

Sussex Police Authority Self-Assessment

1. SETTING STRATEGIC DIRECTION AND PRIORITIES

How does the Police Authority ensure that both it and the force have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?

Judgement	Evidence	Impact	Further Developments
1.1	The Police Authority sets clear and ambitious priorities for policing in its area.		
<p>(1.1.1 Influence Priority Settings, leadership, visibility)</p> <p>The Police Authority has a clear vision for policing Sussex that is threaded throughout the appointment process of ACPO officers. Working with the Chief Constable the SPA developed the vision for Serving Sussex.</p> <p>The Police Authority has worked hand-in-hand with the Chief Constable to embed Serving Sussex in the culture of Sussex Police and the SPA.</p> <p>The Police Authority has been visible in its leadership through difficult times. Through the departure of a Chief Constable through to the high profile resistance to forced mergers across the South East, Sussex Police Authority has demonstrated leadership consistently over recent years, to the benefit of the Force.</p>	<p>Recruitment Brochure for the current Chief Constable & other Chief Officers, job description, appointment process, PDR records. Plus Chief Executive's PDR records.</p> <p>Robust administrative structure in place within the Authority.</p> <p>Chief Executive's summary of the history of Sussex Police Authority.</p>	<p>Leadership and influence of the Police Authority is demonstrable, visible and recognised by Police Authority staff and the force. There is good evidence of police authority leadership and influence in the priority setting process and outcomes.</p>	<p>More evidence required to show Authority fingerprints on this.</p> <p>The Authority needs to prepare a Vision that links to Serving Sussex and focuses on the commitment to neighbourhood policing etc.</p> <p>Sussex Police Authority Vision to be developed linked to Force Vision.</p> <p>Introduction of members logs 'on line' will provide further evidence.</p>

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<p>(1.1.2 Sets stretching and realistic targets)</p> <p>The LPP targets for 2009/10 were set by the Authority in February 2009. This was after considerable discussion with the authority and Chief Officers, including representation by 4 members and officers of the authority on the LPP Planning Board.</p> <p>Current performance within 2009/10 is off target in a number of areas, suggesting that the targets were stretching. The Authority has focused scrutiny of performance against these targets through its public scrutiny committees, which are webcast to allow greatest possible accessibility.</p>	<p>Strategic documents: LPP and other vision documents (e.g. Neighbourhood Policing Vision), Authority Business Plan and link with public consultation (particularly call handling and visible policing).</p> <p>The Authority has revised its governance structure and lead member responsibilities to align them with the three pillars of Serving Sussex, thereby allowing far closer scrutiny and oversight of the business with clear line of sight with the business structure of the force.</p> <p>Reports on Governance Structure to the Police Authority in April and July 2009.</p> <p>Webcast of the three scrutiny committees.</p>	<p>The Police Authority sets stretching and realistic targets linked to force objectives, with good monitoring arrangements. There is good evidence that the police authority understands and undertakes assessment of progress.</p>	<p>The LPP for 2010/11 must have clearer emphasis of the authority's involvement in the drafting and the ownership of the Plan. The authority needs to be leading on the authoring of the LPP?</p> <p>The Authority's fingerprints must be all over the setting of targets for 2010/11.</p> <p style="color: red;">Add evidence of ongoing and continued scrutiny with progress now being made by the force in this respect.</p>
<p>(1.1.3 Joint approach to setting strategic direction)</p> <p>The Authority has stressed throughout the public policies e.g.</p>		<p>The Police Authority works closely with the force in setting the strategic direction, a</p>	

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<p>LPP, Neighbourhood Policing Plan etc, the importance it places on the delivery of visible and relevant policing in neighbourhoods. The Authority has committed considerable investment in Neighbourhood Policing, PCSOs and Call Handling to enhance the ability of the force to deliver the style of policing that is wanted by the communities of Sussex.</p> <p>The Authority has set clear priorities for successive Chief Constables following clear public feedback relating to call handling performance, accessibility and the visibility and performance of neighbourhood policing. The Authority has been a strong supporter of the PCSO initiative and Sussex was the first force outside London to introduce this now invaluable local policing resource.</p> <p>The Authority sets clear parameters for the Chief Constable during the Challenge 2010 programme (which the authority were very closely involved in throughout the process) which protected certain principles; the number of front line officers must</p>		<p>joint approach. There is evidence of challenges by the Police Authority that affects outcomes.</p>	

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<p>not be reduced (including PCSOs) The GAP in Protective Services should be closed and the public should not experience a reduction in police station opening times or call handling performance.</p> <p>Historically – old style PCCG meetings listened to the community and public and developed improved services.</p>	<p>(scan CESG minutes to demonstrate the historical position in this respect).</p>		
TOTAL for 1.1	<p>Self Assessment Summary</p> <p>The Authority needs to raise its game / capture more evidence in relation to the preparation of the LPP and creating a vision for the authority and the Force that includes the serving Sussex principles.</p>		
1.2	<p>The Police Authority plans effectively for longer term strategic challenges at local, regional and national levels.</p>		

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<p>1.2.1 (Use of threat & risk assessments)</p> <p>The Authority has its own risk register and access to the Force risk register system.</p>	<p>Schedule of current risks.</p>	<p>The impact of risk on current business practices is being embedded into the Authority's scrutiny committees.</p>	<p>The Authority needs to review its own risk management to ensure it is embedded in all of its business, reflecting local, regional and national issues and improve ease of accessibility to individual members.</p>
<p>1.2.2 (Long term strategic challenges preparation)</p> <p>The Authority demonstrates influence on strategic policing matters affecting both the national direction of policing and government policy proposals that will impact on Sussex Police particularly. Evidence for this element is particularly rich as this Authority has been consistently active in its influence on issues such as the merging of Police Forces as proposed following the "Closing the Gap" report in 2005, the negotiations relating to the policing of airports, the development of neighbourhood policing in Sussex, rebuttal of elements of the Policing Green Paper (2008), the enhancements</p>	<p>Reports to SPA regarding the implementation of Neighbourhood Policing in Sussex, including the introduction of PCSOs.</p> <p>APA Minutes.</p> <p>HMIC Report on Protective Services.</p> <p>Reports to July/Oct 2009 meeting of the Authority.</p> <p>Minutes/papers to Sussex Police Authority.</p>	<p>The Authority can articulate how longer term strategic challenges have been identified and action taken to address identified risks and gaps. There is some evidence of challenge if the force does not 'future proof' planning.</p>	

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<p>to communications contact management and the efforts to enhance protective services within Sussex. The Authority was particularly influential in the debate around mergers of police forces in England and Wales and, in particular, plans for the merger of Sussex and Surrey Police.</p> <p>This stance was reflective of strong public opinion. The authority showed robust leadership in all of these examples.</p> <p>Setting Strategic Financial Direction; as evidenced above re the Challenge 2010 programme; plus the authority has set clear objectives for precept rise for future years based on the current economic forecast.</p> <p>The Authority was a strong advocate of the re-organisation of Sussex Police to allow for policing areas to be co-terminous with our District/Borough Local Authorities. This was achieved following the Force Operational Review (FOR) in 2003/04.</p> <p>The Authority has been influential</p>	<p>Briefing note relating to the chain of events around airport policing.</p> <p>Joint Response to "Closing the Gap" 2005.</p> <p>Chief Executive's summary of events around mergers (Policing Journal Article).</p> <p>Report to Sussex Police Authority in 2003/04?</p> <p>Report to Sussex Police</p>	<p>Improved partnering with District /Borough local authorities and more effective utilisation of CDRPs.</p>	

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<p>in the creation of an East Sussex Division that is coterminous with the County Council, and has been influential in the review of geographical policing within West Sussex.</p> <p>A member of the Authority is the National Lead for the Association of Police Authorities on Borders Policing.</p> <p style="color: red;">Add a note re the Authority's position in the debate about enlarging authority numbers and makeup.</p>	<p>Authority.</p> <p>Minutes of APA papers.</p>		
<p>1.2.3 (Emergency, contingency and business continuity planning)</p> <p>The Authority rents office accommodation from ESCC. It therefore falls within ESCC plans for business continuity.</p>	<p>ESCC Plan.</p>	<p>Key Police Authority decisions on capacity and capability are informed by strategic assessments that include comprehensive threat and risk assessment. Emergency, contingency and business continuity plans are in place that covers force and police authority activity.</p>	<p>The Authority needs to review its business continuity plans and needs to enhance its scrutiny of Force plans.</p>

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<p>1.2.4 (reviews of business planning)</p> <p>The Authority's SMT regularly reviews work priorities for the team, ensuring priorities remain the focus.</p>	<p>Monthly management meeting agenda.</p>	<p>There is some evidence that the Police Authority undertakes regular reviews of business planning and that activity has been reprioritised as a result.</p>	<p>A thorough review of resources (incl. accommodation) is required for the Chief Executive's Team.</p>
<p>1.2.5 (National, regional and local priorities have been well balanced)</p> <p>The Authority led the review of Sussex Police practices following the publication of the Bichard Review following the events leading to double murder in Soham in 2004. This has led to a thorough overhaul of practice and policy within Sussex Police to seek to improve shared communications between other Forces and organisations.</p>	<p>Terms of Reference for Bichard Review Team.</p> <p>The Authority has funded uplift in Protective services which has seen positive improvements in Sussex.</p>	<p>National, regional and local priorities have been well balanced taking account of the wide range of relevant consideration. The priorities are all factored in to policing and business plans effectively.</p> <p>IMPACT programme LMGB.</p>	<p>Stronger evidence required.</p>
<p>TOTAL for 1.2</p>	<p>Self Assessment Summary</p> <p>Strong evidence of the Authority's influence nationally and locally. The evidence needs to be prepared carefully and current examples identified.</p>		

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	The Authority needs to tighten up its own risk management processes and needs to review its own resources more routinely.		
1.3	The Police Authority ensures the force is well led		
<p>1.3.1 (Vision is translated into appointments)</p> <p>The Authority has clear evidence of strong leadership in the appointment and occasional dismissal of Chief Officers within Sussex Police.</p> <p>The Authority has had a very effective series of recruitment campaigns over recent years. The Authority has a Chief Officer Appointment and Remuneration Committee (COARC) that includes senior members of the Authority. Each member of COARC is fully trained and has shaped and renewed the Chief Officer team within Sussex Police over the last 5 years, during which time there has been a complete change of personnel.</p>	<p>Evidence from the departure of Chief Constable Whitehouse and discipline of other ACPO officers.</p> <p>Evidence of discussion in relation to the ACPO FTE and appointment of new Directors.</p> <p>Audit Commission Use of Resources organisational assessment for People Management (4 to 3).</p> <p>The Authority has an increasing involvement in the annual PDR process.</p>	<p>There is strong evidence that the Police Authority's vision for the strategic direction of the force and cultural values to match the policing area influence senior officer appointments. The Police Authority has incorporated this into a robust appointment process.</p>	

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<p>The Chief Executive is a qualified Senior Assessment Centre Selector on PNAC.</p> <p>Members and senior officers of the Authority are part of the selection process for the Director of Finance, the Director of Human Resources and the Head of Information Systems.</p> <p>The Chief Executive was involved in the shortlisting of candidates for WSCC's new Director of Finance post. The successful candidate has subsequently been appointed by the Authority as the new Treasurer. The authority encouraged the appointment of a Director of HR to continue the improvements in Human Resources within the Force. The Chief Executive and Chairman are consulted on the promotion prospects for individual senior officers and their contributions taken into account by Chief Officers.</p>	<p>Dan Steadman</p>	<p>The Chief Executive's experience brings considerable benefits to the selection of senior police leaders and the work of COARC.</p> <p>The Authority is influential in lay appointments in key appointments within Sussex Police.</p>	<p>Evidence of this activity is required</p>

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<p>1.3.2 (clear evidence good relationship with ACPO)</p> <p>Chairman and Chief Executive's regular meetings with Chief Constable.</p> <p>The Authority's Chairman is consulted by the HMIC in the process of completing the Chief Constables PDR.</p> <p>Members' and Officers' attendance at FPM and meetings with Divisional and District Commanders and heads of department and DAMs helps to cultivate the leadership culture within Sussex Police.</p> <p>There is a strong and positive working relationship with ACPO (or equivalent)</p>	<p>Interviews with Sussex Police Chief Officers.</p>	<p>The working relationship between the Police Authority and the Chief Officer team is demonstrably effective, with clear evidence of positive outcomes arising from a balance of support and challenge.</p>	<p style="color: red;">Prepare evidence</p>
<p>1.3.3 (PA has an effective HR strategy)</p> <p>Whist the Authority does not have</p>		<p>The Police Authority does not have an</p>	<p>The Authority develops</p>

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its own HR strategy, its influence on senior appointments beyond the Chief Officer Team, as demonstrated above.		effective HR strategy in place with consistent evidence of influence on force HR strategy. Succession planning and talent management go beyond the Association of Chief Police Officers (ACPO) team.	its own HR strategy to include its vision for the senior leadership of Sussex Police.
<p>1.3.4 (PA members influence force HR policies)</p> <p>The Authority's lead member for HR is very influential and involved with HR policy development. In 2005, the lead member for HR (Mrs Swain) led a review of all policies with Sussex Police for their impact on Equalities (se 1.4.1) This was exceptional as a result of the skills and knowledge possessed by Mrs Swain that the Force needed at that time</p> <p>During 2008/9 the lead member for HR had significant involvement in and support for the HR improvement programme development.</p> <p>The lead member for HR is influential and involved with HR policy development, particularly through his membership of the HR board which approves all HR policies.</p>	<p>Further governance of key employment matters, reviewing issues arising from grievances, discipline and employment tribunals, take place within the Corporate Governance Committee.</p>	<p>Police Authority members are conversant with how HR policies and practices support good people management. The Authority influences force HR policies and practices.</p>	<p>The role of the Police Authority in relation to HR policies is already under review with a view to clarifying schemes of delegation.</p>

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The Police Authority takes a keen interest in employment matters; most recently considering the introduction of a Flexible Retirement Policy and the implementation of sickness absence policies.			
<p>1.3.5 (PA ensures workforce reflects local communities)</p> <p>The LPP plan has targets to address BME and gender recruitment targets to ensure a more representative workforce, employee turnover etc.</p>	LPP Plan 2009-10 and 2010-11.	The Police Authority works with the force to ensure that the workforce broadly reflects their communities and meets obligations under equality legislation.	<p>LPP 2010/11 includes meaningful targets that relate to the recruitment of BME and female officers and police staff.</p> <p>Given the healthy gender mix across the force there is a new proposed target for the progression of females within the force to senior positions.</p> <p>Add need to set target for BME confidence and satisfaction target (OR gather evidence about) compared with white population</p>

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1.3.6 (PA has knowledge of community profiling and deals with gaps)		The Police Authority has a sound knowledge of community profiling and levels of female, Black and Minority Ethnic (BME), vulnerable and hard to reach group representation within the force. Evidence of the Authority driving activity to address identified gaps.	Greater emphasis on these matters needs to be evident in all the work of the authority, particularly the work of NPSC.
TOTAL for 1.3	Self Assessment Summary The Authority needs to have clearer evidence of its leadership development beyond the appointment of Chief Officers.		
1.4	The Police Authority tackles inequality and improves outcomes		
1.4.1 (Equality of service access) The Authority's former Lead Member for Diversity was a key and instrumental advocate for the cultural changes within Sussex Police in relation to Equality. She was the Lead in reviewing the force's equality scheme in 2006 which led to fundamental changes in the way that equality issues were considered within each and every policy within Sussex Police. Chairman of the police authority	Statement and/or digital video clip interview with the Force Diversity Manager and the DCC. Single Equality Scheme. Press release and media coverage.	The Police Authority has a sound strategy to deliver equality of service access. Its approach is underpinned by analysis.	Need to identify the extent to which Members have received diversity training – plug the gap.

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<p>was a keynote speaker at the NPJA conference on Stop and Account in October 2009, which is reflective of the authority's close involvement in the scrutiny of these police powers.</p> <p>The Authority has led the review of Domestic Abuse support provision across Sussex. This has led to closer partner understanding across the County of the services available and how they can interrelate with each other, and has identified clear funding pressures for future years and identified Sussex Police Authority and Sussex Police commitment in the medium term.</p> <p>The Authority led the review of Sussex Police practices following the publication of the Bichard Review following the events leading to double murder in Soham in 2004.</p>		<p>This has led to a thorough overhaul of practice and policy within Sussex Police to seek to improve shared communications between other forces and organisations.</p>	
<p>1.4.2 (PA promotes diversity and community engagement)</p> <p>Diversity Champions for each scrutiny committee.</p>		<p>The Police Authority has worked hard to promote diversity and community engagement. Structures and processes are</p>	<p>More development of this evidence is required.</p>

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<p>Equality Standard pilot supported by the Authority.</p> <p>Community engagement surrounding Prevent.</p>		<p>in place and measurable improvements are being delivered.</p>	
<p>1.4.3 (Engagement with BME)</p>	<p>Membership of SIAG and Confidence and Equality Boards.</p>	<p>The majority of Police Authority members are actively involved in engagement with BME, vulnerable and hard to reach groups and demonstrate a good understanding of the community profile.</p>	
<p>1.4.4 (inequalities are taken into account with strategic plans)</p>		<p>The Police Authority influences the force to ensure that inequalities and people in circumstances that make them vulnerable are taken into account appropriately in strategic plans. Strategic plans have been prepared with due consideration to local needs.</p>	
<p>1.4.5 (PA membership reflects communities)</p> <p>The Police Authority proactively recruits Members of BME to reflect the community of Sussex. The Authority has a good mix of gender and age balance.</p>	<p>Current member backgrounds.</p>	<p>The Police Authority works hard to ensure membership is reflective of the community with successes identified.</p>	
<p>1.4.6 (ICV)</p>			

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<p>The Authority has a very effective Independent Custody Visiting Scheme that challenges force and PFI performance in the handling of detainees. Visit reports are effectively analysed, and reported via the Professional Standards Committee. The authority has appointed an ICV Manager, who has recently carried out a review of the ICV Scheme.</p>	<p>Reports to PSC.</p>	<p>The Police Authority manages effectively the Independent Custody Visiting scheme that has delivered improvement across the force area. Periods of extraordinary demand have been identified and subjected to appropriate action.</p>	
<p>TOTAL for 1.4</p>	<p>Self Assessment Summary Strong, but more evidence of members individual involvement required.</p>		
<p>1.5</p>	<p style="text-align: center;">The Police Authority directs resources and is properly skilled to discharge its governance responsibilities</p>		
<p>1.5.1 (Governance structures)</p> <p>The Authority has a robust governance structure whereby the business of the authority has direct line-of-sight with the LPP.</p> <p>The resources of the Authority (Members and Officers) are</p>	<p>Governance Structure Map.</p> <p>Environmental Review – value/resources.</p> <p>Current Members</p> <p>Chart linking skills with Lead Member roles.</p>	<p>Governance structures are in place and positive outcomes are evidenced. Links between governance and outcomes have been identified.</p>	<p>Governance Structure Map to be developed showing linkages with Force Command Structure.</p>

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<p>deployed in accordance with the relevant skills and capacity of the resources available against the risks facing the authority. For example, Lead Member roles are, where possible, appointed with regard to the skills and background of the members concerned. The Lead Member roles are then linked to the relevant committee to ensure enhanced understanding of the context of debate and scrutiny. This has led to improved challenge and monitoring of performance across the thematic business areas of the Force.</p> <p>The Authority monitors and expects high attendance by Members. This is reported to the Authority annually and poor attendance is addressed by the Chairman and Chief Executive. The Authority has a thorough induction process that is bespoke to the individual members' requirements.</p>	<p>Scrutiny committees webcast.</p> <p>Meeting report on attendance. Evidence of Emma Daniels induction programme (new members) and Roma Walkers induction plan (new Lead Member).</p> <p>Members Chart.</p> <p>Minutes of Joint Committee.</p> <p>The Authority is represented on a number of high profile Program Boards, including regional collaboration, IMPACT and the three principle programme boards within Sussex Police; Keeping People Safe, Best Use of Resources and Neighbourhood Policing.</p>		
1.5.2 (PA members are skilled and trained)			

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<p>complement the skills, geographical, BME and demographic profile of the broader membership.</p> <p>The Lead member roles within the Authority are well established and an evolving picture. Members form strong working relationships within their particular department, whilst striving to maintain an objective and independent perspective. Importantly, the Authority has linked the Lead Member responsibilities with membership of the relevant scrutiny committees to strengthen the oversight role.</p> <p>The Lead Member for HR has played a key role in the development, creation and oversight of the Student Officer Course (SOC). The Authority has provided magistrate members to play a part in the training for student officers, and this has been really well received. The Authority presents to each COHORT on the role of the Authority. The Case studies will include an example from each of the strategic strands</p>	<p>The Lead Member for Communications Department, for example, has made significant contributions towards initiatives, training and policy making within the department and beyond.</p> <p>Magistrate member input and influence has resulted in court simulations being set up as part of the Student Officer Course.</p>		<p>be developed.</p> <p>Prepare evidence</p>

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<p>of policing.</p> <p>Magistrate members attend all student, special constable and transferee attestations.</p> <p>Annual individual meetings of Members with the Chief Executive, including feedback from Members on the work of the secretariat.</p>			
<p>1.5.3 (PA PDR process)</p> <p>The Authority completes annual appraisals of all staff, identifying training needs and areas of strength.</p> <p>The Authority holds twice yearly "away days" for staff to develop the team and to plan for future known commitments or legislative changes. These are hosted by an independent consultant and have proved to be a valuable and essential part of the work of the small secretariat.</p> <p>Officers within the Authority are given opportunities for secondments that benefit</p>	<p>The Assistant Chief Executive was sponsored by the Authority to undertake a 2 year part-time MSc in Criminal Justice with the University of Leicester. The Chief Executive has also completed a Post Graduate Diploma in Counter Terrorism from Edinburgh University. This level of further education in specific areas has been of considerable benefit in the work of the Authority.</p> <p>The Assistant Chief Executive was seconded to the Joining Forces Programme, which</p>	<p>The Police Authority has a PDR process in place for all members and staff and PDRs are up to date. This identifies Development needs and objective setting. Performance monitoring processes are effective.</p>	<p>Staff training plans to be updated.</p> <p>Feedback sought from Chris Watts on the progress made.</p>

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<p>themselves and the Authority. Officers within the Authority are encouraged to broaden their qualifications and experience. The Authority has supported a policy officer to join the APA as their lead for Diversity, which has resulted in a permanent appointment.</p>	<p>included officers from Surrey Police and Sussex Police, to lead on the governance of the new police force that would have resulted from a merger of the two organisations. This was valuable experience.</p> <p>Sample Appraisal document.</p>		
<p>1.5.4 (Executive office resources)</p> <p>The Authority's Chief Executive, Treasurer and Solicitor are appropriately qualified and supported to perform their statutory duties. The Authority's Chief Executive is a permanent and full-time appointment to reflect the importance and status of the role. The Treasurer and Solicitor of the Authority are provided under Service Level Agreements by West Sussex County Council (WSCC) and East Sussex County Council (ESCC), respectively.</p> <p>The Authority reviewed the</p>		<p>The SPA website is an efficient means of</p>	<p>The Authority, as part of the self-assessment, examines the job descriptions and resources available (people and physical resources such as meeting rooms) to ensure that they meet the expectations and demands that currently exist or are anticipated. This could include a comparison of Sussex Police Authority establishment with other Authorities and a comparison of relative cost.</p>

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resources needed in the Secretariat in 2004. The current establishment was set at that time. The Authority has managed to meet the increased demands and expectations upon it within existing resources. The Authority have recently reviewed its impact in raising the profile of the SPA, and as a result, seconded in from Sussex Police a full-time Press and PR officer. This has greatly increased local coverage of the work of the Authority, and has significantly contributed to the production of the new SPA website.		communicating with the public and members. It is an excellent resource library, which also includes webcasts of meetings. The website is also an excellent example of how the Authority makes best use of its resources as a content management system has been designed to allow all staff to update the site, negating the need to employ a web develop/content manager.	
1.6	The Police Authority ensures high professional and ethical standards are set for itself and the force		
1.6.1 (strategies in place which outline cultural values)		The Police Authority has strategies in place that outline the cultural values and expectations of itself and the force. Monitoring, intervention and recovery mechanisms are in place and found to be effective.	Further work required – needed strongly to the development of the vision.

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How does the Police Authority ensure that both it and the force have the leadership, capacity and capability needed to deliver good quality service outcomes on behalf of the public?

Judgement	Evidence	Impact	Further Developments
<p>1.6.2 (Investigating complaints against ACPO)</p> <p>Complaints against ACPO; the Authority has an excellent and well established process for the investigation of complaints against Chief Officers.</p>	<p>Numbers of complaints over time. Lessons Learnt. PSC Reports.</p>	<p>The Police Authority recognises the importance of investigating complaints involving ACPO members. Knowledge levels are consistent. There are processes in place to identify and investigate issues, with evidence of opportunities to capture and disseminate learning.</p>	<p>Case study to be developed to show how the Authority have developed this process and identified areas for development, and the subsequent reduction in complaints against ACPO officers.</p>
<p>1.6.3 (Compliance with codes of conduct)</p> <p>The Authority has a well-established code of conduct that members (and officers?) sign up to annually.</p>	<p>Register</p>	<p>The Police Authority recognises the importance of compliance with the codes of conduct. There are sound processes in place to identify and investigate non-compliance issues. Knowledge levels of members are consistent. There are opportunities evidenced to capture and disseminate learning.</p>	
<p>1.6.4 (Monitor and address complaints against the force)</p> <p>The Professional Standards Committee (PSC) thematically considers complaints against risk assessed issues. For example, the</p>	<p>Case Study around Binsted Complaint review. Report to PSC October 09</p>	<p>The Police Authority has good mechanisms in place to monitor and address complaints against the force. A clear rationale is employed in order to identify those</p>	

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<p>October 2009 meeting of PSC spent half a day inspecting random complaints relating to the police involvement with repeat victims of anti-social behaviour. This was in response to the concerns raised following the double tragedy following systematic failures of the authorities in Leicester to deal with ASB. Members also undertake detailed reviews of long-standing complaints.</p> <p>The Authority is a member of the Sussex Police Organisational Development Meeting (ODM) where lessons learnt from complaints, grievances and exit interviews are collated and lessons learnt influence policy and command and control within the Force.</p> <p>The Authority is extending its reach with the Chair of the Neighbourhood Policing Scrutiny Committee leading the SE PA oversight of progress to meet the expectation in respect of Serious and Organised Crime.</p> <p>Operation Adio – the Authority was proactive in challenging the Force</p>	<p>Minutes to ODM. Interview with the DCC (chair of ODM).</p> <p>SPA membership of SSRP sought to ensure partners remain focussed on this area of business.</p> <p>Report to Authority/PSSC.</p>	<p>complaints for further scrutiny. Response to legislative changes and/or IPCC recommendations evidenced. Analysis takes place to identify trends, with clear links to organisational learning; training and discipline are consistent.</p> <p>DAM attendance KPSB Gold Group 'live' briefings as incidents unfold.</p>	

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tactics in advance of public order policing deployment for the protest against a local arms manufacturer. This was immediately after the G20 demonstrations in London and the subsequent critical media coverage of the policing of the event.			
TOTAL for 1.6	Self Assessment More needs to be done to expand section 1.6. Overall evidence is weak, which is not reflected in overall scoring using this mechanism.		
TOTAL FOR THEME No. 1	Overall Self Assessment Summary for Theme 1. A reasonable score that is a good start.		

2. Scrutinising Performance Outcome

How effective is the police authority in scrutinising and ensuring that the force delivers the priority services that matter to local people?

Judgement	Evidence	Impact	Further Developments
2.1	<p>The Authority has the capacity to make effective senior officer appointments and that it holds the chief constable to account for delivery of objectives, priorities and quality outcomes.</p>		
<p>2.1.1</p> <p>Sussex Police Authority Members and officers fully understand their role in performance oversight, and the effective scrutiny of performance across Sussex Police. This is best demonstrated through the well established and respected Lead Member roles that are aligned to key elements of the business of the Force.</p> <p>The Authority has introduced a governance structure that allows clear line of sight from the Lead Member responsibilities and the thematic business of the Committee. The Scrutiny Committees receive risk based reports on under performance.</p> <p>Lead members work on quality assurance – for example Lead Member for IS and Comms on the Programme Board for major IS projects within Sussex Police.</p>	<p>List of Lead Member roles and the terms of reference for Lead Members.</p> <p>Membership chart showing the links between Lead Member roles and the Scrutiny Committees. Video files showing Scrutiny Committees in action.</p> <p>IMPACT board Papers.</p> <p>Minutes of CDRPs. Structure Chart showing Member</p>	<p>This evidence demonstrates a good understanding by members of their role in performance management and good examples of the use of this expertise in challenging the force.</p>	<p>Bespoke Job Descriptions be drawn up for Lead Members to enable them to be absolutely clear the expectations upon them. The Lead Member for Rural Affairs in the most recently created role and would be good example to start with.</p> <p>Survey members for their own personal understanding and confidence around the performance management/scrutiny of Sussex Police, to identify any training or development needs.</p> <p>Need a series of strong examples of how the Force has held the Force to account in relation to under performance. For</p>

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How effective is the police authority in scrutinising and ensuring that the force delivers the priority services that matter to local people?

Judgement	Evidence	Impact	Further Developments
<p>The induction process for Members has improved over the last 2 years. Members now receive a more tailored induction training, reflecting their previous experience in working with the police and in performance scrutiny more generally. Post induction assessment is undertaken by the Chairman and chief Executive with the Member has been introduced to better identify further training needs for Members.</p> <p>Members also receive briefing seminars on key areas of policing before the full meetings of the Authority.</p> <p>When Members are appointed to Lead Member responsibilities, they are then inducted into their specific portfolio areas. They are supported by officers for individual member activity – see 2.2.1</p> <p>The Members handbook is used as a useful reference guide for Members to use as they undertake their performance scrutiny role.</p>	<p>Induction pack. Programme of visits and briefings for Emma Daniel.</p> <p>Induction profile for Roma Walker/ Alan Price.</p> <p>Seminar timetable.</p> <p>Revised Members handbook.</p>	<p>Training is delivered to assist Members in their performance scrutiny role.</p>	<p>Health check with new members on their experiences of the induction process.</p> <p>The Authority needs to evidence the post-induction process.</p> <p>Terms of Reference for Lead Members needs to be developed.</p>
<p>2.1.3 The Authority has clearly defined responsibilities for Lead Members and the senior roles in the</p>	<p>Members' handbook.</p>	<p>Roles are clearly defined for members, understood by all and documented.</p>	<p>The Terms of Reference / Job Descriptions for each Lead Member needs to be</p>

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How effective is the police authority in scrutinising and ensuring that the force delivers the priority services that matter to local people?

Judgement	Evidence	Impact	Further Developments
Authority (Chairman, Vice-Chairman and the Chairman of Committees).			drawn up.
2.1	The Authority has demonstrated under 1.3 that it has very strong and effective processes to make impactful senior officer appointments. The evidence shows the Authority undertakes its responsibilities to scrutinise performance to ensure an efficient and effective police service for the people of Sussex.		
2.2	The Authority has a rigorous approach to performance scrutiny, analysing data to monitor performance and tackling under performance		
2.2.1 The Authority has a well qualified executive support resource including the Chief Executive, Treasurer and the Solicitor to the Authority. The Authority receives regular reports to each of its scrutiny committees on Force performance against the Local Policing Plan. Members are then briefed before the meetings on the salient points and high risk concerns relating to performance which is then publicly explored with Chief Officers at the meetings.	The structure of the Authority, including Job Descriptions and experience of the officers.	The Authority has good levels of expertise and the standard of independent advice to members is of a high standard. However there are capacity issues which require consideration.	Develop evidence. The Chief Executive to

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<p>The small department that supports Members have accumulative experiences amounting to 55 years of working with Sussex Police Authority. Consequently, officers are experienced of dealing with strategic issues affecting the Force over a number of years and numerous chief officers. However, there are issues surrounding the capacity of officers to deliver at the highest standard all of the time due to the limited resources available within the small Chief Executives office. Resources do not have the capacity to cope with prolonged staff absence or the exploration of new initiatives and working practices without relying on continued staff goodwill and working additional hours without overtime.</p>			<p>complete a review of resources v demand and to report to the Authority in February 2010.</p>
<p>2.2.2 Members receive papers for meetings a full 7 days in advance. The Chairman and Vice chairman of meetings are involved not only in the agenda setting for scrutiny committees, but in a private briefing following preparation of the papers, and in advance of the</p>	<p>Agenda setting briefing paper.</p>	<p>There are good examples of members being challenging in relation to delivery and outcomes. For example, members speak to officers and staff, members of the community and see for themselves through unannounced visits to enquiry counters at stations.</p>	<p>The Authority needs to explore the possibility of undertaking mystery shopper type visits e.g. Calling 0845 60 70 999, visiting Police Stations and in making complaints to the police, thereby</p>

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How effective is the police authority in scrutinising and ensuring that the force delivers the priority services that matter to local people?

Judgement	Evidence	Impact	Further Developments
<p>Committee meeting. This proves to be a very useful process that ensures that the issues that are concerning members receive the attention that they deserve and it ensures that Members feel very well informed at the meeting and therefore able to get under the skin of the reports and to appropriately and effectively challenge.</p> <p>Members, primarily through their Lead Member responsibilities, seek to triangulate evidence through discussions with lead officers and support staff. The linkages of Lead member responsibilities and the membership of the appropriate scrutiny committee has strengthened this triangulation process and has enhanced Members confidence to challenge and scrutinise performance in technical policing areas.</p>	<p>Reports from each of the Scrutiny Committees evidencing the relationship between Lead Member roles, the scrutiny of performance and the positive effect on outcomes (e.g. target setting process). Evidence from Lead member roles challenging performance and positively influencing outcomes. For example, the Lead member for IS.</p>		<p>assisting in the development of performance against the Policing Pledge and reflecting concerns from the public relating to the accessibility of the Police.</p> <p>Prepare the evidence from the Scrutiny Committees.</p>
<p>2.2.3 Members are comfortable in exploring raw performance data and seeking further explanations of context, comparable performance with MSG and</p>	<p>Case study relating to the PSSC exploration of performance in relation to Domestic Abuse. (Reports to PSSC October and</p>	<p>This example provides strong evidence that Members use available information well and form judgements on performance. Members have effectively probed the quality of information and commissioned further</p>	<p>Case study to be prepared.</p>

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<p>exploration of the unintended consequences of performance measures that seem to not directly positively influence performance.</p>	<p>November 2009 and the resulting targets for LPP 2010-13).</p>	<p>research to improve outcomes for victims.</p>	
<p>2.2.4 Members focus on the key risks and performance failings through the committee structure. Each committee receives a report on performance against the LPP, including supporting reports on particular areas for concern e.g. burglary dwelling performance. The forward planning for committees retains inherent flexibility to allow for risk based and current reports on specific performance areas.</p> <p>The Authority has been closely involved over a number of years in the assessment of data quality in Sussex Police, ensuring that the performance statistics are based on reliable and robust data. The Authority has supported the recording of crime, detections and complaints in accordance with Home Office guidelines, even though early alignment to these principles may create negative spikes in performance statistics. Data quality has been a stock</p>	<p>Agenda forward plan for each Scrutiny Committee.</p> <p>PPSG papers 2008-2009.</p>	<p>Members challenge appropriately on issues that matter and are current cause for concern. This scrutiny of performance compliments performance management efforts undertaken by Sussex Police. Performance improvements are examined by the Police Authority for ethical issues.</p>	<p>The Authority needs to consider where Data Quality now sits within the Scrutiny Committee Structure and how best to enhance its oversight in this regard.</p>

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<p>agenda item for a number of years on the Planning and Performance Steering Group (PPSG).</p> <p>The Lead Member for IS is heavily involved in the oversight of data quality principles and has presented his philosophy and ideas to IS programme boards in 2009.</p> <p>Members attendance at DAMS triangulates the evidence that the Force is robustly addressing performance management priorities.</p>	<p>Lead Member for IS Presentation and minutes from the Board meeting.</p> <p>DAM minutes.</p>		
<p>2.2.5</p> <p>The Authority is very influential in the development of targets defined within the LPP. The Authority is represented on the LPP Planning Board by the Chairman of the Authority, the chairmen of each of the three scrutiny committees and the Assistant Chief Executive. The LPP is planned with due consideration to the views of the public as defined through the Authority's engagement activity. Targets are arrived at following detailed discussion and consideration through each of the scrutiny committees and the involvement of the relevant lead</p>	<p>LPP Planning Board minutes. LPP 2010-13.</p> <p>Reports to Scrutiny committees October and November 2009 on LPP target setting process.</p>	<p>There is excellent, repeated and tangible evidence of members' involvement contributing to target achievements and delivery of Police Authority priorities. The Police Authority has a mature response to unforeseen issues arising during the planning year. (Grade 4 narrative).</p>	

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<p>members. The Assistant Chief Executive is a co-author of the LPP, working closely with colleague in Sussex Police.</p> <p>The Police Authority is closely involved in the achievement of targets through the scrutiny of performance through the Authority's governance structure and the Lead Member roles.</p>			
2.2	<p>The above evidence demonstrates that the Authority has a rigorous approach to performance scrutiny, enabled by strong governance arrangements where Scrutiny Committees are aligned with performance management arrangements established within Sussex Police and aligned with the Local Policing Plan. This is a strong platform to further enhance the Authority's oversight and scrutiny role.</p>		
2.3	<p>The Authority sets challenging targets for performance and the policing pledge, fulfils its own role in delivering single confidence targets, and drives the progress of its force towards achieving targets</p>		
<p>2.3.1 Members understand the promises within the Serving Sussex Pledge and are scrutinising Force performance through the NPSC and through the Lead Member roles (both geographic and discipline specific).</p>	<p>Report to the Nov 09 NPSC.</p> <p>Hyperlink to www.sussexta.gov.uk</p>	<p>The SPA members and officers understand the aims of the Pledge</p>	<p>The Authority needs to empower Members to become advocates for the Pledge, including linking the JD of Lead Members to specific promises within the Pledge.</p>

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			<p>The Authority needs to play its part in the raising of the profile of the Pledge within Sussex e.g. Chairman to write to all Parish and Town Councils.</p> <p>The Authority needs to review the prominence of the Pledge on the SPA website.</p> <p>The Authority develops a "Corporate corner" within the offices of the Chief Executive where the Sussex Policing Pledge is visible.</p> <p>The Authority is to have a Seminar on the Policing Pledge at its Feb 2010 meeting, including training on how members are able to scrutinise performance against the Pledge.</p>
<p>2.3.2 The Authority has funded uplift within the Citizen Focus Branch of Sussex Police CDD, to enable the</p>	<p>Report to Feb 09 meeting of the SPA re the uplift in Citizen Focus Branch.</p>	<p>Members have a good understanding of what drives public confidence, how the Police Authority can play their part in achieving the</p>	

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Judgement	Evidence	Impact	Further Developments
<p>recruitment of telephone researchers to undertake local confidence surveys. The results of these surveys have been debated in full at the NPSC, including discussions around the drivers for public confidence and how enhanced understanding of the influencing factors can help in the design of effective and appropriate performance management targets.</p> <p>The Authority has also improved dramatically its own public consultation and engagement events which have led to a triangulation of evidence from surveys and feedback from other public sector partners on the drivers for public confidence and the priorities for community safety and policing in Sussex.</p>	<p>Report to Nov 09 meeting of NPSC relating to the Local Confidence Surveys.</p> <p>Report to NPSC Nov 09 on Public Engagement</p>	<p>target and there is good evidence of the Police Authority influencing the force accordingly.</p>	
<p>2.3</p> <p>-----</p> <p>2.4</p>	<p>The Authority has a rigorous approach to performance scrutiny, enabled by strong governance arrangements that are aligned with performance management arrangements established within Sussex Police.</p> <p>-----</p> <p>The Police Authority sets clear priorities and ensures the delivery of effective protective services</p>		

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Judgement	Evidence	Impact	Further Developments
<p>2.4.1</p> <p>Appointment of lead members to cover every aspect and risk area of protective services, e.g. lead member for protecting vulnerable people, CT, Serious and Organised Crime, Major Crime, Roads Policing, Operations.</p> <p>The Authority invested in protective services £6.7m uplift to "Close the gap".</p> <p>The Authority has detailed oversight of preparation and operational delivery of all high profile public order and CT events in Sussex. These have included Op Otter, Op Adio, Op Peel, Op Lion's Keep and G20.</p> <p>The Authority is closely involved in the policing of Gatwick Airport. The Chief Executive is the Chairman of the Gatwick Airport Consultative Committee; Members involved in Op Griffin; Authority involved in the negotiations for recovering the</p>	<p>Lead Member list. PSSC membership.</p> <p>Reports to Authority Feb 09. HMIC report on Protective Services in Sussex.</p> <p>PSSC OP Peel and Op Otter report to November 09 meetings.</p>	<p>It is considered that the Authority has multi-level involvement in the oversight of protective services. There is good evidence of the Authority being actively engaged in setting clear and effective priorities for protective services and subsequent scrutiny through the Protective Services Scrutiny Committee and Lead Member roles.</p>	

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<p>policing costs from Gatwick Airport Limited (GAL). Sea ports?</p> <p>RPD, Op Torquay, Op Devonshire</p> <p>ANPR, BWV, CCTV(V)</p> <p>Custody facilities, ICV</p> <p>The Authority has approved a CCTV Monitoring Scheme which will be operational in January 2010. This is a unique initiative in England and Wales and is seen as best practice, generating interest from other forces and authorities and from around Europe.</p>	<p>Report to PSC Nov 09.</p>		
<p>2.4.2</p> <p>The Authority has invested in Develop Vetting for both the Lead Member for Counter Terrorism and the Deputy Chief Executive. The Chief Executive and Assistant Chief Executive have both been CT vetted.</p> <p>Both individuals receive regular briefings on major CT incidents within Sussex (Op. Crevice) and have been involved in desktop training programmes (Op. Otter).</p>	<p>DV Clearance certificates for Lead Member and Deputy Chief Executive.</p>	<p>The Authority is able to brief on sensitive operational matters through 2 defined individuals on a need-to-know basis.</p>	<p>The Police Authority needs to review its own Government Protective Marking Scheme. Invite Sussex Police to undertake an audit.</p>

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<p>Lead Member and officer on counter terrorism DVD and receive regular secret briefings.</p> <p>Regional CT governance arrangements in place (evidence: minutes of regional meetings and hand over to TVPA in March 2009).</p>			
<p>2.4.3</p> <p>The Authority sets the budget for Sussex Police, taking due consideration of the risk and demand for policing. The Authority is closely involved, through the Treasurer, Lead member for Resources and each of the Scrutiny Committees, in the identification of savings and the consideration of uplift within the Keeping People Safe elements of the business.</p> <p>Quarterly briefings for the Chairman and Chief Executive from head of SB</p> <p>DEPUTY TREASURER TO ADD ADDITIONAL COMMENTS ON RESERVES AND THE ROBUSTNESS OF ESTIMATES.</p>		<p>The Police Authority is involved in assessing the level of risk and demand. The PA influences and monitors related deployment of resources.</p>	<p>Evidence needs to be developed further to best represent the true state of affairs.</p>

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Judgement	Evidence	Impact	Further Developments
2.4	There is clear evidence that the Authority has been influential in the continued development of Protective Services in Sussex and has excellent governance structures in place, through its Lead Members and Scrutiny Committees, to effectively oversee the delivery of protective services. More could be done to expand on this evidence and to determine the areas for improvement in this key risk area for the Authority.		



Sussex Police Authority Self-Assessment

3. Achieving results through community engagement and partnerships

How well does the police authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?

Judgement	Evidence	Impact	Further Developments
capture the views of local people, including people who are traditionally more difficult to reach.	considered in shaping policing delivery.		
3.1.3 The Authority works very closely with the Citizen Focus Branch within Sussex Police have also invested in SNAP software and training to ensure that the capacity within the Chief Executives Team to perform its own analysis.		The Police Authority has the capacity and capability to analyse the views and concerns of the community and does so effectively.	The Authority's website needs to be developed further (phase 2) to ensure it becomes a valuable additional tool to capture and analyse views and concerns of the community.
3.1	Good evidence of community engagement but further development needed re new website		
3.2	The Authority acts upon community concerns by setting priorities for policing that reflects local needs and will lead to improvements in public confidence		
3.2.1 The Authority has invested in uplift in the Citizen Focus branch to improve the capacity to undertake qualitative surveys of public	Report to SPA Feb 2009. Report to NPSC Nov 2009.	The Police Authority has a robust method for determining the priorities and actions required to deliver what will be effective. The Police Authority works with the force to	The Authority's role on the SIP needs to be enhanced. Assistant Chief Executive to be appointed

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Judgement	Evidence	Impact	Further Developments
<p>confidence measures and the priorities for policing in Sussex. The NPSC oversees this work. The Authority is also a member of the Sussex Improvement Partnership (SIP) where LA and Sussex Police/Authority meet together to design public and coordinate public engagement activity. Members also attend street briefings and neighbourhood panels.</p> <p>This activity then feeds into the LPP.</p>	<p>LPP 2010-13.</p>	<p>assess what is achievable. There is demonstrable positive impact on performance outcomes.</p>	<p>onto partnership.</p>
<p>3.2.2</p> <p>As explained at 3.2.1 above, the Authority and the Force are working together to better understand the drivers for public confidence.</p> <p>The Authority have been influential in the development of Neighbourhood Policing, reducing the abstraction of PCSOs from NPTs and the opening of 3 new police offices in Sussex (Southwater, Seaford, Wadhurst and Broadfield).</p>	<p>Report to the Authority over the last 4 years.</p>	<p>The Police Authority ensures that police action is clearly linked to local priorities, achieving demonstrable improvements in public confidence. Lower priorities have been reduced or stopped. The rationale for these decisions has been explained to local people. The Police Authority has paid particular attention to the needs of local people who are likely to be most vulnerable to or fearful of crime. Priorities are reviewed based on feedback from the public and customer satisfaction.</p>	<p>Evidence needs to be strengthened.</p>

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3. Achieving results through community engagement and partnerships

How well does the police authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?

Judgement	Evidence	Impact	Further Developments
<p>The Authority has been influential, reflecting community concerns, on the development of call handling in Sussex, the increase in visible patrol and the improvements in public engagement in community Speedwatch and Op Crackdown.</p>			
<p>3.2</p>	<p>Good evidence of working with the force to meet public priority. Higher profile required in respect of the Sussex Improving partnership.</p>		
<p>3.3</p>	<p>The Authority provides feedback on how issues raised through consultation and community engagement have been considered.</p>		
<p>3.3.1 The Authority has designed specific elements of the website which feedback on public engagement, surveys and the local confidence surveys undertaken by Sussex Police.</p>	<p>www.sussexpa.gov.uk LPP 2010-13.</p>	<p>The Police Authority has ambitions to develop effective mechanisms for regularly feeding back the results of ongoing community engagement and consultation to local people.</p>	<p>The LPP 2010-13 explicitly shows "you said, we did, you feel" through the LPP Board.</p>

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Judgement	Evidence	Impact	Further Developments
<p>3.3.2 As above.</p> <p>The Authority and the force are working together to better understand how to interact with different communities.</p> <p>The Authority has invested in enhanced PR capacity with our own full-time PR officer located within the offices of the Chief Executive. This has led to enhanced profile in local media, including radio, internet and print.</p> <p>The Authority distributes council tax leaflets to every resident explaining the council tax precept and the influence that the public have had on the direction of policing.</p>	<p>Evidence of media coverage including radio interview clips.</p> <p>Example leaflet and full LPP 2010-13.</p>	<p>The Police Authority is proactive in ensuring that sound and effective consultation determines the information provided to local communities. It reflects their concerns and is provided in a range of formats to suit local communities and needs. The Police Authority publishes the results of the community consultation, clearly articulating how this informed policing priorities. It uses a range of communication channels to do so.</p>	
<p>3.3</p>	<p>Good evidence of public consultation which will be enhanced by further development of the Police Authority website.</p>		

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Judgement	Evidence	Impact	Further Developments
<p>3.4</p>	<p>The Police Authority ensures that local policing services are accessible to all communities including hard to reach and vulnerable groups.</p>		
<p>3.4.1 The Authority has been influential in the opening of police community offices and in the maintenance of police station opening hours.</p> <p>The Authority retains a keen interest in influencing the provision of mental health places of safety (and transport).</p>	<p>Report to Police Authority?</p> <p>The Authority has supported the force in proactively seeking to pilot a scheme in Sussex (Brighton) for the more effective dealing with mental health issues within the criminal justice system. The authority maintains it's interest by supporting the evaluation of victim perception of process.</p>	<p>The Police Authority can demonstrate a commitment to tackling inequality and disadvantage. It has clear ambitions to deliver fair and equitable service outcomes to all communities, narrowing inequality in service provision and confidence levels. All equality and human rights statutory obligations are being met.</p>	<p>More evidence required.</p> <p>The Vision for the Authority needs to encapsulate the commitment to tackling equalities and disadvantage.</p>

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3. Achieving results through community engagement and partnerships

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Judgement	Evidence	Impact	Further Developments
<p>The Authority has been influential in the assessment of Domestic Abuse support mechanisms throughout the County. The Authority has funded the Worth Project in 2009/10 £183,000 (one year only) and has contributed substantially to the review of sustainable funding for these services. This has led to better partnership understanding of the services provided by neighbouring Authorities and has led to a more sustainable footing for these essential services to the most vulnerable people in the communities.</p>	<p>Worth project report Oct 09 meeting to RSC.</p>		
<p>3.4.2 The LPP and Annual Policing report is produced for each of the districts and boroughs across the County and reflects the local flavour of the area. The LPP is available in a number of different languages.</p>	<p>LPP Annual report.</p>	<p>The priorities of different communities in the area are reflected in the LPP but not in the Authority business plan, which is yet to be developed. Force business plans are produced in a range of formats to suit local communities and needs.</p>	<p>The development of the Authority's business plan needs to include reflections of the priorities of different communities.</p>
<p>3.4.3 The Authority supports the Independent Advisory Group. The</p>	<p>Report on Operation Crevice. DVI video involving Faizul Faiz,</p>	<p>The PA ensures that comprehensive account is taken of the impact that policing</p>	<p>Evidence needs to be collated in a sensitive</p>

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Judgement	Evidence	Impact	Further Developments
<p>Authority has been closely involved in the development of community links with the Muslim Community, particularly in Crawley. Close work with local communities and partners following CT arrests relating to Operation Crevice were considered to be a success at minimising the impact of these arrests that attracted high profile national media interest.</p>	<p>Community Leaders from Crawley, Olivia Pinkney etc.</p>	<p>operations may have on specific communities e.g. CONTEST. Wherever possible local community representatives are members of the Gold group and they are consulted to minimise the negative impact of such operations on their communities.</p>	<p>way.</p>
<p>3.4.4 The Authority has inserted a target within the LPP for 2009-10 to enhance the recruitment of officers from BME communities (current target is 6%).</p>		<p>Significant efforts have been made to recruit officers from diverse backgrounds that reflect the local population with suitable skills to work with different individuals and communities.</p>	<p>The Authority needs to review its training requirements for Members and Officers of the Authority on diversity and equality issues which are improving community relations and improve community confidence</p>
<p>3.4</p>	<p>Further development required in respect of the wider membership to ensure understanding of equality and diversity</p>		
<p>The Police Authority secures desired outcomes for local policing and community safety priorities through effective partnerships.</p>			

Sussex Police Authority Self-Assessment

3. Achieving results through community engagement and partnerships

How well does the police authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?

Judgement	Evidence	Impact	Further Developments
<p>3.5.1 The Authority is represented on CDRPs across the County, on LSPs and on Public Service Boards/ Scrutiny Committees of our County Council and City Council Partners. The Authority is also represented on Children’s Trusts across Sussex and on the Sussex Safer Roads Partnership.</p> <p>In 2008, the Authority hosted a large Policing in Sussex conference with key stakeholders and partners from across the County.</p> <p>The Authority hosts an annual conference with the Leaders and Chief Executives of all local authorities within Sussex, and including the Sussex Association of Local Councils. The West Sussex Fire and Rescue Service and the East Sussex Fire and Rescue Service are also key partners and contributors to this event.</p>	<p>Partnership report to NPSC Nov 2009.</p> <p>Report to Dec 2005, 2006, 2007, 2008 and 2009 Authority Meetings on the Annual conference with Leaders and Chief executives across Sussex.</p>	<p>The Police Authority has an effective co-ordinated, strategic approach to partnership working. Members have a good profile on partnership groups, partners understand their role, as distinct from the role of the force and there is evidence that the Police Authority makes a valid contribution.</p>	<p>A SWOT analysis of partnership work across the County to identify strategic gaps that need to be considered. As SPA members are a common factor in all CDRPs there is an opportunity for discussing different practices & format.</p>
<p>3.5.2 The Authority has close associations with partners. The Authority is blessed with senior Cllr members from the constituent</p>	<p>Interviews with Cllr Members? The Authority works closely with partners with active membership of Community Safety Scrutiny</p>	<p>Members have a sound understanding of partnership objectives; how they impact on Police Authority priorities; and they take an effective strategic approach to the delivery</p>	<p>These assumptions need to be tested if the evidence is to be able to stand up to scrutiny.</p>

Sussex Police Authority Self-Assessment

3. Achieving results through community engagement and partnerships

How well does the police authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?

Judgement	Evidence	Impact	Further Developments
councils who are able to reflect in their dealings with the Authority and Sussex Police, the priorities for their parent organisations.	Committees.	of joint outcomes.	
<p>3.5.3 The Authority has allocated Lead Members for each County Council or city Council and CDRP within Sussex. Executive officers of the Authority have each been allocated a constituent council to lead partnership work with. This development was introduced in the early summer of 2009 and is already proving to be a good use of resources in developing the relationships with our key public sector partners in the County.</p> <p>The Authority has been involved in the review of partnership working (in community safety) within East Sussex. The Assistant Chief Executive is the Authority's representative on the Review Steering Group. The Assistant Chief Executive is also a member of the Sussex Improvement Partnership.</p>	<p>Partnership paper.</p> <p>Minutes to Steering Group.</p>	The Police Authority has sound and effective arrangements for allocating resources and developing the skills and capacity needed to fully contribute to partnership working.	
3.5	Good partnership working however this needs to be tested within the wider membership to gauge understanding		

Sussex Police Authority Self-Assessment

3. Achieving results through community engagement and partnerships

How well does the police authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?

Judgement	Evidence	Impact	Further Developments
3.6	The Police Authority properly balances the focus on local issues and improvements in confidence with the wider needs of the public in policing regional and national concerns...		
<p>3.6.1</p> <p>The Authority has a strong track record at successfully understanding, responding and influencing national and local matters affecting policing in Sussex. The Authority has influenced the localism reflected in the LPP for 2009-10 and 2010-11 whilst understanding the national drivers for policing. The Authority has been confident enough to adopt its own style of corporate governance and scrutiny that was designed particularly to reflect the structure of the LPP within Sussex, and as a mechanism to best demonstrate the scrutiny of Sussex Police to the community, thereby enhancing public confidence in the process.</p>	<p>LPP.</p> <p>Webcast of Scrutiny committees.</p> <p>Recorded DVI Interview with Chairman of Scrutiny Committees.</p>	<p>The PA successfully balances competing demands from local, regional and national concerns, both in scrutinising force performance & resource management and in setting policing priorities.</p>	
<p>3.6.2</p> <p>Through the committee structure of the Authority, Members are briefed early on risks, problems and areas for concern relating to</p>	<p>Budget Implications Papers November 2009.</p>	<p>Members have a good understanding of local, regional and national issues. There is effective horizon scanning and external consultation which informs decision making</p>	<p>More evidence required.</p>

Sussex Police Authority Self-Assessment

3. Achieving results through community engagement and partnerships

How well does the police authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?

Judgement	Evidence	Impact	Further Developments
<p>the performance management of Sussex Police.</p> <p>The Authority membership of Silver level boards within Sussex Police further involves members and officers of the Authority in identifying and responding to risks.</p>		<p>and priority setting.</p>	
<p>3.6</p>	<p>Good evidence of revised governance to effectively scrutinise the force. Greater evidence needed in respect of understanding within the wider membership.</p>		

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
<p>4.1</p>	<p>The Authority has, with the force, made a comprehensive assessment of the risk and threats, and ensures that resources are aligned to priorities, risks and threats.</p>		
<p>4.1.1 The Authority is represented on the Best Use Of Resources Board by the Lead Member for Resources, Estates and IS. The BuRB regularly considered risk assessments and has considered the use of resources for mitigating against risk.</p> <p>The Treasurer to the Authority identified early on the risks to the Force caused by anticipated budget deficits. This led directly to the commencement of a series of workstreams to identify savings to meet the funding gap.</p> <p>As part of this process, the three Scrutiny Committees have considered the budget implications for their thematic areas of business at the earliest opportunity to enable oversight and scrutiny of Chief Officer plans to mitigate against the financial</p>	<p>BuRB minutes</p> <p>Report to the SPA July 2009.</p> <p>Budget Implications Papers to RSC, NPSC and PSSC Nov 09.</p>	<p>Key decisions on resource use are informed by a full threat and risk assessment, with relevant cost profiles in use, and reviewed regularly by the Police Authority.</p>	

Sussex Police Authority Self-Assessment

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
<p>risks.</p> <p>The Authority has maintained a low precept whilst maintaining the delivery of service using value for money.</p> <p>Sussex Police is maintaining performance at relatively low cost compares to MSFs and non Met average.</p>	<p>3rd lowest band D council tax of the non Met forces. Formula grant 3.7% less than non Met average. Sussex total funding 4% below the average English non Met funding & Sussex is the 7th lowest funded force.</p> <p>CIPFA Police Estimates 2009 – 10.</p>		
<p>4.1.2</p> <p>Following the Treasurers warning of serious financial deficits, the committees have identified areas of the business that requires further scrutiny and consideration. These have been the Capital Programme, a review of Fleet and Estates and the IS Modernisation programme. Each of these reviews has heavily involved Members through their Lead Member responsibilities.</p> <p>This process has been explained to the public in the LPP.</p>	<p>SPA report July 2009 Minutes BuRB.</p> <p>LPP 09/10 and LPP10/11.</p>	<p>The Police Authority has made key prioritisation decisions re elements of the strategy and has identified high priority/mandatory elements and is proactive in environment scanning to anticipate demand. Where resources have been redirected, the rationale for these decisions is explained to stakeholders and communities.</p>	

Sussex Police Authority Self-Assessment

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
<p>The Authority was closely involved at every stage of delivering the Challenge 2010 Programme.</p> <p>The Lead Member for IS has advised the Force that to accept Home Office limited funding for MDT's would be an unsustainable liability. The Force has agreed and has pulled out of the pilot project.</p> <p>Punching above our weight (ref. PURE)</p> <p>Authority has its own risk register.</p> <p>The Authority fully supports the initiatives of QUEST to reduce bureaucracy: QUEST grew out of Challenge 2010</p>	<p>Challenge Minutes and reports to PPSG and SPA.</p> <p>Email from Prof Bull to ACC Wilkinson.</p> <p>PURE 2007/08 and 2008/09.</p> <p>Sample Risk Register.</p> <p>Reports on QUEST. Add quotes re out of custody facilities and FASU.</p>		<p>Needs to be more easily accessible to members.</p>
<p>4.1.3 Community priorities are visible policing, road enforcement and policing ASB. These have featured heavily in the Authority's LPP.</p> <p>The Authority has funded an uplift in Neighbourhood Policing, including early introduction of PCSOs in Sussex, as a direct result of responding to community</p>	<p>LPP.</p>	<p>The majority of community priorities have been factored into assessment of how resources will be directed.</p>	

Sussex Police Authority Self-Assessment

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
demands for a more visible, accessible and knowledgeable local policing presence.			
<p>4.1.4 As evidenced above, the Authority is proactive and capable of probing and challenging the Force information. The engagement of the Authority on the BuRB and through its three scrutiny committees includes robust analysis of data for all elements of resources, including HR, Finance and IS. The Authority's Lead Member roles have regular 1:1 meetings with Chief Officers and managers in all areas of Resources and this has reflected positively in the UoR assessment from the AC.</p>	PURE 2008/09.	<p>There is a developing information base on how priorities are being resourced.</p> <p>The Police Authority is capable and proactive when probing and challenging the force on the information.</p>	
4.1	Strong evidence of challenge and leadership but tightening required re Risk Register		
4.2	The Authority directs efforts away from non priority areas.		

Sussex Police Authority Self-Assessment

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
<p>4.2.1 The Authority has funded uplift in communications to meet the expectations of the public for calls to be responded promptly and efficiently, particularly during periods of high demand.</p>	<p>SPA report July 2009 and minutes for July 2009 meeting.</p>	<p>Some members of the Police Authority can articulate how supply and demand profiles have been developed and are used. Some Members understand where and when demand peaks. The Police Authority challenges the force if it is not sufficiently responsive.</p>	<p>Further research is needed on the extent to which Sussex Police uses supply and demand profiles, and the Authority will then need to assess how it scrutinises the information currently available.</p>
<p>4.2.2 Workforce modernisation: support for PCSOs, Specials and Cadets, Authority resolution that what matters is what is done, not who does it.</p> <p>PFI and custody: The Authority and the Force led the way nationally in agreements with private sector providers and managers</p> <p>Active lead member on Estates contributes to positive asset management (see minutes July 2009). E.g. Worthing Police</p>	<p>HR Modernisation Programme RSC Nov 2009.</p>	<p>The Police Authority is not merely consulted by the force on use of resources, but is involved in the process of setting the budget. The Police Authority influences principal decisions about relevant aspects of resource use such as shift patterns and flexible working. The Police Authority understands fully the links between performance outcomes and resource use and probes whenever performance dips. The Police Authority has a well developed approach to its workforce responsibilities and members can articulate the strategy for reform.</p>	

Sussex Police Authority Self-Assessment

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
<p>Station correspondence.</p> <p>The Lead Member for Fleet will be participating in the Fleet Review, following the direction from the RSC on the number of vehicles within the Force.</p> <p>Authority had influence in change of shift pattern which was a significant issue for many police officers</p>			
<p>4.2.3</p> <p>(Note: unsure on the evidence on this assessment – Members feedback welcomed) Add in discussion at RSC</p>		<p>There is insufficient evidence to ascertain if Police Authority members are conversant with how vehicle and officer tracking software works and the Police Authority uses the information when undertaking its scrutiny function. There is insufficient evidence of effective challenge of the force by the Police Authority.</p>	<p>Comments from Lead Member for IS and Lead Member for Fleet on their understanding of vehicle and officer tracking software. The Authority then needs to assess how the Force uses this software.</p>
<p>4.2</p>	<p>Authority demonstrates leadership and support in VfM but needs to ascertain understanding of members in key areas.</p>		

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
<p>4.3</p>	<p>The Authority ensures the forces use of resources effects supply and demand profiles.</p>		
<p>4.3.1 The Authority has been heavily involved in the Challenge 2010 programme and the current drive to balance the resources v policy for 2010/11.</p> <p>The Three Scrutiny Committees monitor Force performance against LPP targets, including a focus by the RSC of BuR targets. Additionally, Authority membership of the BuRB enables further detailed discussion and oversight of performance across the resources element of the business.</p> <p>The Authority is represented on the LPP Board by 3 x Chairman of Scrutiny Committees, the Chairman of the Authority and the Assistant Chief Executive. The Authority has been considering the introduction of meaningful, measurable and relevant targets for the BuR element of the LPP. The Authority co-authors the LPP</p>	<p>Reports to SPA on Challenge 2010 and current financial challenges, including budget implications papers to three scrutiny committees Nov 2009.</p> <p>The Resources Scrutiny Committee has a key role in ensuring VFM.</p>	<p>There are stretching targets to ensure that strategic objectives on resource use are achieved. The strategic financial plan has been effectively risk assessed as to where delivery might fall short and there is evidence of remedial action. Good track record on achievement of efficiency targets. The PA levers in external resources such as sponsorship and through income generation.</p>	<p>The Authority needs to enhance its oversight and understanding of the opportunities and risk around sponsorship and television programme partnerships. Paper to the RSC in March 2010.</p>

Sussex Police Authority Self-Assessment

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
<p>with the Force.</p> <p>Efficiency savings (£25,000,000 over five years, historically always met targets, while ensuring minimum impact on front line policing – commendation by Audit Commission).</p> <p>Work force modernisation and reducing bureaucracy: delivering better public service at less cost.</p> <p>The Authority has ensured that all budgets include targets on efficiency savings and are key drivers in this respect with progress monitored through budget monitoring process.</p>			
<p>4.3.2</p> <p>There is excellent evidence of the Authority monitoring LPP performance via RSC, and through the Lead Members within the Resources element of the business (Resources, Estates, Fleet, IS, HR, Training).</p>	<p>RSC Papers Oct and Nov 2009.</p> <p>Lead Member report to PPSG.</p> <p>HR report to RSC Nov 2009 relating to Sickness Monitoring and HR Structure. Video evidence – interview with Director of HR on role of Lead Member for HR.</p>	<p>There are good monitoring arrangements that plot trajectory and evidence that Police Authority understands how to probe delivery of the plan.</p>	

Sussex Police Authority Self-Assessment

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
<p>The PURE Assessment for 2008/09 graded the Use of Resources as a 4 for Sussex Police Authority, with strong performance across the board. This has now been replaced by the Use of Resources assessment which is part of the CAA.</p>	<p>UoR Assessment 2008/09 Overall score level 3.</p>		
<p>4.3.3 The Authority has demonstrated solid understanding in performance plan year 2009/10 of areas of poor performance and has focused scrutiny activity on driving up performance and the design of targets for LPP 2010/11. This is particularly relevant to burglary detection performance, domestic abuse, and sickness monitoring. The links to formal risk assessments however could be improved.</p>	<p>Scrutiny committee reports and reports to the SPA 2009.</p>	<p>Police Authority members demonstrate a reasonable understanding of police productivity, linking it to the threat and risk assessment and achievement of priorities, although this process needs to be more clearly articulated and evidenced.</p>	<p>The Authority needs to develop its own risk management processes and to consider how risk assessments could feature more prominently in the considerations of performance and productivity.</p>
<p>4.3.4 The Authority has worked very closely with the Force in delivering outstanding efficiency savings year on year. This assertion is supported by the Audit Commission in its UoR assessment 2008/09.</p>	<p>Table 6 pg 24 of UoR Assessment 2008/09.</p>	<p>The Police Authority can show how it has steered the force towards efficiency gains and cost savings.</p>	<p>Deliver the Authority's CCTV Monitoring Scheme. The Authority seeks to lead on innovative ways to enhance efficiency savings, including</p>

Sussex Police Authority Self-Assessment

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
			<p>working better with local authority partners.</p> <p>Consider the HMIC VfM profiles and how the Authority could use them in its scrutiny (despite reservations against the robustness of the data used).</p>
<p>4.3</p>	<p>Good evidence of performance scrutiny via newly established committee structure. Further development required re risk management.</p>		
<p>4.4</p>	<p>The Police Authority promotes and supports collaboration/joint working between forces and other local public services partners to improve efficiency, reduce costs, manage risk more effectively and deliver improvements in policing services nationally.</p>		
<p>4.4.1 The Authority and the Force have been instrumental in the South East Region to develop collaboration between police forces. This includes procurement initiatives which enable delivery of savings.</p> <p>The Authority collaborates closely (ESCC and membership of WSCC</p>	<p>Part II paper to RSC and PSSC in November and report to Dec 2010 SPA.</p> <p>Annual Procurement Report to SPA.</p>	<p>The Police Authority has a comprehensive strategy to work across force and agency boundaries. Its approach is underpinned by an analysis of operational and financial opportunities. Police Authority members understand benefit realisation and an appreciation of improved outcomes.</p>	<p>In the development of the Authority's Vision within the Continuous Improvement Plan (to be approved in February 2010), explicit reference needs to be made to the ambition to actively pursue collaborative working across Force</p>

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4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
<p>Pensions Investment Panel) in the provision of accommodation, legal and estates services, treasurer's services and pension management. The risks associated with the exposure of potential losses from Icelandic Banks investments, the PA worked with the Treasurer and Sussex Police to Form a critical incident group which reviewed the investments and confirmed that the investments had been made in accordance with approved policies and procedures and that adequate reserves existed to manage the associated risk, thereby minimises the risk to operational policing.</p> <p>The Authority hosted a conference in Nov 09 for all Leaders and Chief Executives from local authorities</p>	<p>Table 6 pg 24 of UoR Assessment 2008/09.</p> <p>Add agenda for meeting with this year's meeting with council leaders etc.</p>		<p>boundaries and with other public and private sector partners.</p>
<p>4.4.2 The Authority and the Force have worked hard to enable collaboration in the South East to develop collaboration, including the establishment of Section 23 agreements.</p>	<p>Para 21 pg 11 of UoR Assessment 2008/09.</p>	<p>The Police Authority has worked hard with other authorities to ensure that the structures and processes in place to govern collaboration and joint work are fit for purpose and do not impede decisions or VFM.</p>	
<p>4.4.3</p>		<p>Whilst senior Members are clear that 'net</p>	<p>Evidence needs to be</p>

Sussex Police Authority Self-Assessment

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
The Authority has considerable evidence of leading discussion on collaboration and has agreed to formulae to be used to establish donations and savings for each Authority.	Part II papers to RSC and PSSC November 2009.	donor' arguments are counter-productive and display an eagerness to show a return on investment, there remains a risk that if Sussex were to be a net donor on collaboration proposals, that the proposal could be opposed. Most joint working initiatives have been subject to cost benefit analysis and/or operational benefit realisation.	strengthened and the wider membership exposed in more detail to the principles of collaboration and the net donor argument.
4.4	Good evidence of leadership re collaboration however this needs to be extended to the wider membership.		
4.5	The Police Authority regularly reviews cost and overheads.		
4.5.1 The UoR assessment has repeatedly scored the Authority's governance of Force Finance very strongly (Grade 3 or 4). Financial reporting is timely and reliable. The Authority receives regular Budget Monitoring Reports to meetings of the RSC and the Authority. The Treasurer attends regular budget monitoring meetings held with Sussex Police. Lead member and officer involvement with range of	Papers and minutes to PPSG/RSC and SPA. Minutes and papers to BuRB. Video interview with Lead Member for Resources, Treasurer and Director of Finance.	The Authority is able to demonstrate that it works together with the Force to ensure Value for Money is considered routinely, and that the data used to consider VFM is reliable, timely and robust.	

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
<p>committees considering financial matters.</p> <p>The Audit Commission considers that the accounts are prepared to a "very high standard" thereby enabling the Authority to make judgements on robust and reliable data.</p>	<p>Page 9 pg 24 of UoR Assessment 2008/09.</p>		
<p>4.5</p>	<p>Robust monitoring evidenced.</p>		
<p>4.6</p>	<p>The Police Authority sets ambitious local targets to deliver improved efficiency, effectiveness and productivity and challenges the force to achieve them.</p>		
<p>4.6.1 The Authority has received a clean bill of health from the Audit Commissions UoR assessment for 2007/08 and 2008/09. Its governance practices are considered to be excellent and its new governance structure is considered to be best practice.</p> <p>Efficiency savings (£25,000,000 over five years, historically always met targets, while ensuring minimum impact on front line</p>	<p>Appendix 3 Pg 24 Use of Resources Assessment 2008/09.</p>	<p>There is considerable evidence that the Authority is influential within the drafting of the LPP, and importantly, the Authority has met all VfM criterion set by the Audit Commission within its Use of Resources assessment.</p>	

4. Ensuring value for money and productivity

How effective is the police authority in ensuring a clear and sustained focus on value for money to secure a good deal for the public?

Judgement	Evidence	Impact	Further Developments
<p>policing – commendation by Audit Commission).</p> <p>Work force modernisation and reducing bureaucracy: delivering better public service at less cost.</p> <p>All budgets include targets on efficiency savings, progress monitored through budget monitoring process.</p> <p>Environmental policy informed by contribution of Green member.</p>			
<p>4.6</p>	<p>Good evidence of target monitoring through governance.</p>		