

## **SUSSEX POLICE AUTHORITY MEMBERS' HANDBOOK**

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## **MEMBERS' HANDBOOK**

### **INTRODUCTION**

The purpose of this new, revised edition of the Members' Handbook is to provide all members of Sussex Police Authority – both those who have been members for a while and those who have joined us more recently – with a guide to what the Authority does and how members can contribute most effectively to our work on behalf of the people of Sussex.

Policing is important to all of us. It is a major public service, employing a large number of committed people, dedicated to keeping the county of Sussex safe. As members of the Police Authority, we are charged with ensuring that the service provided is efficient and effective, we consult local people about what they expect of policing, set the strategic direction for policing in Sussex, agree the budget and the council tax for policing and hold the Chief Constable to account for service delivery. These are onerous responsibilities and it is vital that, as members of the Authority, we are all clear what is expected of us and how we can best fulfil our roles.

Being a member of Sussex Police Authority is a responsibility, but it is also a privilege. You will find that officers and staff of Sussex Police are ready to take you into their confidence and to share with you the issues which confront them in their daily work, many of them of a sensitive nature. They are proud of what they do and they welcome the role of the Authority as the critical friend of Sussex Police. Our job is both to support and to challenge, in the interests of the people we represent. Getting that balance right is the key to success in our roles as members of the Police Authority.

I have been a member of the Authority since 2003, following a career in education, and I bring to my role a particular concern for the most vulnerable in our community. I was honoured to be elected Chairman in July 2009 and am determined to ensure that all members feel enabled to carry out their roles with confidence, determination and sensitivity, and in a spirit of common endeavour. I hope this new, revised edition of the Members' Handbook will assist that process. I am always available to individual members if needed: please do not hesitate to get in touch with me at any time.

Dr. Laurie Bush  
Chairman, Sussex Police Authority

## THE COUNTY OF SUSSEX

Sussex – the kingdom of the South Saxons – is bounded to the south by the English Channel, to the west by Hampshire, to the north by Surrey and to the east by Kent. Sussex is approximately 80 miles from west to east and 30 miles from north to south. “Sussex by the Sea” has some 100 miles of coastline, including such iconic sites as Chichester Harbour, the Seven Sisters and Beachy Head. Some 60 per cent of Sussex is included in areas of outstanding natural beauty and the South Downs is shortly to become England’s most recent National Park.

Historically, settlement was concentrated in a pattern of market towns and small ports, later supplemented by the development of the coastal resorts. The coming of the railways led to the considerable expansion of the coastal settlements and the growth of towns in mid-Sussex.

The development of Crawley New Town after the Second World War and the expansion of London’s second airport at Gatwick led to further growth in the north of the county in the latter part of the 20<sup>th</sup> Century. Today, while much of the interior of Sussex remains undeveloped and agricultural, sites are being sought to enable the local authorities to meet the demanding requirements for additional housing growth set by the Government and farmers are contemplating an uncertain future.

Service industries, rather than manufacturing, are particularly important in Sussex, and the economy of the western division of the county is generally stronger than that of the eastern half. Today, the major centres of population are the city of Brighton & Hove; the coastal towns of Hastings, Eastbourne, Worthing, Bognor Regis and Littlehampton; the inland towns of Crawley, East Grinstead, Burgess Hill and Haywards Heath; and the historic city and towns of Chichester, Midhurst, Petworth, Arundel, Steyning, Horsham, Lewes, Battle and Rye. In addition, there are sea ports at Littlehampton, Newhaven and Shoreham, and 32 million passengers pass through Gatwick, the busiest single-runway airport in the world, every year.

The current resident population of Sussex is about 1.5 million, which is significantly supplemented by the seasonal influx of visitors to the south coast holiday resorts, particularly Brighton & Hove and Eastbourne. The population is 97 per cent white, but there are small black and ethnic minority communities, including a significant Asian community in Crawley. There is a large lesbian, gay, bisexual and transgender population in Brighton & Hove. A perceived level of general prosperity conceals significant pockets of social deprivation and disappointing educational attainment, and a large elderly population on small, fixed incomes.

Sussex has been divided into two counties for local government purposes from time immemorial, and today local government is in the hands of East and West Sussex County Councils, Brighton & Hove City Council (which is a unitary authority) and 12 borough and district councils (seven in West Sussex and five in East Sussex). Each district council serves a population of about 100,000. 250 town and parish councils represent communities at the local level.

## POLICING IN SUSSEX

The first recognisably modern borough police forces in Sussex were formed in Hove, Arundel, Hastings, Chichester, Rye and Brighton in the 1830s, with the East and West Sussex county forces being formed in 1840 and 1857 respectively. Following a Royal Commission on Policing in the early 1960s, Sussex Police was formed in 1968, when the previously separate five county and borough forces were amalgamated as the result of the Police Act 1965. Significant events in the history of policing in Sussex include the murder of Chief Constable Henry Solomon by a suspect he was interviewing at Brighton Town Hall in 1844; the arrest of George Haigh, the acid-bath murderer, in Crawley in 1949; the explosion of an IRA bomb at the Grand Hotel, Brighton, during the Conservative Party Conference in 1984, causing death and serious injury to many people; and the fatal shooting of James Ashley by police in Hastings in 1998, leading to the resignation of the then Chief Constable.

Today, our approach to policing in Sussex is related to three business areas or pillars: neighbourhood policing; keeping people safe; and best use of resources. Neighbourhood policing focuses on being visible and accessible, providing a quality response, and working with local communities. Keeping people safe is about catching criminals, cutting crime, and dealing with critical incidents. Making best use of resources ensures that Sussex is policed by motivated and capable people, who are productive and effective, and that money is spent wisely. These themes are interdependent, relying on each other to enable Sussex Police to deliver a service that inspires public confidence, tackles local as well as serious crime, and works with the public to allow communities to flourish.

Each year, with the Chief Constable, the Authority prepares and publishes a [Local Policing Plan](#) (LPP), which seeks to balance the needs of policing in Sussex and the resources available. The LPP is accessible on the Authority's website [www.sussexpoliceauthority.gov.uk](http://www.sussexpoliceauthority.gov.uk) and is probably the most important single document with which all members, and others interested in our work, should be familiar. The LPP is organised on the basis of the three pillars described above and, for each business area, identifies a limited number of key targets for the year, performance against which is monitored by the Authority and the Force. All members receive a monthly pack of performance information and the Authority's scrutiny committees review performance in their respective business areas on a quarterly basis.

Performance, measured by the key indicators of crime reduction and detection rates, improved during the period 2003-2008. Crime reductions continue to be seen in all areas except burglary. Maintaining the focus on performance issues will remain an important responsibility of members in the months and years ahead, and features as a standing item on the agenda for the Chairman's private monthly meeting with the Chief Constable.

In recent years, the Authority has paid particular attention to two key development issues, relating to neighbourhood policing and keeping

people safe. On the former, [Sussex Police](#) has been restructured to align policing divisions and districts with the boundaries of our local authorities, the performance of the call handling centre has been considerably improved, neighbourhood policing teams have been established across Sussex and some 200 Special Constables and 300 Police Community Support Officers (PCSOs) have been appointed to supplement the work of police officers, providing a visible and accessible presence in our towns and villages. These developments have generally been well received by the people of Sussex.

The Authority supports the Government's [Policing Pledge](#), which sets out standards of service to be met by local policing, and is monitoring the performance of Sussex Police and our local authority partners against the Government's Single Confidence Target. This was introduced recently in an attempt to tackle the mismatch between the reduction which has taken place in crime over the last ten years or so and the public's reported perceptions of the incidence of crime in their areas. The Authority is hopeful that the achievement of the targets in the Policing Pledge will have a positive impact on confidence levels and is monitoring performance, working closely with our local authority partners.

On keeping people safe, the Authority has sought to respond to the challenge presented to the police service by [Her Majesty's Inspectorate of Constabulary](#) (HMIC) in 2005, which identified a gap nationally in the capacity of police forces outside London to deal with the most serious forms of crime, including counter-terrorism, serious and organised crime (drug smuggling and distribution, people trafficking), major crime (homicide, serious sexual assault), public order, road policing and civil contingencies (disaster management). The Authority successfully resisted the proposition that the merger of county police forces into larger, regional units was the way forward and, instead, has focused on enhancing the independent capability of Sussex Police in these areas and on the development of effective collaboration with neighbouring forces.

Over three years, the Authority provided a total addition of about £7m to the base budget to enhance the capability of Sussex Police in the protective services area and HMIC reports that Sussex is on track to meet the required standard by the nationally agreed target date of April 2011. At the same time, the Authority has supported the creation of a South East regional counter-terrorism unit and a regional intelligence unit, based in Crawley, and focusing on serious and organised crime. We participate actively in the work of the South East Collaboration Board and have agreed with our partners to set up regional units dealing with forensics, covert operation, witness protection and technical support. This collaborative work is paralleled in the support services area, where joint procurement and insurance arrangements are in place and discussions are continuing, with a range of police and local authority partners, about sharing financial, legal and human resources (HR) services.

The Authority's net revenue budget for 2009/10 is £253m and the revised capital budget is £17m. Seventy per cent of the Authority's expenditure is currently met by central government grant and 30 per cent from the council tax. In recent years, each budget has seen a further shift towards

more reliance on income from council tax, and Sussex is particularly vulnerable to any changes in the existing grant distribution arrangements.

With a total of 6,000 employees, 3,250 of whom are officers and 2,750 are police staff, Sussex is a medium-sized force in national terms. In its work on the protective services gap, HMIC identified 4,000 officers as the threshold below which it considered a force was unlikely to be self-sufficient. As explained, local capability has been enhanced over the last three years, but the idea of force mergers has not gone away and the position of Sussex Police as an independent entity remains vulnerable. In terms of the mix between police officers and staff, the Authority takes the view that it is more interested in what the Force does than in who does it, and it has supported the concept of police officers being used for jobs which only police officers can do, and the use of police staff in other cases.

Currently, 57 per cent of the employees of Sussex Police are men and 43 per cent are women. The Authority has adopted targets for the recruitment of female and black and minority ethnic (BME) officers and staff, and performance is regularly monitored. The Authority is responsible for the appointment, pay and conditions, and discipline of police chief officers (the Chief, Deputy and three Assistant Chief Constables) and is involved in the appointment of senior police staff members of the chief officers' group (the Director of Finance and the Head of HR). At the present time, five members of the chief officers' group are men and two are women. Newly recruited police officers are trained locally, making use of facilities at local universities and gain work experience in their local policing districts. Their training involves a short community placement and every effort is made to ensure that they feel part of the communities they will be policing. These are all business areas in which the Authority works closely with the Force.

## GOVERNANCE OF POLICING

The governance of the police service in England and Wales is operated through what is commonly termed “the tripartite relationship” between:

- The Home Secretary, responsible to Parliament for the overarching efficiency and effectiveness of the service as well as the maintenance of minimum service standards;
- Forty three local police authorities, responsible for the efficiency and effectiveness of the police force for their areas and for consulting the public on policing matters, collectively represented by the [Association of Police Authorities](#) (APA); and
- Chief constables, responsible for the operational effectiveness of individual police forces, collectively represented by the [Association of Chief Police Officers](#) (ACPO).

The Home Secretary is responsible to Parliament for policing in England and Wales and for setting the strategic national priorities for policing. The four main central bodies which work with the Home Office in this role are [Her Majesty’s Inspectorate of Constabulary](#) (HMIC), the APA, ACPO and the [National Policing Improvement Agency](#) (NPIA). They work with the [Audit Commission](#), the independent public body responsible for ensuring that public money is well spent in local service provision. Representatives of most of these bodies sit on the National Policing Board, which decides the strategic direction and overall development of the police service.

The primary duty of police authorities is to secure the maintenance of an efficient and effective police service in their areas. In setting the strategic direction, local objectives and performance targets, the Authority has to have regard to ministerial priorities set nationally by the Home Secretary. Setting targets which are both challenging and achievable, and monitoring performance are key to this duty, as is agreeing the style, ethos and approach to policing and its effect on and relationship with the public. The Authority and the Force consult local people to establish their needs and experiences of dealing with Sussex Police. The Authority ensures that local priorities and concerns are reflected in policing objectives, appoints chief officers and holds them to account for the delivery of agreed plans.

The Chief Constable is accountable to the Police Authority, but members of the Police Authority are not managers of the Force. In carrying out his responsibilities, the Chief Constable is required to have regard to relevant national guidance and the Local Policing Plan (LPP) agreed each year by the Police Authority. He exercises delegated financial responsibility for Force expenditure on behalf of the Authority within the approved annual budget and has day to day management and control of premises, vehicles and equipment used by the Force. All police officers and staff (other than those employed specifically to support the Authority) are under the Chief Constable’s direction and control.

In recent years, considerable thought has been given to the way in which accountability for policing is organised, both nationally and locally. The present arrangements emphasise the directing role of central government

and the operational independence of chief constables, but these features of the tripartite system have been increasingly questioned by those who wish to see greater influence being brought to bear on policing by local communities, either directly or through elected representatives. All three major political parties have discussed these issues and it cannot be assumed that the pattern currently in place will necessarily endure indefinitely. The Authority's view is that the present constitutional arrangements generally strike the right balance and that any changes should build on the sound foundations of the existing structure.

## **FUNCTIONS OF POLICE AUTHORITIES**

The 43 local police authorities in England & Wales are corporate bodies made up usually of 17 members. A majority (nine) of the members are appointed by the principal local authorities (county and city councils) in the Force area and the remaining eight are independent members, appointed through a public appointments process. At least one of the independent members must be a serving magistrate in the area. In Sussex, the local authorities tend to appoint members with relevant executive responsibilities within their councils to the Police Authority, thus ensuring a high degree of co-ordination between local government and policing in the county.

Policing is an integral part of the system of law which underpins a healthy, democratic society, bound together by the rule of law. It is the task of the police to uphold the rule of law, exercising their independent professional judgment in doing so. However, the police are also servants of society and could not effectively enforce their judgment without the support of the community. Successful policing involves partnership working between the police, the community, government agencies and voluntary organisations to respond to the community's needs. Police authorities have a key role to play as the statutory local accountability mechanism for policing in their areas.

Accountability for policing may take several forms:

- Democratic accountability, by which elected representatives of a community tell the police what sort of service they want from the police and hold the police to account for delivering it;
- Transparency, by which the community is kept informed and can ask questions about what the police are doing and why;
- Legal accountability, by which the police are held to account if they misuse their powers;
- Financial accountability, by which the police service is audited and held to account for its delivery of value for money; and
- Internal accountability, by which officers are accountable within a police organisation.

Police authorities have responsibilities in all these important areas.

The Good Governance Standard for Public Services published by the Independent Commission for Good Governance in Public Services comprises six core principles of good governance, as follows: focusing on the organisation's purposes and its intended outcomes for citizens and service users; performing effectively in clearly defined functions and roles; promoting values for the whole organisation and demonstrating the values of good governance through behaviour; taking informed, transparent decisions and managing risk; developing the capacity and capability of the governing body to be effective; and engaging stakeholders and making accountability real. Applying these principles to the local governance of policing, the role of the Police Authority should be: in consultation with the Chief Constable, to set the strategy for policing Sussex, including the style

and nature of policing; to make sure effective management arrangements are in place at the top of the organisation; to hold the Chief Constable to account; and to be circumspect about getting involved in matters of operational detail for which responsibility is delegated to the Chief Constable.

In summary, the duties of Sussex Police Authority, deriving from statute and the application of the principles of good governance, are:

- To ensure that it is constantly aware of levels of communities' satisfaction with the service and how they wish to see the service improved;
- To identify local and national expectations, now and into the future, and to manage those expectations;
- To set a clear, unambiguous and achievable direction for the Force to deliver those expectations;
- To ensure, as far as possible, that the Force has sufficient resources to deliver those expectations;
- To ensure that the Force has the right leadership to deliver those expectations and the Chief Constable is effectively appraised in the performance of his role;
- To ensure that there are adequate, business-wide governance frameworks in place to ensure that resources are used efficiently and effectively, that things going wrong or requiring improvement are identified and remedied early, that such matters are made known to the Authority and that dialogue takes place between the Authority and the Force on issues requiring a strategic response or which impact on statutory plans;
- As part of the governance framework, to ensure that there is an extant and effective performance management framework throughout the Force, which includes a role for the Authority in monitoring top level performance indicators for key strategic objectives and holding the Chief Constable to account for overall service delivery;
- To quality assure those frameworks, by means of external or internal inspection or scrutiny;
- To build effective working relationships between the Force management team and the Authority;
- To build effective relationships with partner agencies, where those agencies either add value to the governance framework or contribute to delivering operational objectives;
- To represent the interests of the communities of Sussex, and of policing Sussex, at regional and national level, and to contribute towards the national development of the police service at political level;
- To set and maintain appropriate standards for both the Authority and the Force, including consideration of human rights, diversity and race issues.

The key annual decisions of the Authority, taken at the February meeting, relate to the approval of the Local Policing Plan (LPP) and associated annual budget and council tax precept for the financial year ahead. Other specific functions of the Authority include public consultation,

communications, partnership working, performance management, the appointment and discipline of police chief officers, the oversight of complaints against the Force and the management of an independent custody visiting scheme. Some of these functions are described in more detail on the Authority's [website](#) under the [Policy Documents](#) section.

## MEMBERS' ROLES AND RESPONSIBILITIES

The roles and responsibilities of members are set out in some detail in a document with that title, which can be found on the [Policy Documents](#) section of the Authority's [website](#). This document provides agreed job descriptions for members, Lead Members, Chairmen of Committees and the Chairman and Vice-Chairman of the Authority. The Authority does not operate a formal appraisal system for members, but members are invited to an annual private discussion with the Chief Executive, and a note agreed, which is shared with the Chairman. Also available in the same section of the website are documents about the members' allowances scheme, the members' code of conduct, the confidential reporting and anti-fraud and corruption policies and the Authority's standing orders. The last includes rules about the conduct of business at Authority and committee meetings, contracts and tenders, and financial regulations. Members should consult these documents when they need to do so and discuss any issues with the Chief Executive.

In summary, members of the Authority, both councillor and independent members, are all subject to the same rules and requirements, which are based on those which apply to local authorities. Once appointed to the Police Authority, all members are of equal status, the only difference being that special requirements apply to the approval of the annual budget and council tax precept, which must be approved by both a majority of members of the Authority and also a majority of the councillor members of the Authority. All members should take particular care to familiarise themselves with the code of conduct and to take care to declare any personal interests which may be thought to be relevant to their work as a member of the Authority. The Chairman is normally the spokesman for the Authority. Any media enquiries members receive should be referred to Katie Coakes ([katie.coakes@sussexpa.gov.uk](mailto:katie.coakes@sussexpa.gov.uk)) the Authority's Press and PR Officer, who will be happy to assist.

The nine councillor members of the Authority are appointed every two years by a joint committee, representing the three principal local authorities in Sussex ([Brighton & Hove City Council](#), [East Sussex County Council](#) and [West Sussex County Council](#)). In making its appointments, the joint committee must take into account the political balance within the total membership of the three local authorities. It also seeks to achieve a geographical spread of representatives and to appoint to the Authority members who are able to make an effective contribution to its work. In practice, the councillor members appointed to the Authority tend to be their more experienced members and to occupy relevant leadership roles in their local authorities. The joint committee will meet next in June 2011, following the elections to Brighton & Hove City Council, to review its appointments to the Police Authority. The eight independent members are appointed by the other members through a public selection process, which involves a representative of the [Home Office](#) and an appropriately qualified independent consultant. Members are appointed for four years and may be reappointed for a second term, giving a total of eight years. The next appointment process for independent members will take place in spring 2011.

The Authority, at its annual meeting in June each year, elects a Chairman and Vice-Chairman and appoints members to committees. The Authority also appoints the Chairmen and Vice-Chairmen of Committees, appoints Lead Members to take an interest in particular aspects of policing and members to have responsibilities relating to local policing and partnership working in the areas where they live. The convention in Sussex is that Chairmen normally serve for two years and it has frequently been the case that they are then succeeded by their Vice-Chairman. Chairmen and Vice-Chairmen may be councillor or independent members: the present Chairman is the first independent member to chair Sussex Police Authority.

The Authority meets five times a year. Three of these meetings are held at County Hall, Lewes, one at County Hall, Chichester, and one in Brighton & Hove. The meetings take place in the afternoon, are open to the press and public and, where the facilities are available, are webcast. Members meet privately, with officers, in the morning and this meeting provides an opportunity for members to receive confidential briefings, to raise issues and to discuss matters which are on the agenda for the meeting in the afternoon. Members are normally joined for lunch and the public meeting by a number of visitors, representing a range of organisations who are interested in policing in Sussex, always including the relevant staff associations.

The Authority appoints a total of seven committees, whose work is described in more detail in the next section. The three scrutiny committees oversee the three business areas identified in the Local Policing Plan (LPP): neighbourhood policing, protective services/keeping people safe; and best use of resources. They include Lead Members with responsibilities for aspects of policing which fall within the relevant business area. The other four committees deal with Corporate Governance, standards, chief officer appointments and professional standards, which includes management of the independent custody scheme. This latter group of committees have some delegated powers, but the scrutiny committees do not. The general approach is to involve all members in decision-making and, with the exception of the appointment of chief officers, all decisions of any significance are made at the meetings of the full Authority.

Members are consulted by the Chief Executive about their preferences for appointments to committees and to Lead Member roles in advance of the annual meeting of the Authority in June and every effort is made to accommodate their wishes and aspirations.

Members are allocated to the policing divisions in which they live and may also be asked to represent the Authority on their local Crime & Disorder Reduction Partnership (CDRP) and on other partnership bodies. They can expect to be contacted by divisional and district police commanders about policing in their areas and to develop a close working relationship with them, acting as the critical friend of Sussex Police. Members' work on CDRPs is supported by officers in the Chief Executive's office, who will assist them to prepare for meetings and to report back to the

Neighbourhood Policing Scrutiny Committee on their work. Members are encouraged to let the Chief Executive's office have notes of their work with Sussex Police and in their local communities, which can help to build up a picture of the contribution they are making. This record is particularly useful when members have their annual private discussions with the Chief Executive.

In addition to this Handbook, new members of the Authority are offered an induction programme, which involves visits to the Chief Executive's office and to Sussex Police HQ, the allocation of a mentor and exposure to training and development opportunities.

## **ORGANISATION OF BUSINESS**

Following the appointment of the present Chief Constable of Sussex, Martin Richards QPM, in October 2007, the Authority agreed with him a vision for Serving Sussex, which identifies three principal business areas of policing, namely keeping people safe, neighbourhood policing and best use of resources. Keeping people safe includes catching criminals, cutting crime and dealing with critical incidents; neighbourhood policing covers being visible and accessible, providing a quality response and working with communities; and best use of resources is concerned with motivated and capable people, being productive and effective and spending wisely. The Local Policing Plan (LPP) and the targets it contains are now organised on this basis, as are the Authority's three scrutiny committees, each overseeing one of these areas.

As explained above, the production of the annual Local Policing Plan (LPP) and the budget required to support its achievement is one of the core functions of the Police Authority. This activity takes place during the late summer and autumn each year, culminating in the formal approval of both documents, and the fixing of the council tax precept, at the February meeting of Authority, which traditionally takes place in Chichester. The LPP is developed by the LPP Board, on which the Authority is represented by the chairmen of the three scrutiny committees, who also represent the Authority on the three boards established by Sussex Police to manage the three business areas. The contribution of the members is informed by the evidence of the needs of communities in Sussex, provided by the consultation undertaken by the Authority, the Force and partners and which consistently demonstrates the importance which Sussex people attach to neighbourhood policing, the aspect of the work of Sussex Police which is most evident to the public and their main concern.

The LPP also takes into account also national priorities, as articulated by successive Home Secretaries, and the current priority is to monitor and enhance public confidence in policing, as measured by the National Crime Survey (NCS). The Government sees the implementation by police forces of the national Policing Pledge, which lays down standards to be achieved in terms of responsiveness and user satisfaction, as the key to increasing public confidence in what the police and local authorities are doing to combat crime and disorder in local communities. The Government's objective is to achieve a position where public confidence more accurately reflects the significant reductions which have been achieved in crime levels over the last 10 years, and aligns perceptions more closely with reality. Sussex is actually a very safe place in which to live and work, and to visit: the task ahead is to enhance the public's confidence that this is the case.

Another continuing priority for the Authority is to enhance the capability of Sussex Police to deal with the most serious forms of crime. Weaknesses in this regard nationally were recognised by Her Majesty's Inspectorate of Constabulary (HMIC) in 2005, leading to proposals (subsequently abandoned) to amalgamate county police forces into larger, regional units. The Authority increased the base budget of Sussex Police by about £7m

over three years specifically to deal with this issue and is actively involved in a number of collaborative projects with other police forces, local authorities and other potential partners. These objectives are also reflected in the LPP, in addition to neighbourhood policing priorities.

The LPP and its targets having been set by the Authority, the scrutiny committees (whose terms of reference are set out on the Authority's [website](#)), are responsible for scrutinising the delivery by Sussex Police against the agreed targets. This is the principal business at each meeting, supplemented by more intensive monitoring and investigation of areas where performance is falling below the targets in the Plan.

After the end of the financial year on 31 March, the Authority's focus shifts to the approval of the accounts for that year. The detailed work is undertaken by the Corporate Governance Committee, which works with the Treasurer, the Chief Constable and the Audit Commission to ensure that the financial affairs of the Authority are properly managed. Sussex Police Authority consistently does well in this area and the Audit Commission's verdict on the 2008/09 accounts contained in the Annual Governance Report (a copy of which is in the [Policy Documents](#) section of the Authority's [website](#)) was that the Authority exceeded the minimum requirements and performed well in each of the three key areas of managing finances, governing the business and managing resources. In the challenging financial circumstances which the Authority faces in the next five years, it is particularly important that this record of tight professional management of resources is maintained and enhanced.

By the summer of each year, the Authority becomes involved in the preparation of the LPP and budget for the following year. Public consultation events arranged directly by the Authority take place during the summer months, including such events as the South of England Show at Ardingly in June and Gay Pride in Brighton in August. It is usual for the Authority, at its July meeting, to give a clear steer on the guidelines to be followed in the preparation of the following year's budget. The banking crisis and the steps taken by the Government to deal with it, combined with the prospect of a change of government in 2010, led the Authority to establish guidelines for 2010/15 designed to cope with a forecasted funding shortfall of £35m over the next five years, representing a total reduction of 14 per cent of the Authority's current annual base budget. At this stage, nothing has been ruled in or ruled out as the implications are considered and the draft budget is put together for discussion by the Authority in December and approval at the meeting in February.

The Chief Officer Appointments and Remuneration Committee, comprising just five members of the Authority, meets as and when required to appoint Sussex Police chief officers (the Chief Constable, the Deputy Chief Constable and the three Assistant Chief Constables). The Committee is advised, in the case of the appointment of the Chief Constable, by Her Majesty's Inspector of Constabulary (HMIC) for the area, currently HMI Zoe Billingham, and, in the case of the appointment of other chief officers, by the Chief Constable. At the invitation of the Chief Constable, members are also involved in the appointment of senior members of police staff, such as the Director of Resources and the Director of Human Resources

(HR). The Chief Officer Appointment and Remuneration Committee also meets to review the Chief Constable's annual Professional Development Report (PDR), conducted by HMIC with the Chairman, and to deal with any other matters concerning the appointment, discipline, pay and conditions of chief officers, including the chief officers directly supporting the work of the Authority (the Chief Executive, the Treasurer and the Solicitor).

There has been considerable change in the top management team at Sussex Police over the last two years and the Authority is pleased that one outcome of this process has been that there are now two women members of the team, compared with none two years ago.

The Professional Standards Committee meets regularly, to review the register of complaints made by the public against Sussex Police, to consider reports on the volume and nature of these complaints and to commission work on areas of particular concern, to deal with any complaints involving chief officers and to manage the [independent custody visiting scheme](#) (which involves volunteers visiting police custody facilities unannounced) and the independent [CCTV monitoring scheme](#) (where volunteers oversee the use made by police of public place CCTV in Sussex). The Authority's Standards Committee meets as required to deal with any issues relating to members' conduct. The Chairman and the Vice-Chairman of the Committee are independent and otherwise unconnected with the Authority.

The terms of reference of all the committees, their current memberships and the various Lead Member and other positions to which members are appointed by the Authority can be inspected on the Authority's [website](#).

## WORKING WITH SUSSEX POLICE

As critical friends of Sussex Police, members of the Authority interact with officers and staff of the Force at all levels. Authority meetings are attended by all members of the top management team, who are all available to members at any time. In addition, members get to know officers responsible for particular functions, at HQ, on divisions and on policing districts. New members are supplied with a list of contact names and numbers, which is a good starting point, but members will probably wish to assemble and maintain their own lists of contacts in Sussex Police, countywide.

Contacting people by email or mobile phone are probably the most successful approaches. The email addresses of officers and staff in Sussex Police are as follows: [firstname.surname@sussex.pnn.police.uk](mailto:firstname.surname@sussex.pnn.police.uk). Usually, first names appear in full, rather than as shortenings (for example, "robert.copper", not "bob.copper", "samantha.sergeant", not "sam.sergeant"). When you meet an officer or member of staff for the first time, ask for their card and put their email address and mobile phone number into your contact list. If you don't know who to speak to, ask the Chief Executive's office or call the Sussex Police non-emergency number (0845 60 70 999) and check the service.

The Chief Constable commands Sussex Police and is accountable to the Authority. He is supported by the Deputy Chief Constable (Giles York), who also takes personal responsibility for performance, professional standards, corporate development and corporate communications. Assistant Chief Constables Robin Merrett, Olivia Pinkney and Nick Wilkinson are currently responsible for neighbourhood policing, protective services and operational support respectively. Director of Finance Mark Baker and Director of HR Marion Fanthorpe complete the chief officer team. Mark Baker works particularly closely with the Authority's Treasurer, Richard Hornby.

Most central departments, but not all, are located at Sussex Police HQ, Malling House, Lewes. One important exception is the Criminal Investigations Department, which is situated at Sussex House, Hollingbury, Brighton. For territorial policing purposes, Sussex is divided into four divisions and 12 districts. The four divisions are East Sussex, Brighton & Hove, West Downs and North Downs. East Sussex and Brighton & Hove divisions are coterminous with the areas covered by East Sussex County Council and Brighton & Hove City Council respectively. The two divisions in West Sussex cover the Chichester, Arun, Worthing and Adur districts (West Downs) and the Crawley, Horsham and Mid Sussex districts (North Downs). Each division is commanded by a chief superintendent. Outside Brighton & Hove, which is a unitary authority, each policing district is commanded by a chief inspector, who reports to the divisional commander. Policing at Gatwick is led by a superintendent, who reports to the chief superintendent responsible for the operations department. Divisional HQ buildings are at Worthing, Crawley, Brighton and Eastbourne and there are currently 22 local police stations across Sussex.

A map showing the boundaries of policing divisions and districts in Sussex can be found on the Authority's [website \(policy documents page\)](#) as well as a chart showing the epaulettes worn by each rank of police officer in the Force, enabling members to recognise the rank of the officer they are speaking to.

## **POLICY DOCUMENTS**

The following key documents, most of which are referred to in this Handbook, are either available in the [Policy Documents](#) section of the Authority's website and/or, in the case of confidential documents, are sent directly to members:

Revenue Budget and Capital Programme 2009/10-2011/12  
Local Policing Plan (LPP) 2009/12  
Monthly Force Strategic Performance Information (FSPI)  
Statement of Accounts 2008/09  
Annual Governance Statement 2008/09

Timetable of Meetings 2009/10  
Terms of Reference of Committees  
Membership of Committees  
Appointment of Lead Members and Others  
Members' Code of Conduct  
Members' Allowances Scheme

Standing Orders (Governance, Contracts and Tenders, Financial Regulations)  
Complaints Procedures  
Confidential Reporting Policy  
Anti-Fraud and Corruption Policy  
Independent Custody Visiting Scheme  
Public Consultation Strategy  
Press Protocol  
Single Equality Scheme  
Scheme of Delegation to Officers

Map of Policing Divisions and Districts  
Sussex Police Rank Badges

Members experiencing any difficulty in locating any of these documents should contact the Chief Executive's office ([pam.black@sussexpa.gov.uk](mailto:pam.black@sussexpa.gov.uk)) for assistance.

## KEY CONTACTS

A sheet with key contacts within the Force and the Authority has been issued to all members. If you require any further contact details not included on this list please contact the Chief Executive's office ([pam.black@sussexpa.gov.uk](mailto:pam.black@sussexpa.gov.uk)) for assistance.

## ABBREVIATIONS AND ACRONYMS

A list of [abbreviations and acronyms](#) used by Sussex Police and Sussex Police Authority is available on the [Police Authority website](#) on the [policy documents](#) page.