Engagement</p>	<p>June 2010</p>
<p>1.2</p> <p><b>HR Planning:</b> Sussex Police Authority to review and develop its own HR plan. To include succession planning for Sussex Police ACPO officers and Sussex Police Authority members and officers.</p> <ul style="list-style-type: none"> <li>• To review training and induction processes for new members and officers</li> <li>• Design a succession plan for SPA Executive Officers</li> </ul> <p>(Link to self assessment ref .....)</p>	<p>Chief Executive Chairman of the Authority</p>	<p>April 2010</p>
<p>1.3</p> <p><b>Risk Management:</b> to further embed and improve Sussex Police Authority oversight of risk management</p> <ul style="list-style-type: none"> <li>• Each scrutiny committee to routinely review the nature of risks at each meeting</li> <li>• CGC to review risk management by the Authority annually (November 2010)</li> </ul> <p>(Link to self assessment ref....)</p>	<p>Chief Executive Lead Member for Risk</p>	<p>November 2010</p>

<p>1.4</p> <p><b>Business Continuity:</b> Sussex Police Authority to define its own Business Continuity Plan and to enhance its scrutiny of the Sussex Police Business Continuity Plan.</p> <ul style="list-style-type: none"> <li>• SPA to develop its own BCP (April 2010)</li> <li>• Continuous Improvement Group to review BCP (February 2011)</li> </ul> <p>(Link to self assessment ref ....)</p>	<p>Chief Executive</p>	<p>July 2010</p>
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Scrutinising Performance		
Actions	Lead Member & Lead Officer	Review Date
<p>2.1</p> <p><b>ACPO Protective Services minimum standards:</b> Sussex Police Authority to ensure the performance of Sussex Police against the ACPO protective services minimum standards.</p> <ul style="list-style-type: none"> <li>• Reports to PSSC</li> <li>• Lead Member briefed on high risks and continued monitoring as required</li> </ul> <p>(Link to self assessment ref ....)</p>	<p>Chief Executive Chairman of the PSSC</p>	<p>June 2010</p>
<p>2.2</p> <p><b>CCTV Monitoring:</b> Sussex Police Authority to successfully manage the new independent CCTV monitoring scheme.</p> <ul style="list-style-type: none"> <li>• Successfully appointing CCTV monitoring volunteers by 1 April 2010.</li> <li>• Complete 6 month review of scheme and recruit additional volunteers to reflect the communities of Sussex</li> <li>• Press and PR coverage of CCTV monitoring scheme maintained</li> </ul>	<p>Chief Executive Lead Member for CCTV</p>	<p>April 2010 and October 2010</p>

<p>(Link to self assessment ref ...) 2.3</p> <p><b>Complaint monitoring:</b> to ensure that Sussex Police Authority monitors complaints against Sussex Police and, where appropriate, intervenes where it appears the response is unsatisfactory.</p> <ul style="list-style-type: none"> <li>• PSC to review internal complaints handling – Autumn 2020</li> <li>• To agree a formal policy for the handling of complaints against ACPO officer</li> <li>• Press and PR strategy to be developed to enhance public awareness of SPA role in police accountability relating to professional standards</li> <li>• PSC to review handling of the inspection of the complaints register to ensure maximum benefits from this process</li> </ul> <p>(Link to self assessment ref ...)</p>	<p>Chief Executive Lead Member for Professional Standards</p>	<p>October 2010 June 2010</p>
<p>2.4</p> <p><b>Role description for Lead Members:</b> Terms of Reference and role description for Lead Members. Sussex Police Authority to define expectations and parameters for its Lead Members.</p> <ul style="list-style-type: none"> <li>• Role description for all Lead Members to be created</li> <li>• Review of allocation of Lead Member roles to be undertaken by Chief Executive and Chairman</li> <li>• Training plan to be linked to each Lead Member role – linked to action ...</li> </ul> <p>(Link to self assessment ref...)</p>	<p>Chief Executive In consultation with each Lead Member</p>	<p>June 2010</p>
<p>2.5</p> <p><b>Training:</b> to carry out regular training needs analysis for members on an individual basis and develop a plan for the delivery of efficient and appropriate training.</p> <ul style="list-style-type: none"> <li>• Implement training as required making best use of skills that exist within the Authority and Sussex Police and to design and deliver bespoke training according to need</li> <li>• Review induction process for new members and new Lead Members</li> <li>• Improve PDR processes by April 2010</li> </ul> <p>(Link to self assessment ref ....)</p>	<p>Chief Executive</p>	<p>September 2010</p>

<b>Engaging with Communities</b>		
<b>Actions</b>	<b>Lead Member &amp; Lead Officer</b>	<b>Review Date</b>
<p>3.1</p> <p><b>Policing Pledge:</b> Sussex Police Authority to play a pro-active role in raising the profile of the policing pledge in Sussex, and to scrutinise Sussex Police performance against the policing pledge.</p> <p>(Link to self assessment ref ....)</p>	Chief Executive Chair of NPSC	June 2010
<p>3.2</p> <p><b>Citizen Focus:</b> Sussex Police Authority to ensure that the voices of all communities are heard and act as an influence on the Local Policing Plan. The Authority is to have particular regard to the communities impacted by the `Prevent` agenda.</p>	Chief Executive Lead Member for Consultation	July 2010
<p>3.3</p> <p><b>Raise public awareness of Protective Services:</b> to raise the public profile of protective services work in Sussex with particular reference to the role of Sussex Police Authority in its oversight of performance, thereby reassuring the public and increasing public confidence.</p> <ul style="list-style-type: none"> <li>• Press and PR strategy for PSSC</li> <li>• Strengthen links with Sussex Police Corporate Communications Department</li> <li>• Press coverage to continue to highlight the oversight and scrutiny of the PSSC.</li> </ul>	Chief Executive Vice-Chairman of the PSSC	November 2010
<p>3.4</p> <p><b>Develop the Authority's Communication Strategy</b></p>	Chief Executive Chairman	June 2010

<b>ENSURING BEST USE OF RESOURCES</b>		
<b>Actions</b>	<b>Lead Member &amp; Lead Officer</b>	<b>Review Date</b>
<p>4.1</p> <p><b>Review of Sussex Police Authority Resources:</b> Sussex Police Authority to review its resources, including staffing and accommodation requirements in light of changes in legislation, staff changes and as a result of lessons learnt from the Inspection of the Authority in Spring 2010.</p> <p>(Link to self assessment ref ....)</p>	<p>Chief Executive Chairman of the Authority</p>	<p>June 2010</p>
<p>4.2</p> <p><b>Collaboration:</b> Sussex Police Authority to demonstrate leadership by engaging with partners to further pursue collaboration opportunities.</p> <ul style="list-style-type: none"> <li>• Collaboration Conference November 2010</li> <li>• Appoint Lead Member for Collaboration</li> <li>• Meet with key partners to ensure progress is achieved under prioritised areas</li> </ul> <p>(Link to self assessment ref...)</p>	<p>Chief Executive Chairman Lead Member for Partnership Working</p>	<p>November 2010</p>
<p>4.3</p> <p><b>Sussex Police Authority budget:</b> to undertake a review of the Authority budget to ensure that the budget helps deliver the resources, accommodation and vision for the Authority.</p>	<p>Chief Executive</p>	<p>June 2010</p>